

Original Research Article

## Designing a Human Resource Development Model for the Tourism Industry of the Makran Coast Using Grounded Theory

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Received: 28/12/2020

Accepted: 20/07/2121

Available online: 23/07/2021

**Abstract** Since tourism is a service activity offered by its employees, paying attention to training and improving their knowledge are the main secrets to ensure the life of this industry. The main purpose of this research is to design and develop a human resource development model for the coast of Makran tourism industry. This research is applied and exploratory in nature. The sample included 33 managers, experts, and pundits in the field of tourism who were selected through the snowball sampling method. The main method of data collection in the present study was the semi-structured in-depth interview. Strauss's grounded theory was used to analyze the data. For this purpose, Maxqda<sup>10</sup> software was used. A total of 136 concepts and 25 main categories were identified. The results of data analysis showed that the categories of human resource empowerment, skills development, an increase in the level of satisfaction, improvement of the quality of life of the host community, expansion of cultural exchanges between tourists and local people, and maintenance of the cultural and traditional identity of the region, improvement of employment and income rate and achievement of sustainable tourism development are the consequences of employing appropriate strategies in the development of human resources in the tourism industry on the coast of Makran.

**Keywords** Human resources; Tourism industry; Pattern; The coast of Makran; Grounded theory.

**Introduction** Tourism industry is a specific pattern that is associated with economic and business growth and development in this field, and in this field, human power and development and its application are of great importance, and attention to such instruments facilitates its growth and success. The coast of Makran is important in terms of regional policy and foreign commerce. The coast of Makran stretches from Bandar Abbas to Goater and the width of its coastal plain is different and is important for several reasons: Firstly, commercially, economically, and martially, the port is located in the best strategic location, and it has a huge potential to serve as fishing bases. However, due to climate assistance, the existing agricultural land for various

cultures has considerable talent (Rahnamaei, 2010). Over time and in the last few decades with the development of the communication and social and economic relations, especially with the creation of the free Chabahar zone and thus attracting the tourism and tourism development, this region has been integrated into the national society and its vast market. In general, there are diverse and natural resources and attractions on the coast of Makran, where tourism development is very important and necessary (Aligolizadeh Firoozjani, 2013). The results show that with regard to the potential capabilities of tourism in Sistan and Baluchestan province, there is a possibility of attracting a large number of foreign tourists. However, according to statistics, the annual figure is not worthy of attention and significance. Hence,

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with regards to the gap between the existing and desirable situation in the tourism area of the province, the key to success in tourism and using its potentials in economic, social, cultural, political areas can be described as competent human resources and their exploitation. In recent years, one of the issues raised in the tourism discussion of the coast of Makran has been unnoticed by staff training and the attraction of strong forces in the region which can be attributed to the reluctance of the tourism organization to pay the cost of human resources training and to address lack of proper forces which caused the tourists to use the services of the tourism organization. Therefore, since tourism is a service activity offered by its employees, attention to training and promotion of their knowledge are the main secrets of guaranteeing the life of this industry (Mohammadi Najafabadi; Etebarian Khorasgani & Ebrahimzadeh Dastjerdi, 2020). Currently, the current status of the coast of Makran tourism industry is not a comprehensive model for the development of human resources. Therefore, according to the importance of human resource discussion in the development of the tourism industry of the coast of Makran, and the gap in the field, the researcher attempted to address the gap in this field to some extent by conducting a study in this field. Therefore, the main objective of this study is to develop and design a human resource development model for the coast of Makran.

## Theoretical foundations and research background

### • The concept of tourism

Today, tourism as one of the most profitable and efficient economic activities around the globe has a significant contribution to the economic, political, social, and cultural sustainability of the land, region, and world (Ying, Mursitama & Abbas, 2018). In the past few decades, significant development has been made in the tourism industry, particularly international tourism (Lia, Jin & Shi, 2017). Tourism is one of the most important industries in the world and plays a pivotal role in the development and competitiveness of many regions (Teixeira & João, 2018). However, tourism not only brings economic benefits but also socio-cultural benefits (Hieu & Rasovska, 2017) and is an important factor in economic growth worldwide (Henderson, Mark & Wai Hong, 2018). In general, tourism development affects the natural environment, economic, social, and cultural life of the local residents directly and influences their life quality (Parchkani, Rokanuddin Eftekhari & Hashemi, 2020).

