

**STRATEGIC IMPLEMENTATION ANALYSIS OF ASEAN  
MUTUAL RECOGNITION AGREEMENT IN HOTEL INDUSTRY  
TOWARDS HUMAN RESOURCES GLOBAL  
COMPETITIVENESS  
CASE STUDY: JAKARTA 5 STAR HOTELS**

By

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## STATEMENT BY THE AUTHOR

I hereby declare that this submission is my own work and to the best of my knowledge, contains no material previously published or written by another person, nor material which to a substantial extent has been accepted for the award of any other degree or diploma at any educational institution, except where due acknowledgement is made in the thesis.

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## ABSTRACT

# STRATEGIC IMPLEMENTATION ANALYSIS OF ASEAN MUTUAL RECOGNITION AGREEMENT IN HOTEL INDUSTRY TOWARDS HUMAN RESOURCES GLOBAL COMPETITIVENESS. CASE STUDY: JAKARTA 5 STAR HOTELS

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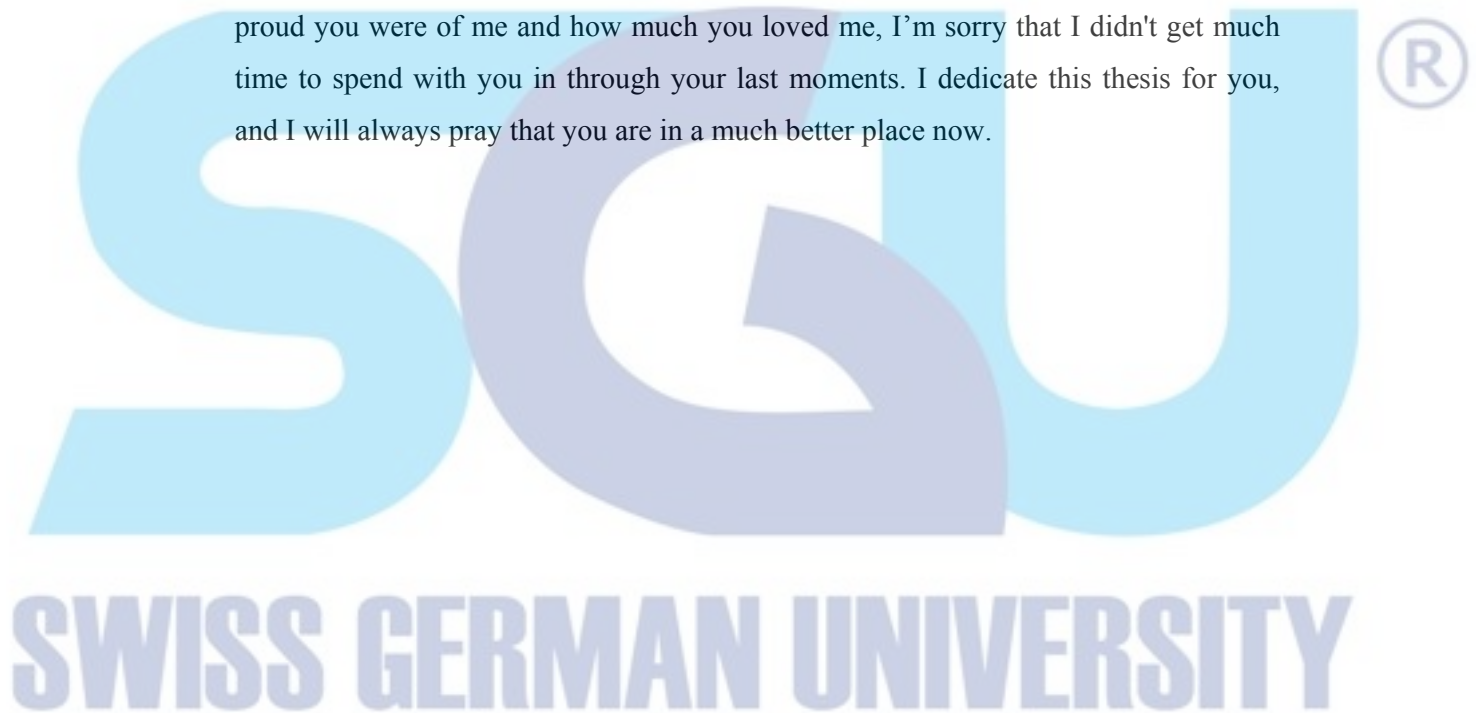
Mutual Recognition Agreement (MRA) is an arrangement of efforts to mutually recognize the competency and qualifications of tourism professionals of ASEAN member countries. It supports the process of trade liberalization in tourism sector as a means to narrow the development gap among ASEAN Member States as well as in fostering mutual understanding and regional stability. The development of ASEAN Common Competency Standards for Tourism Professionals (ACCSTP) project sought to address these issues. Indonesia as a member state of ASEAN participates in the actualization of ACCSTP through competency certification for tourism professionals. This thesis aims to identify the steps taken in the implementation of MRA, benefits, obstacles faced by government, as well as to measure the perception of Jakarta 5 star hotel operators towards MRA. The study uses deductive-evaluative approach, with combination of qualitative and quantitative method. From the research conducted, the implementation of MRA in Indonesia until today has derived a negative perception from 5 star hotel establishments in Jakarta, which must be addressed by the Indonesian government in order to meet the pre-designed plan of MRA Launching in 2014.

