

THE RELATIONSHIP OF VALUES OF CERTIFICATION, PROFESSIONALISM,
JOB SATISFACTION AND SERVICE QUALITY IN THE TOURISM
INDUSTRY OF SOUTH SULAWESI

BUNTU MARANNU EPPANG

UNIVERSITI TEKNOLOGI MALAYSIA

THE RELATIONSHIP OF VALUES OF CERTIFICATION, ROFESSIONALISM,
JOB SATISFACTION AND SERVICE QUALITY IN THE TOURISM
INDUSTRY OF SOUTH SULAWESI

BUNTU MARANNU EPPANG

A thesis submitted in fulfilment of the
requirements for the award of the degree of
Doctor of Philosophy (Management)

Faculty of Management
Universiti Teknologi Malaysia

October 2017

I dedicate this thesis to
My dear and loving wife, Golda Risertin Linto,
My beloved daughter, Bianca Graziella Eppang,
My beloved mother, Sintje Tairas,
My mother in law, Murdiyase Towelo
My father in law, Yorim Linto
My parents in Lord, David Keeler and Jill Phillips
For their constant support, prayers and unconditional love
I love you all dearly.

ACKNOWLEDGEMENT

I would like to express my heartfelt appreciation to a number of people who have supported and make this research possible. Firstly, a million thanks to my supervisors, Prof. Dr. Zainab Khalifah, her constructive comments, direction, expertise, sanguinity and incredible kindness have boosted my efficacy to complete my thesis. The joy and enthusiasm she has for research was contagious and motivational for me, even during tough times in the Ph.D pursuit. To her go my greatest thanks especially in my time of difficulties when I had to fight with my baby's rare eye disease. I am also indebted to my co-supervisor, Assoc. Prof. Dr. Nur Naha Abu Mansor, for her inspiring guidance and tremendous academic support throughout my research journey. I appreciate all her contributions of time and ideas to make my PhD. Experience productive and stimulating. Working with such a great supervisor and co-supervisor has been a very pleasing and fruitful experience that will benefit me forever.

I would like to thank all respondents and participants from tourism sector in South Sulawesi who responded to the questionnaire survey and interviews. To all human resources managers, hotel general managers and tour and travel managers, thank you for your support and contribution.

Special thanks to Dr. Syahrul Yasin Limpo, SH, MH the Governor of South Sulawesi province of Indonesia and all staff in his governance for the financial aid. The doctoral program that he designed and implemented was very useful to develop the province and especially to me, I have the chance to contribute to the development of Indonesia in general and South Sulawesi in particular. I present this thesis as one of my contributions and I am ready to dedicate myself for the advancement of Indonesia.

A special thanks to my family and all my parents in Christ. Words cannot express how grateful I am to my lovely mother, my mother in law and father in law and for their continued prayers and support. I would also like to thank to my dearly loved wife, Golda Risertin Linto for her love, tremendous support and encouragement throughout this study. To my beloved daughter, baby Bianca, I would like to express my thanks for being such a good girl always cheering me up during the final stages of this PhD. Lastly, I wish to thank my brother, Bara Gunawan Eppang, my sisters, Milka Munarti Eppang and Helly Iravo Eppang, my brother in law, George Mangambaputra Linto, and my sister in law, Pricylia M. Linto for their love and support. Especially for David Keeler and Jill Philips, thank you so much for their strong support and continued prayers. At last, I would also like to thank to Warren Whittaker for his support in completing my study.