### • Human resources of tourism

Since tourism is a service activity offered by its employees, paying attention to training and promoting their knowledge are the main secrets of guaranteeing the life of this industry,

and again, because the industry is highly affected by host and guest communication, it is no doubt that this connection is a memorable experience and will lead to decision - making about the re-experiencing or not repeating it, The role of staff is of special importance (Griffin, Phillips & Gully, 2016). The key to achieving sustainable tourism development is to have and develop unique resources, which are largely embedded in the human capital of firms and are based on the competencies of company employees including their skills, knowledge, expertise, and capabilities. Human capital presents the required infrastructure to create unique resources and capacities (Mortezaei, Mujtahedzadeh & Ezzati, 2019). Human capital relates to skills and knowledge that people earn by investing in education and job training (Kallmuenzer, Baptista, Kraus, Ribeiro, Cheng & Westhead, 2021). Human capital is often described as a component of an organization's intellectual capital that depicts knowledge belonging to the organization. This knowledge includes tacit knowledge created by network relationships and the personal knowledge of employees (García-Villaverde, Elche & Martínez-Perez, 2020). According to this view, knowledge in an organizational context may exist in three key areas: organization, networks, and individuals. The first is known as organizational capital consisting of corporate practices, procedures, and policies associated with other types of knowledge by the organization rather than its personnel (Wang, & Yotsumoto, 2019). Second, it is called social capital which includes networks and relationships with different stakeholders that facilitate the creation and transfer of knowledge (Maher & Elsharnouby, 2020). Third, it is called human capital, which is based on the competence of the personnel. Skills, knowledge, and capabilities are defined as a combination of attributes (Hilton, 2019). Therefore, the development of human resources involves the introduction, elimination, modification, orientation, and guidance of processes to enable all individuals and groups to acquire skills, knowledge, and the necessary competencies to perform tasks in the present and future (Mohammadi Najafabadi et al., 2020).

### Human resources position in the tourism industry

The development of human resources in the tourist industry includes programs, systems, and activities that are designed to improve the function of staff and equipment. Its main purpose includes solving the current problems of performance, preventing problems and future challenges of performance, and developing the knowledge of employees. Human resource development is one of the most important processes and tasks in human resource management (Jazani, Taheri & Abili, 2010). The negligence of human resource considerations in tourism planning can have important consequences. Hitchcock, (1993), and Liu and Wall (2006)

pointed to the mixed problems of tourism development in the absence of suitable skills on the Komodo Island of Indonesia, where tourism hiring “was not able to participate in new development programs due to little appropriate skills and training. Asychaykvi and Baum (1998) similarly reported that “Thailand has a large supply of manpower, but it is different from the empirical difficulties and the shortage of trained personnel to meet their skills, capacities, degree of professionalism. Liu and Wall (2006) investigated the developing countries whose lack of human capital, even at the expense of labor surpluses, with a lower degree of expertise and tourism expertise, was the main obstacle to the host community’s non - participation in tourism employment.

### Introducing the research site: The coast of Makran

The southeast coast of Iran, which matches the coasts of Iran in the Arabian Sea, is known as the coast of Makran. This geographical area starts from Ras Alkuh in the west of Jask port and continues to the border of Iran and Pakistan in Goater Bay. This coastal area is more than 500 km long, of which about 300 km is in the south of Sistan and Baluchestan province, in the two cities of Chabahar and Konarak, and about 200 km in Hormozgan province and Jask city. The three cities are approximately 300 square kilometers which is nearly three times the size of Qatar. The coast of Makran is within the territory of warm and relatively humid climate with monsoon climatic features and is affected by the Indian subcontinent. Direct connection to the open waters of the Oman Sea as a sub-basin of the Indian Ocean and proximity to the Persian Gulf and the Strait of Hormuz and the Arabian Peninsula and the proximity of Chabahar city to Pakistan and the existence of Iran’s most important ocean port, Chabahar port in this region, is one of the most important features of the coast of Makran. This coastal area has a population of about 350,000, which is one of the relatively low-density areas.