Keywords: ASEAN, Mutual Recognition Agreement, ASEAN Common Competency Standard for Tourism Professionals

## DEDICATION

I dedicate this thesis to my family – Mama, Papa, Mbaput, Mas Nugi. Your love and support is priceless and there's nothing can ever be more joyful to me than to have you around as a family.

And to my dearest Nini, who passed away during the time of conduct of this thesis, and didn't get the chance to see that I made it till the finish line. Nini, I know how proud you were of me and how much you loved me, I'm sorry that I didn't get much time to spend with you in through your last moments. I dedicate this thesis for you, and I will always pray that you are in a much better place now.



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## TABLE OF CONTENTS

STATEMENT BY THE AUTHOR.....	2
ABSTRACT.....	3
DEDICATION.....	4
ACKNOWLEDGMENTS .....	5
CHAPTER 1 – INTRODUCTION .....	11
1.1 Background .....	11
1.2 Research Purpose.....	14
1.3 Research Problem.....	14
1.4 Significance of Study .....	14
1.5 Theoretical Perspective .....	15
1.6 Research Questions and Hypotheses.....	15
1.6.1 Questions.....	15
1.6.2 Hypotheses.....	15
1.7 Methodology .....	15
1.8 Designs and Instrumentation .....	16
1.9 Data Analysis.....	16
CHAPTER 2 – LITERATURE REVIEW .....	17
2.1 Human Resources Strategic Issues.....	17
2.1.1 Managing Human Resources for the 21 <sup>st</sup> Century.....	17
2.1.2 Human Resources in Service Industry .....	18
2.2 International Labor .....	19
2.2.1 Labor Quality and Labor Quantity.....	20
2.2.2 Labor Mobility .....	20
2.2.3 Labor Markets.....	20
2.3 Hospitality Industry in Globalization Era.....	21
2.3.1 Hospitality Corporate Culture.....	21
2.3.2 Economic Dimensions in Hospitality Industry .....	22
2.3.3 Employment in Hospitality Industry.....	22
2.3.4 Migration of Labor in the Hospitality Industry.....	23
2.3.4.1 Causes and Impacts of Migration .....	23