ABSTRACT

One of the strategies to cope with the competition in tourism industry in Indonesia is to implement a better professional certification system in order to have qualified human resources, especially in the era of ASEAN liberalism. The implication of Herzberg's theory is that values of certification, professionalism, job satisfaction, and service quality are strongly related with the context of this research. Several studies have found inconsistency in the relationship amongst variables and they need to be tested from different perspectives. This research investigated the relationship amongst values of certification, professionalism, job satisfaction and quality service in the tourism industry, and tested professionalism and job satisfaction as mediators. This research attempted to describe problems and solutions for a better implementation of certification specifically, and improve professionalism for quality tourist destinations in Indonesia. This study employed a Sequential Explanatory Design, an analysis based on quantitative method utilizing Structural Equation Modeling and a qualitative method using descriptive approach based on interviews. Using proportionate stratified random sampling, quantitative data were collected from 360 certified professionals. Qualitative data were collected from 16 selected informants. The findings of the relationship amongst variables provided different results whereby the supported hypotheses included the relationships of job satisfaction and service quality, and value of certification and professionalism. The unsupported hypotheses included the relationships of values of certification and job satisfaction, professionalism and job satisfaction, values of certification and service quality, and professionalism and service quality. In this research, professionalism and job satisfaction cannot function as mediators. The most common problems related to the implementation of certification include lack of motivational factors, lack of harmonization amongst stakeholders especially the industry, improper certification scheme and lack of enforcement of regulations and rules. This research contributes to the development of Herzberg's theory and the model conceptualization in the study of values of certification, professionalism, job satisfaction and service quality specifically for the tourism industry. Findings of this study are practical contributions for tourism stakeholders as they provide guidance for professionals, governments, tourist industry, professional associations and professional certification boards. In addition, the government needs to control the certification system and uphold regulations related to certification. Professionals are expected to improve their services in order to strengthen the quality of human resources. The industry needs to evaluate its role in providing significant values to professionals, and professional associations can strengthen their roles especially in improving standardized practices and competency standards in the tourism industry. Lastly, professional certification boards should be aware of these findings because there are directly related to the process of certification.

ABSTRAK

Salah satu strategi untuk mengatasi persaingan dalam industri pelancongan di Indonesia adalah untuk melaksanakan sistem persijilan profesional yang lebih baik bagi memiliki sumber manusia yang berkelayakan, terutamanya dalam era liberalisme ASEAN. Implikasinya terhadap teori Herzberg adalah nilai-nilai pensijilan, profesionalisme, kepuasan kerja, dan kualiti perkhidmatan sangat berkaitan dengan konteks kajian ini. Beberapa kajian mendapati ketidakkonsistenan dalam hubungan di kalangan pembolehubah dan mereka perlu diuji daripada perspektif yang berbeza. Kajian ini mengkaji hubungan antara nilai pensijilan, profesionalisme, kepuasan kerja dan perkhidmatan berkualiti dalam industri pelancongan, dan menguji profesionalisme dan kepuasan kerja sebagai perantara. Kajian ini cuba untuk menggambarkan masalah dan penyelesaian untuk pelaksanaan pensijilan yang lebih baik secara khusus, dan meningkatkan profesionalisme untuk destinasi pelancongan yang berkualiti di Indonesia. Kajian ini menggunakan Reka Bentuk Penjelasan Berurutan, analisis berdasarkan kaedah kuantitatif menggunakan Model Persamaan Struktur dan kaedah kualitatif menggunakan pendekatan deskriptif berdasarkan wawancara. Menggunakan persampelan rawak berstrata berkadar, data kuantitatif dikumpulkan dari 360 profesional yang bertauliah. Data kualitatif dikumpulkan daripada 16 orang pemberi maklumat terpilih. Dapatan kajian daripada hubungan antara pembolehubah menunjukkan hasil yang berbeza di mana hipotesis yang disokong termasuk hubungan kepuasan kerja dan kualiti perkhidmatan, dan nilai pensijilan dan profesionalisme. Hipotesis yang tidak disokong termasuk hubungan nilai pensijilan dan kepuasan kerja, profesionalisme dan kepuasan kerja, nilai pensijilan dan kualiti perkhidmatan, dan profesionalisme dan kualiti perkhidmatan. Dalam kajian ini, profesionalisme dan kepuasan kerja tidak boleh berfungsi sebagai perantara. Masalah paling umum yang berkaitan dengan pelaksanaan pensijilan termasuk kekurangan faktor motivasi, kekurangan harmonisasi di kalangan pihak berkepentingan terutama industri, skim pensijilan yang tidak wajar dan kekurangan penguatkuasaan peraturan. Kajian ini menyumbang kepada pembangunan teori Herzberg dan model konseptualisasi dalam kajian nilai-nilai pensijilan, profesionalisme, kepuasan kerja dan kualiti perkhidmatan khusus untuk industri pelancongan. Dapatan kajian ini merupakan sumbangan praktikal bagi para pemegang kepentingan pelancongan kerana mereka menyediakan panduan untuk profesional, kerajaan, industri pelancongan, persatuan profesional dan lembaga persijilan profesional. Di samping itu, kerajaan perlu mengawal sistem pensijilan dan menegakkan peraturan yang berkaitan dengan pensijilan. Profesional dijangka akan meningkatkan perkhidmatan mereka untuk mengukuhkan kualiti sumber manusia. Industri ini perlu menilai peranannya dalam memberikan nilai yang signifikan kepada para profesional, dan persatuan profesional dapat menguatkan peranan mereka terutama dalam meningkatkan amalan berpiawai dan kompetensi berpiawai dalam industri pelancongan. Akhir sekali, badan pensijilan profesional perlu menyedari dapatan ini kerana ianya terdapat kaitan langsung dengan proses pensijilan.

TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	DECLARATION	ii
	DEDICATION	iii
	AKNOWLEDGEMENT	iv
	ABSTRACT	vi
	ABKSTRAK	vii
	TABLE OF CONTENTS	viii
	LIST OF TABLES	xii
	LIST OF FIGURES	xvii
	LIST OF ABBREVIATIONS	xix
	LIST OF APPENDICES	xx
1	INTRODUCTION	1
	1.1 Background	1
	1.2 Problem Statement	8
	1.3 Research Questions	13
	1.4 Research Objective	14
	1.5 Significance of the Study	15
	1.6 The Scope of the Research	17
	1.7 Operational Definitions	17
	1.8 Structure of Thesis	18
	1.9 Conclusion	19
2	LITERATURE REVIEW	20
	2.1 Indonesian Perspective of Certification in Tourism	20
	2.1.1 General Overview	20
	2.1.2 The Existence of Tourism Professional Board in Indonesia	22

2.2	The Underpinning Theory	24
2.3	Certification and Its Values	27
2.3.1	The concept of Certification	27
2.3.2	Competency Based Assessment and Certification	31
2.3.3	Values of Certification in Tourism	33
2.3.4	Values of Certification	34
2.4	Professionalism	37
2.4.1	Concept and Context of Professionalism	37
2.4.2	Dimensions of Professionalism	40
2.4.3	Professionalism in Tourism	42
2.4.4	Professional in Tourism	45
2.5	Job Satisfaction	48
2.5.1	Definition and Concept of Job Satisfaction	48
2.5.2	Dimensions of Job Satisfaction	50
2.5.3	Studies of Job Satisfaction in Tourism	53
2.6	Service Quality	57
2.6.1	Definition and Concept of Service Quality	57
2.6.2	Dimensions/Attributes of Service Quality	60
2.6.3	Service Quality in Tourism	64
2.7	Hypothesis Development	67
2.7.1	Values of Certification and Professionalism	67
2.7.2	Values of Certification and Job satisfaction	69
2.7.3	Professionalism and Job satisfaction	71
2.7.4	Job Satisfaction and Service Quality	72
2.7.5	Values of Certification and Service Quality	74
2.7.6	Professionalism and Service Quality	74
2.7.7	Values of Certification, Professionalism and Job Satisfaction	75
2.7.8	Values of Certification, Job Satisfaction and Service Quality	76
2.7.9	Professionalism, Job Satisfaction and Service Quality	76
2.8	The Development of Conceptual Framework	77
2.8.1.	Previous Frameworks/Models Related to the Study	77
2.8.2.	Conceptual Framework of the Study	80

	2.9 Conclusion	82
3	METHODOLOGY	84
	3.1 Research Design	84
	3.2 Location of Research	87
	3.3 The Quantitative Phase	87
	3.3.1 The Scope of Quantitative Research	87
	3.3.2 Source of Data	88
	3.3.3 Population and Samples	88
	3.3.3.1 Population	88
	3.3.3.2 Samples and Selection of Samples	89
	3.3.4 Instrumentation	93
	3.3.4.1 Design of Questionnaire	93
	3.3.4.2 Measurement of Variables	94
	3.3.5 Pilot Study for Quality of Measures	100
	3.3.5.1 Validity of the Measurement	101
	3.3.5.2 Reliability of the Measurement	108
	3.3.5.3 Refinement of Measurement	109
	3.3.6 Quantitative Data Analysis	110
	3.3.7 Mediation Effect	117
	3.4 The Qualitative Phase	117
	3.4.1 The Scope of Qualitative Research	117
	3.4.2 Source of Data	118
	3.4.3 Sampling Technique for Interviews	118
	3.4.3.1 Selection of Informants	118
	3.4.3.2 Sample Size	119
	3.4.4 Instrumentation for Interviews	121
	3.4.5 Data Collection and Recording	122
	3.4.6 Analysis of Interviews Data	122
	3.5 Conclusion	124
4	RESULTS	125
	4.1 Quantitative Analysis	125
	4.1.1 Response Rate	125