### Research background

#### • Studies in Iran

Mohammadi Najafabadi et al. (2020) in an article entitled “Designing a model for human resource development of Isfahan tourism industry based on knowledge management process”, reported that their extracted model included 9 indicators created in accordance with the knowledge management process in 4 dimensions Knowledge, knowledge retention, knowledge transfer and application, and knowledge application were placed in 5 levels and the relationships between them were identified. The results showed that the lowest level of “designing human resource information system” and “designing the model of competency of tourism industry jobs” had the greatest impact on other indicators.

Shafia and Seyed Naqavi (2019) in an article entitled “Intra-organizational branding model in the service and tourism sector of Tehran” concluded that internalization and alignment of employees with the brand, not only leads to favorable outcomes for employees but also results in profitability, financial interests, stakeholder interests, and desirable spiritual consequences; therefore, branding internal branding is an internal attempt to develop all sectors of tourism.

Pakdel et al. (2018), in an article entitled “Designing a national human resource development model with a system dynamics approach”, concluded that the national human resource development system has the main subsystems of training and supply of manpower and labor market (Pakdel, Gholipour & Hosseini, 2018).

Taghizadeh Jourshari et al. (2018), in an article entitled “Tourism Destination Branding with Emphasis on Identifying the Dimensions of the Destination Brand in Gilan Province”, referred to these results by analyzing the data collected from 468 tourists using Exploratory factor analysis identified three dimensions: unique, warm-hearted and stylish. These dimensions and their sixteen personality traits were reaffirmed in confirmatory factor analysis and LISREL software (Taghizadeh Jourshari, Del Afrooz, Shabgo Monsef & Salimi, 2018).

Ebrahimi Nejad, Dehghani Soltani, Farsi Zadeh, Hemmati (2017), in an article entitled “The Impact of Domestic Branding on Brand Performance in the Hotel Industry (Case Study: Laleh and Parsian Esteghlal International Hotels in Tehran), stated that domestic branding was a positive aspect of attitude and behavior of employees in delivering and fulfilling brand promises to customers. Since employees’ commitment to the brand had a significant relationship with their performance, it was confirmed to be an effective mediator between internal branding and employee brand performance. In addition, according to the results of this study, the identity of the pioneer brand is the commitment to the brand, and the commitment to the brand underlies the loyalty of employees to the brand.

Nasirizadeh & Eftekhari (2017), in a study entitled The role of education in the development of the tourism industry stated that the industry is so revenue-generating and lucrative that many countries have earned as much income from this low-cost and lucrative industry as Iran’s oil revenues

Habibi & Mohammadi (2017), in a study entitled “Study of the impact of tourism development on the human development index” found that today is one of the largest economic sectors in many countries that have the potential to influence international relations and it is a tool to promote peace in the world.

Veisi (2016), in an article entitled “Study of tourism development capacities in the coast of Makran and its

impact on sustainable regional development” highlighted the strengths and opportunities for tourism development in the coast of Makran are many and can play an effective role in the sustainable development of the southeastern coasts of Iran.

Faiz & Nabavi Chashmi (2016) in a study entitled tourism industry development with emphasis on human resources approach stated that the effect of human resource management on the development of the tourism industry in Semnan province was significant. Also, the coefficient of determining factor was reported to be 53 %. This value indicates variability in the development of the tourism industry by emphasizing the approach of human resources in Semnan province.

Shams al-Dini et al. (2016), in an article entitled “Assessing the effects of human resource empowerment on the development of tourism industry (Case study: Kohkiluyeh and Boyer-Ahmad Province)”, concluded that the variable of capable manpower in tourism development with a coefficient of 0/746 had positive and direct effects (Shams al-Dini, Derakhshan & Karimi, 2016).

Ashrafi Bejestani (2015), in an article entitled “The role of human resource management in the tourism industry”, stated that anticipation of the manpower required in the tourism industry, the determination of training needs and the development of programs required for education, identification of problems and needs of the tourism sector, call for experts to study tourism potentials and sending tourism experts to touristy countries to get acquainted with the tourism system is one of the main strategies proposed for developing human resources in the tourism industry.