2.3.4.2	Obstacles for Labor Migration .....	24
2.4	ASEAN and Globalization Implications .....	24
2.5	Labor Competencies .....	26
2.5.1	Knowledge .....	27
2.5.2	Skills.....	27
2.5.3	Attitudes .....	27
2.6	Competency-Based Training .....	28
2.6.1	Competency Standards.....	28
2.6.2	Dimensions of Competency .....	29
CHAPTER 3 – METHODOLOGY .....		31
3.1	Type of Study .....	31
3.2	Research Process .....	32
3.3	Type of Data .....	33
3.4	Source of Data and Collection Method .....	33
3.4.1	Primary Data .....	33
3.4.1.1	In-depth Interview .....	33
3.4.1.2	Focus Group Discussion .....	34
3.4.1.3	Questionnaires .....	34
3.4.2	Secondary Data .....	34
3.5	Question Design, Scale, and Analysis Tools .....	35
3.5.1	T-test Formula.....	35
3.6	Population and Sample .....	36
3.6.1	Sample Size.....	36
3.7	Data Testing.....	38
3.7.1	Reliability Test.....	38
3.7.2	Validity Test.....	39
3.8	Analysis Method.....	41
3.9	Time Frame of Study.....	42
3.10	Research Limitations .....	42
CHAPTER 4 – RESULT & DISCUSSION.....		43
4.1	MRA Strategic Implementation in Indonesia.....	43

4.2	Analysis of MRA Step Implementation by Indonesian Government....	43
4.2.1	Establishment of UU No. 10 Tahun 2009 on Tourism .....	44
4.2.2	Formulation of Curriculum .....	47
4.2.3	Establishing MRA Supporting Infrastructures.....	51
4.2.4	Determining Targets of Certification.....	54
4.2.5	Socialization Activities .....	54
4.3	Analysis of Actions Taken by Private Sector in Implementation of MRA .....	55
4.3.1	Familiarization of Mutual Recognition Agreement.....	55
4.3.2	Creating Awareness Internally.....	56
4.3.3	Employees Enrollment to Competency Test.....	56
4.4	Benefits of Mutual Recognition Agreement Implementation .....	57
4.4.1	General Benefits.....	57
4.4.1.1	Adequate Number of Qualified and Competent Workers .....	57
4.4.1.2	The Growth of the ASEAN Nations' Tourism Industry. ....	58
4.4.2	Specific Benefits .....	58
4.4.2.1	Freer Movement of Qualified Tourism Professionals ..	58
4.4.2.2	Motivation for Self-improvement of the Tourism Workers .....	59
4.4.2.3	Easier and More Effective Employee Screening and Recruiting .....	59
4.5	MRA Obstacles Analysis .....	59
4.5.1	General Obstacles .....	59
4.5.1.1	Lack of Public Knowledge of MRA.....	60
4.5.1.2	Limited Resources .....	60
4.6.2	Specific Obstacles .....	61
4.6.2.1	Poor Media Optimization .....	61
4.6.2.2	Financial Issues.....	61
4.6.2.3	Resistance from Hotel Owners .....	61
4.7	Respondents Profile.....	62
4.7.1	Age.....	63



4.7.2	Gender .....	64
4.7.3	Education .....	64
4.7.4	Level of Occupation.....	65
4.8	Analysis of Jakarta 5 Star Hotels towards Implementation of MRA ....	66
4.8.1	Hypothesis Analysis.....	66
CHAPTER 5 – CONCLUSION AND RECOMMENDATION .....		68
5.1	Conclusions .....	68
5.2	Recommendations .....	69
ABBREVIATIONS .....		71
GLOSSARY .....		72
REFERENCES .....		74
APPENDICES .....		79
APPENDIX 1 – VALIDITY TEST RESULT .....		80
APPENDIX 2 – ACCSTP HOTEL SERVICES : FRONT OFFICE .....		81
APPENDIX 3 – ACCSTP HOTEL SERVICES : FOOD PRODUCTION...		84
APPENDIX 4 – ACCSTP TRAVEL SERVICES.....		89
APPENDIX 5 – STANDARD COMPETENCIES : FRONT OFFICE.....		92
APPENDIX 6 – QUESTIONNAIRE .....		120
APPENDIX 7 – INTERVIEW RESULTS .....		123
APPENDIX 8 – FGD PARTICIPANTS .....		128
APPENDIX 9 – PICTURES FROM MRA WORKSHOP & FGD.....		129
APPENDIX 10 – COMPILATION OF FGD ANSWERS .....		132
CURRICULUM VITAE.....		147