4.1.2	Profile of Respondents	126
4.1.3	Descriptive Analysis	130
4.1.3.1	Descriptive Analysis of Values of Certification	130
4.1.3.2	Descriptive Analysis of Professionalism	132
4.1.3.3	Descriptive Analysis of Job satisfaction	134
4.1.3.4	Descriptive Analysis of Service Quality	135
4.1.4	Analysis of Structural Equation Modeling	137
4.1.4.1	Measurement Model	137
4.1.4.2	Evaluating Structural Model and Goodness of Fit	158
4.1.5	Hypothesis Testing	163
4.1.5.1	Direct Hypotheses	163
4.1.5.2	Mediation Hypothesis	165
4.2	Analysis of Qualitative Data	170
4.2.1	Respondents of Qualitative Data	171
4.2.2	Investigation of Factors Related to Constructs	172
4.2.3	Relationships amongst Variables	187
4.2.3.1	Supported Hypothesis	187
4.2.3.2	Not Supported Hypothesis	191
4.2.4	Implementation of Certification in Indonesia	204
4.3	Conclusion	209
5	DISCUSSION	211
5.1	Discussion of Relationships	211
5.1.1	Relationship of Values of Certification and Professionalism	215
5.1.2	Relationship of Values of Certification and Job Satisfaction	216
5.1.3	Relationship of Professionalism and Job Satisfaction	218
5.1.4	Relationship of Job Satisfaction and Service Quality	220
5.1.5	Relationship of Values of Certification and Service Quality	221
5.1.6	Relationship of Professionalism and Service Quality	222
5.1.7	Relationship of Values of Certification and Job Satisfaction Mediated by Professionalism	223

5.1.8	Relationship of Values of Certification and Service Quality Mediated by Job Satisfaction	224
5.1.9	Relationship of Professionalism and Service Quality Mediated by Job Satisfaction	224
5.2	Discussion of Certification of Competence Problems in Indonesia	225
5.3	Implication of the Research	226
5.3.1	Theoretical Implication	226
5.3.2	Practical Implications	229
5.4.	Limitation of the Study	238
5.5.	Conclusion	238
	REFERENCES	240
	Appendices A – Q	267-326

LIST OF TABLES

TABLE NO.	TITLE	PAGE
2.1	Two different forms of professionalism in knowledge-based work	40
2.2	Dimensions of Professionalism in Tourism	44
2.3	Application of the term of Professional in the tourism industry	47
3.1	Focus and Relationship of the Study	87
3.2	Number of Competency Certificate Holders in South Sulawesi during 2008 and 2013	89
3.3	Sample Size based on tourism sub sectors	90
3.4	Selection of Samples for Housekeeping	91
3.5	Selection of Samples for Front Office	91
3.6	Selection of Samples Food and Beverage	92
3.7	Selection of Samples for Food Production	92
3.8	Selection of Samples for Tour Guide	92
3.9	Selection of Samples for Ticketing	93
3.10	Degree of Agreement Using Likert Scale	94
3.11	Construct of Values of Certification	95
3.12	Construct of Professionalism	96
3.13	Construct of Job Satisfaction	98
3.14	Construct of Service Quality	99
3.15	Results of Expert Reviews	102
3.16	Analysis of Pearson Product Moment Correlation of Values of Certification	104
3.17	Analysis of Pearson Product Moment Correlation of Professionalism	105