Munshi & Jan Babanejad (2015), in an article entitled “The role and importance of branding in tourism planning” argued that to create a successful and well-known brand, a relationship must be made between three factors: management perspective, employee values, and customer perception and mentality. It is necessary to realize the brand of creating suitable tourism sub-subsidiaries, entering specialists in the field of tourism, government support for the tourism and hospitality industry, specialized training of staff, public support, and host community of government and tourists.

Zarghami Boroujeni & Barzani (2013), in an article entitled “Pathology of the Iranian tourism brand”, found that the core of the Iranian brand (consisting of personality, positioning, and brand commitment) suffered from a fundamental weakness and the degree of attention to branding activities in the country was low. Based on the research findings, management and marketing requirements and recommendations were presented.

#### • Studies in international contexts

Wang & Yotsumoto (2019), in a study entitled the role of

human resources in improving the performance of tourism in China stated that human resources must first have the necessary training in the field of tourism to have a positive impact on the tourism industry. Therefore, attention to empowerment plays an important role in improving organizational performance in tourism.

Gamage (2017), in a study entitled human resource development in the tourism sector of Sri Lanka stated that the research findings showed that paying attention to staff training according to customer-oriented needs assessments encouraged tourism organizations to act according to their customers’ demands and this will improve the performance of the tourism sector.

Rikalitnz (2016) in a study showed that the development of strategic human resources had a direct impact on organizational performance whose all five dimensions including processes, customer orientation, workforce, leadership, and governance as finance are related to human resource development.

Khumalo (2015) examined the imp performance of tourism managers in protected areas in the 21st century, paving the way for empowering managers. the results of this study indicate that according to the theory of empowerment of women in this regard, female and female managers in this regard can respond to the changing trend of natural resources and challenges in the field of tourism by offering a right and systematic framework to increase the awareness and power of managers in four dimensions.

In all studies, the character and education of human resources have been hinted at in the tourist industry. and one of the commonalities of this research with the previous studies has been its focus on human resources and education and its role in the development of the tourism industry. Also, its originality lies in designing a human resource development model in the tourism industry using the data-based method that has not been addressed in other researches.

## Research method

The present study, in terms of single-sectional time, is applied in terms of practical purpose and the qualitative with the exploratory approach in terms of the method. The statistical population consisted of 33 managers and experts and pundits in the field of tourism. The research is based on the qualitative method and, in particular, the grounded theory strategy was used, Sampling is subject to the rules of the same method and has been done purposefully and theoretically. In this study, the sampling method was snowball. First, one of the managers, university professors, and pundits were interviewed and then the interview was asked to introduce his friends, acquaintances, or people who may be suitable for computing. The semi-structured interview method was used to collect the data and after reaching theoretical saturation, the necessary



information was collected and analyzed by interviewing 33 experts. To analyze the data, the grounded theory was used. Among qualitative and interpretive methods, data theorizing has unique benefits to researchers because it has a high capacity to interpret complex phenomena and describe phenomena in their natural position. In the process of analysis, interview and textual data are encoded. Data coding consists of three steps: open coding, axial coding, selective coding. In open coding, the researcher extracted concepts and codes by reviewing the line by the line of interviews conducted. In the first stage during open coding, 136 categories were identified, and finally, in axial coding, they were grouped into 25 main categories.

### Research findings

The results of demographic findings indicate that a total of 32 respondents (96.9%) were male and 1 (3.03%) were female. Also, 1 (3%) of the respondents were under 30 years old, 9 (27.2%) were between 30-40 years old, 17 (51.5%) were between 41-50 years old and 6 (18.1%) were over 51 years old. In terms of education, 2 (6.06%) of the respondents had a bachelor's degree or lower, 23 (69.6%) had a bachelor's degree and 8 (24.2%) had a doctorate. In terms of work experience, 1 person (3%) had less than 5 years of work experience, 10 people (30.3%) had 5-15 years, 14 people (42.4%) had 15-25 years and 8 people (25.2%) had 25 years or more. In terms of organizational position, 11 (33.3%) were experts, 13 (39.3%) were middle managers and 9 (27.2%) were senior managers.

### Description of human resource element variables in the tourism industry of Makran coast

Data analysis, which is the most important and main process in grounded theory, comes after gathering interviews, transcribing, analyzing, and Coding in 3 steps of open coding, axial coding, and selective coding. The first step is data analysis, open coding began after the first interview. After extracting the original sentences, Data were analyzed and after extracting the main sentences, the concepts were identified and similar and significant components were recorded as codes. The coding of this step was done in two ways; the words and concepts expressed by the interviewee were used unchanged or codes were created

by the researcher based on the concepts contained in the data. Open coding was done manually to ensure a complete review of the data in the coding process, a partial analysis approach was used. line by line and 136 initial codes were identified based on interviews. Axial coding is the process of linking subcategories to each other. At this stage, the data analyzed in the open coding stage were compared with each other and then were classified into clusters with similar properties and codes the relationship between subclasses was determined. At this stage, 25 categories were identified as the main categories of research. An attempt was made to replace similar and common concepts with a single category and to identify the main categories of research through axial coding. The above concepts were categorized into 25 main categories during axial coding, the results of which are shown in Table 1.

In the third step, alternative or selective coding, one of the categories is explored as the main category in the center of the process, and other categories are connected to it theoretically. This stage involves drawing a diagram called a "coding pattern". There are six boxes (or categories) of information in this model: Causal conditions (causes of the main phenomenon), central category (a mental form of the phenomenon that underlies the process), strategies (actions or interactions performed to control, manage and respond to the main phenomenon), context (bedrock conditions) Effective in strategies), intervening conditions (general contextual conditions effective in strategies), and consequences (results of using strategies) (Rezaei Pendari & Azar, 2018). Then, the researcher analyzed the model and presented the final theory in graphic form. 136 categories were identified and categorized in 25 main categories and the main categories of the research were identified (Fig. 1).

according to the main subject of the interview and the case study, the central phenomenon of this research is the development of human resources in the tourism industry of the coast of Makran. Causal conditions are categories that affect the central phenomenon. In this study, the categories of structural elements, cultural elements, planning elements, and government policies are factors that are among the infrastructure and requirements for the development of tourism human resources and are centrally coded as causal

Gender		Age				Education			Job experience				Organizational post status		
Male	Female	Under 30 years	30-40 years	41-50 years	51 years and older	Bachelor and lower	Masters	PhD	Less than 5 years	5-15 years	15-25 years	25 years and up	Senior Managers	Middle managers	Experts
32	1	1	9	17	6	2	23	8	1	10	14	8	9	13	11

Table. 1. General characteristics of the interviewee. Source: authors.

terms. Eight main categories of this research that have been selected as the main strategies for human resource development in the tourism industry are as follows: Designing an update system for industry activists' competencies, designing a human resource information system, designing a performance evaluation system, and human resource development, developing individual competencies, training and informing, developing service infrastructures, developing transportation infrastructures, integrated management, and marketing development are. In other words, to develop human resources, these categories must be developed and improved. Laws and regulations are the two economic components that influence strategies such as intervenors and security, tourist attractions, and continuous and effective evaluation of human resources are the underlying categories of human resource development. The consequences are the result of employing appropriate strategies in the development of tourism human resources. In this study, the consequences are associated with the categories of human resource empowerment, skills development, increasing the level of satisfaction, improving the quality of life of the host community, expanding cultural exchanges between tourists and local people, and maintaining the cultural and traditional identity of the region, improving employment and income rate and achieving sustainable tourism development are the consequences of employing appropriate strategies in the development of human resources in the tourism industry on the coast of Makran. The coding process of human resource development of the coast of Makran is shown in the following diagram (Fig. 2).

## Discussion and conclusion

One of the most valuable resources in any organization and industry is manpower. Human force development plays a key role in the improvement of other sections of the organization and industry. HR resources contain the knowledge, skill, and individual experience is the employees and managers of the organization that they have acquired jobs through their duties in the organization as well as their reserves. In another definition, human resources are represented in the knowledge storage of an organization that is manifested by the organization's employees. Therefore, the most valuable resource in the tourism sector is manpower in this sector. The tourism sector in its supply of human resources must inevitably reflect on the development of internal and external forces seriously. Therefore, this study aimed to develop and design a human resource development model in the tourism industry of Makran coasts, which has been generated based on the Grounded Theory. In terms of