3.18	Analysis of Pearson Product Moment Correlation of Job Satisfaction	106
3.19	Analysis of Pearson Product Moment Correlation of Service Quality	107
3.20	Reliability of Variables	108
3.21	Values of Indices of Goodness of Fit	115
3.22	Distribution of Samples for Qualitative Phase	120
4.1	Profile of Respondents based on Gender and Level of Education	126
4.2	Profile of Respondents based on Length of Experience and Age	127
4.3	Profile of Respondents based on Area of Expertise and Position	127
4.4	Profile of Respondents based on Monthly Income	128
4.5	Profile of Respondents based on Motive for Certification and Relevancy of Certification	128
4.6	Profile of Respondents based on Year of Certification and Source of Information Regarding Certification	129
4.7	Analysis of Frequency, Mean Score, and Standard Deviation of Values of Certification	130
4.8	Analysis of Frequency, Mean Score, and Standard Deviation of Professionalism	132
4.9	Analysis of Frequency, Mean Score, and Standard Deviation of Job Satisfaction	134
4.10	Analysis of Frequency, Mean Score, and Standard Deviation of Service Quality	135
4.11	The Suggested CFA Results for the Pooled Measurement Model	139
4.12	The Fitness Indexes of Pooled Measurement Model	140
4.13	Factor Loadings of Values of Certification	142
4.14	Regression Weights of Values of Certification	143
4.15	The Assessment of Fitness for the Measurement Model of Values of Certification	143

4.16	The Assessment of Normality of Values of Certification	144
4.17	Factor Loadings of Professionalism	146
4.18	Regression Weights of Professionalism	147
4.19	The Assessment of Fitness for the Measurement Model of Professionalism	148
4.20	The Assessment of Normality of Professionalism	149
4.21	Factor Loadings of Job Satisfaction	150
4.22	Regression Weights of Job Satisfaction	151
4.23	The Assessment of Fitness for the Measurement Model of Job Satisfaction	152
4.24	The Assessment of Normality of Job Satisfaction	153
4.25	Factor Loadings of Service Quality	155
4.26	Regression Weights of Service Quality	156
4.27	The Assessment of Fitness for the Measurement Model of Service Quality	156
4.28	The Assessment of Normality of Service Quality	157
4.29	Goodness-of-Fit of Initial Full Model	160
4.30	Goodness-of-Fit of Final Modified Model	162
4.31	Estimates of Regression Weights Amongst Variables	163
4.32	The Result of Hypothesis Testing	165
4.33	Total Effect, Direct Effect and Indirect Effect between values of certification and job satisfaction through professionalism	166
4.34	Total Effect, Direct Effect and Indirect Effect between values of certification and service quality through job satisfaction	168
4.35	Total Effect, Direct Effect and Indirect Effect between Professionalism and service quality through job satisfaction	169
4.36	Profile of Respondents for Interview	171
4.37	Thematic Overall Problems Related to All Variables	173
4.38	Themes of Supported Hypothesis in the Relationship between Values of Certification and Professionalism	187

4.39	Themes of Supported Hypothesis in the of Relationship between Job Satisfaction and Service Quality	189
4.40	Themes of Unsupported Hypothesis in the Relationship between Values Certification and Job Satisfaction	191
4.41	Themes of Unsupported Hypothesis in the Relationship between Professionalism and Job Satisfaction	194
4.42	Themes of Unsupported Hypothesis in the Relationship between Values of Certification and Service Quality	196
4.43	Themes of Unsupported Hypothesis in the Relationship between Professionalism and Service Quality	197
4.44	Themes of Unsupported Hypothesis in the Relationship between Values of Certification and Job Satisfaction mediated by Professionalism	199
4.45	Themes of Unsupported Hypothesis in the Relationship between Values of Certification and Service Quality through Job Satisfaction	202
4.46	Themes of Unsupported Hypothesis in the Relationship between Professionalism and Service Quality through Job Satisfaction	203
4.47	Themes Related to Problems in the Implementation of Certification in Indonesia	205
5.1.	Quantitative Findings and Qualitative Findings	212

LIST OF FIGURES

FIGURES NO.	TITLE	PAGE
2.1	Conceptual Framework of Value of Certification and Professionalism	77
2.2	Conceptual Framework of Value of Certification and Job Satisfaction	78
2.3	Structural Model of Professionalism and Job Satisfaction	78
2.4	A Model of Professionalism and Job Satisfaction	79
2.5	Framework of Job Satisfaction and Service Quality	80
2.6	Proposed Structural Model	81
3.1	Stages of Sequential Exploratory Research Adopted from Creswell (2011)	86
3.2	Basic Step of SEM Analysis Adopted from Kline (2011 p.92)	112
3.3	Framework of Qualitative Questions	121
3.4	Process of Qualitative Analysis Adopted from Miles and Huberman (1994)	123
4.1	The Measurement Model Correlating all Construct Simultaneously	138
4.2	Final Measurement Model (CFA) Values of Certification	141
4.3	Final Measurement Model (CFA) of Professionalism	145
4.4	Final Measurement Model (CFA) Job Satisfaction	150
4.5	Final Measurement Model (CFA) Service Quality	154
4.6	Initial Full Model	159
4.7	Final Modified Full Model	161
4.8	Mediation Model of Professionalism in the relationship	

	of values of Certification and Job Satisfaction	166
4.9	Mediation Model of Job Satisfaction in the relationship between values of Certification and Service Quality	167
4.10	Mediation Model of Job Satisfaction in the relationship between Professionalism and Service Quality	169

LIST OF ABBREVIATIONS

AEC	-	ASEAN Economic Community
AGFI	-	Adjusted Goodness of Fit Index
AMOS	-	Analysis of Moment Structures
AVE	-	Average Variance Extracted
BNSP	-	Badan Nasional Sertifikasi Profesi (National Professional Certification Authority)
CBA	-	Competency Based Assessment
CBT	-	Competency Based Training
CFA	-	Confirmatory Factor Analysis
CFI	-	Comparative Fit Index
CMIN/DF	-	The Maximum Sample Discrepancy Function divided by Degree of Freedom
COP	-	Community on Practice
GFI	-	Goodness of Fit Index
HRD	-	Human Resources Development
JDI	-	Job Descriptive Index
LSP	-	Lembaga Sertifikasi Profesi (Professional Certification Board)
MRA-TP	-	Mutual Recognition Arrangement on Tourism Professional
PVCT	-	Percieved Value of Certification Tool
RMSEA	-	The Root Mean Square Error of Approximation
SEM	-	Structural Equation Modelling
SERVPERF	-	Service Performance
SERVQUAL	-	Service Quality
SOP	-	Standard Operating Procedures
TLI	-	Tucker Lewis Index

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
A	Letter of PHD's Project	267
B	Letter of Recommendation for Data Collection from the government	268
C	Questionnaire	269
D	Result of Back Translation	276
E	Validation of Measurement by Language Expert	280
F	Validation of Measurement by Academic Expert	284
G	Second Review of Academic Expert	288
H	Interview Protocol	290
I	Interview Protocol Review by Academic Expert	293
J	Measurement Model of Pooled Confirmatory Factor Analysis	294
K	Measurement Model of Values of Professional Certification	300
L	Measurement Model of Professionalism	305
M	Measurement Model of Job Satisfaction	310
N	Measurement Model of Service Quality	313
O	Testing Structural Model	318
P	Sample of Interview Transcript	322
Q	Sample of Thematic Analysis of Qualitative Data	326

CHAPTER 1

INTRODUCTION

This chapter describes the research background, problem statement, research questions, research objectives and scope of the research. Subsequently, this chapter introduces the concepts of value of certification, professionalism, job satisfaction and service quality. This chapter also discusses significance of the study both to academic, industry and government before concluding the chapter.

1.1 Background

Tourism has become one of the primary sectors in Indonesia to boost economic growth. The commercial position and financial functionality of the tourist business provide economic improvement in regions (Wu and Lin, 2013). Each province in Indonesia has attempted to spur the tourism sector through various efforts. Regional autonomy endows each province with opportunities to design and implement their programs in developing the sector. Based on the Indonesian Law No. 10/2009, each province also possesses their own authority to enhance their potential to become products for domestic and international tourists.

The development of the tourism sector is expected to provide benefits for the community since the tourism sector has become one of the key sectors for

developing the national economy in Indonesia. Oil and gas are natural resources which cannot be reproduced and Indonesia cannot depend only on them. Unlike the oil and gas sector, tourism is believed to be a sector which can be grown in each province of Indonesia. Developing the tourism sector can benefit each province in becoming a tourism destination by increasing the regional revenue in the era of regional autonomy, increasing the standard of living of the community, providing more job opportunities to reduce unemployment and improving awareness for the environment and preserving natural and cultural resources of the local community. Most importantly, being labour intensive, tourism provides a wide range of different employment opportunities, from the highly skilled to the unskilled (Yunis, 2009).