tourist attractions, the coast of Makran has a variety of attractions. Thus, planning and managing tourism development to attract domestic and foreign tourists, especially the development of tourism (geo-tourism, historical tourism, rural tourism, agro-tourism, etc.) and to turn Makran into an international tourism hub in the world to create more employment and income and remove poverty. According to their research findings, it is concluded that the economic and cultural development of tourism in the region will lead to a decrease in migration from the region and an increase in the rate of human development and positive representation of the province in the country. This also results in the development of infrastructure and the promotion of public awareness. also, research results showed that the development of human resources is one of the most important discoveries in the development of tourist attractions. The tourism industry is one of the services based on economic sectors relying on human resources, their knowledge, skills, and capabilities, and it is not possible to achieve the success and goals set in this industry without the enjoyment of resources and human capital. Therefore, the tourism industry, like any other industry, has to develop its own human resource development model in each region, thereby enabling the development of the tourism industry and achieving the goals set. The review of past studies by Wang and Yotsumoto (2019), Gamage (2017), in foreign countries, and research in Iran by Mohammadi Najafabadi et al. (2020), Ashrafi Bejestani (2015), and Khodai Kalantari (2012), indicate the importance of training and development of human resources in the tourism industry.

## Suggestions

### • Practical suggestions

- Planning for advertisements via mass media and the internet at the national and national level.
- Holding specialized seminars by concerned authorities for the experts in the field of tourism.
- Giving priority to local residents and people through an all-out partnership to develop the region's tourism and distribute its revenues among its local residents.
- quantitative and qualitative promotion of the forces working in the tourism sector of the Makran region and improving education in this sector.
- Improving tourism facilities on the coast of Makran as one of the most important tourist destinations in the region and province.
- Establishing suitable fields for investment in different fields of tourism in the region.
- Educating and raising the awareness of the residents (especially in places of worship) to prevent conflict between tourists and the public.

Table 2. Categorization of codes. Source: authors.

Category	Related concepts
Designing a system for updating the competencies of industry activists	The selection of appropriate human force, hiring of skilled and trained personnel, Planning for university graduates related to tourism, valuing the trained staff, attracting academic staff, and Paying attention to meritocracy in the individual selection, development of personnel competencies.
Designing Human Resource Information System	Applying knowledge of the day, the existence of knowledge management system, information system, improving information and communication technologies, use of day technologies, development of electronic infrastructure.
Designing the assessment system for the performance and development of human resources	Employees' job assessment, performance evaluation system, identification, monitoring, performance monitoring of private sector and public sector in the field of human resource development, monitoring, and evaluation of the level of standards of tourism.
Rules and regulations	Job description, licensing process
Effective and continuous evaluation of human resources	Selection and appreciation of top organizations in the field of education and development of human resources, identification, selection, and appreciation of leading practitioners in the industry, using the system of persuasion and punishment
Human sources of human resources.	Socialization, participation, ethics and ethical charter, respect, trust, responsibility
Marketing development	Marketing, advertising, tourist tours, travel agencies, travel agencies, seminars, public forums, holding seminars, conferences
Training and awareness	Literacy, education of related classes, holding training courses and programs for indigenous residents and the local community and justifying them to the functions of tourism and how to deal with tourists, training forces, raising public awareness, specialized education, education of related classes, generalization of education, Awareness of the region, the attitude of tourism industry staff, attention to institutions such as education, universities, radio and television, and the media and expand cooperation with them in introducing tourism capacities and providing the required training, holding training courses for police personnel, Municipality, traffic, and citizens, publishing educational books and pamphlets in introducing the capacities of the region, directing dissertations towards tourism, creating a field of tourism in Chabahar University, inviting domestic and foreign professors, improving the attitude of employees working in the tourism industry and related industries
Economic components	Government investment, facilities, and credits, insurance services, having an economic view of the industry, allocating appropriate budgets
Recognizing tourist attractions	Complete and comprehensive knowledge of the natural landscapes of the region, attractiveness, and uniqueness of the region, identification of environmental resources and capacities
Empowering human resources	Entrepreneurship, creativity, women's participation, human resource empowerment
Developing skills	Technical skills, workplace communication skills, effective verbal skills, job skills, and expertise, focus on quality applied training and skills of human resources
Increasing the level of satisfaction	Employee satisfaction, local community satisfaction, tourist satisfaction
Expanding cultural exchanges between tourists and local people and preserving the cultural and traditional identity of the region	The dominance of tourism activists in the language, the use of other successful experiences of countries, the relationship with developed countries in the field of tourism and comparison with them, cultural change in the tourism field.
Developing service infrastructure	Residential places, Construction of hotels and guesthouses, entertainment facilities, health tourism facilities, access to food and drink services, supply of water, electricity, telephone, and gas.
Improving the quality of the host's life.	Promotion of service quality, standardization of service delivery
Cultural elements	crafts, beliefs, and values of residents, hospitality, customs, language and dialect, local coverage of residents, cultural diversity
Transport infrastructure	Development of land transport, development of air transport, sea transport development ( port)
Integrated Management	the stability of industry managers, coordination of organizations involved in tourism, having a system look to industry, having a specialized look at the industry
Structural elements	organizational knowledge, organizational structure, hierarchical structure, the establishment of research base structure, and the service of the coast of Makran.
Security	Maintain security, safety, health, and wellness

Rest of table 2.

Category	Related concepts
Achieving sustainable tourism development	Climatic and environmental factors, environmental beauty, preservation of the natural environment, consideration and preservation of environmental resources for future generations, correct and optimal use of resources and facilities
Planning elements	Economic planning, manpower planning, facility planning, development of programs and plans in accordance with the cultural facilities and features of the region, the purposefulness of the services offered to tourists, the purposefulness of programs
Increase employment and income	Existence of young and eager forces to work in the field of tourism, job creation, income generation
Government policies	Encouraging the private sector to invest, receive serious support from the private sector, material support, spiritual support, integration of the private and public sectors for the development of tourism in the region

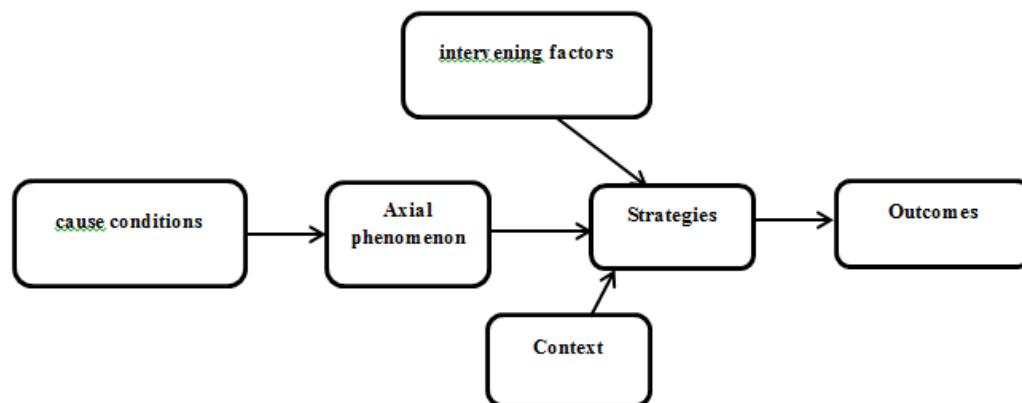


Fig. 1. Coding pattern. Source: authors.

- Investment to develop and equip the facilities required by tourists (residential and reception centers, roads, etc)
- Development of information and communication infrastructure of the coast of Makran tourism industry.
- Establishing a systematic performance evaluation system tailored to each of the sectors of the tourism industry.

#### • Suggestions for future research

- It is suggested that the proposed model be implemented in future research.
- It is suggested that in future research, the process of human resource development in other organizations be followed and examined.

#### Research limitations

The main obstacles in the research process are:

A limitation in the theoretical background and research conducted on designing a model for human resource development in the tourism industry, both in Iran and international contexts, is the first limitation of this study.

Unlike the present study, so far no research has been done on the causal factors, intervening, and contextual factors in the development of human resources in the tourism industry.

Therefore, in future research, these conditions and factors can be exclusively studied and identified, and added to the existing knowledge in this field.

The next limitation is related to the qualitative approach and research method of this research. First, given that in grounded theory, the resulting theory is based on the data collected by the researcher from specific individuals and in a particular setting (Makran coastal tourism), it is not possible to generalize this theory to other organizations. On the other hand, the results of this study are based on the data obtained through interviews with a limited number of managers and employees of the Makran coastal tourism Organization. Hence, the results largely depend on the mental paradigms of these managers and employees. Therefore, the results are not generalizable.



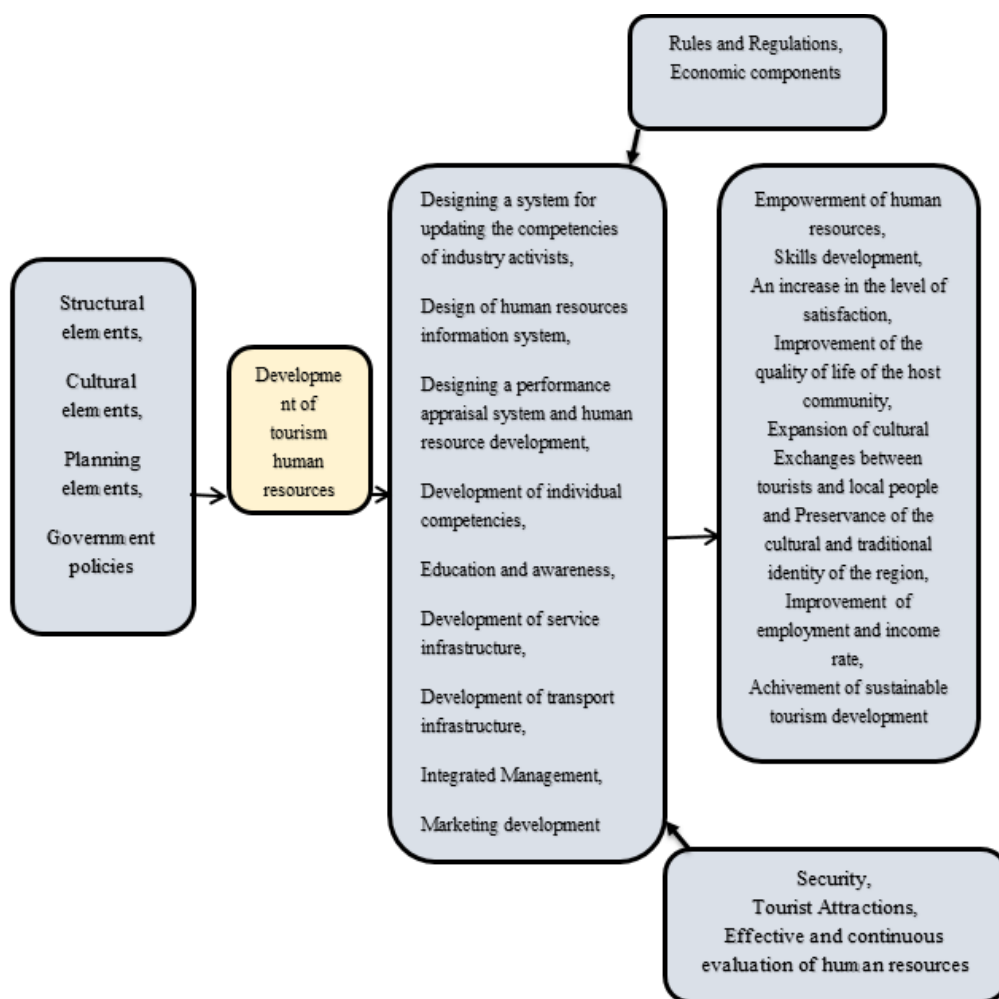


Fig. 2. Human resource development model in the coast of Makran tourism industry. Source: authors.

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#### HOW TO CITE THIS ARTICLE

Khareh, A., Salarzehi, H., Yaghoubi, N. & Moradzade, A. (2021). Designing a Human Resource Development Model for the Tourism Industry of the Makran Coast Using Grounded Theory. *Tourism of Culture*, 2(5), 39-48.

DOI: 10.22034/toc.2021.264810.1036

URL: [http://www.toc-sj.com/article\\_134110.html?lang=en](http://www.toc-sj.com/article_134110.html?lang=en)