The tourism system theory proposed by Leiper (2004) provides a clear picture on how a destination has to be geared up to become a quality destination. The tourism system theory implies that a region which is called a tourist destination region should supply what is expected by the tourists coming from tourist generating regions. An important aspect of this theory utterly tells us that those tourists sometimes travel to a destination through transit routes which can become the challenge for a tourist destination region. Therefore, the quality of the tourist destination should be better than the transit routes or otherwise the tourists' expectation in the tourist destination cannot be met as expected. As a result the tourist destination will deliver unsatisfactory experiences during their visit.

Global competition is intensifying in gaining tourists to visit a tourism destination. A comprehensive strategy is considered necessary for the Indonesian tourism sector. Therefore, each province should produce their own qualified human capital and adequate products to be offered to both domestic and international tourists. A province as a tourism destination is expected to possess tourism products which provide the best experience that cannot be gained from other destinations.

There are many factors which can influence the satisfaction experience of tourists in the destination, one of which is the quality of human resources. The human resources are those who are responsible to create products and deliver service

in the destination. The quality of a destination relies on the ability and competence of people who manage the destination including the government sector and industry. As Baum (2007) contends the tourism industry truly depends on human capital. In tourism development, Jithendran and Baum (2000) believe that human resources play important roles to ensure the sustainability of a destination.

Consequently, several governments, including in ASEAN countries, have been paying close attention to development of the workforce in the tourism industry in recent years (Chheang, 2013; Hall and Page, 2012). Their strategies of targeting service quality in accordance with competency standards which are recognized internationally have benefited the tourism industry in these countries. It is expected that product quality will meet market demand. However, the tourism industry is rapidly becoming host to exponentially increasing numbers of unskilled employees at a time when it is struggling to meet present and future requirements in qualifications, skills and competencies demanded of it by a globalized economy and the rapid acceleration in technological development (Schiaffella *et al.*, 2010).

For all modes of tourism development programs, including human resource development in tourism and tourism management, Goeldner and Ritchie (2012) stressed that they should be created through sustainable interaction amongst demand, supply and environment. The change of psychographic and demographic characteristics of tourists can be an important factor in improving quality of destination (Fuller *et al.*, 2005). However, the expectations of tourists may not be fulfilled because according to Gruescu *et al.* (2008) some tourism professions cannot provide qualified personnel who can deliver high quality in a destination in spite of the increasing demand by tourists who require highly skilled staff to supply services in the hospitality and tourism industry. Intuitively, the creation of demand and the response toward supply and environmental change can be influenced by the professional workforce in the tourism industry. Thus, the quality of the workforce in tourism should be taken into account in the development of the tourism sector in emerging economies.

On the one hand, Gruescu *et al.* (2008) claim that successful tourism industry and tourist destination ultimately rely on the quality of human resources. On the other hand, the customers become increasingly more selective and search for more quality services (Rekha and Reddy, 2013). Equally important, some of the demanded services of tourism and hotel industries are greatly personalized, and they do not need kinds of automation that can replace personal service delivered by human being (Mohapatra and Singh, 2012). For this reason, human resources are critical in tourism, where employees constantly and directly interact with customers, and they also influence the customers' buying decision directly (Kristaq, 2014). Accordingly, this can imply that tourism requires human resources who possess specialized competencies in their respective areas so that they can work professionally in order to obtain job satisfaction in the workplace and in turn provide service quality in a tourist destination.

Furthermore, it is arguable that human resources are a crucial factor to increase the quality of product and services in the tourism sector (Baum *et al.*, 1997) and people make a vital difference in the attractiveness of a destination (ASEAN, 2012). The need for qualified employees in the tourism industry, their commitment to service quality and to what extent it impacts on the quality of the destination is an important issue to be investigated (Esu, 2012). However, the industry suffers from high staff turnover which directly affects the product and service quality provided (Witts, 2015; Pizam and Thornburg, 2000) and can lead in turn to low revenues and profits (Hinkin and Tracey, 2008). Thus, organizations play an important role in improving the quality of human resources by taking into account motivational factors of each employee so that employees can be satisfied and committed to deliver service quality (Irfan *et al.*, 2009).

The quality of the workforce can be improved through building employees' competence (Nadrag and Mitran, 2011) and employees' competence can be improved through certification (Gordon and Kovach, 2004; Graham, 2005). Certification for the tourism workforce is commonly required and certification programs established by various industries have been developed in an attempt to improve the quality of the workforce (Samuels, 2000) and it reflects change in the

labor market and should be adaptable to particular jobs (Harris, 2001). Hence, human resources are a key element of quality if employees obtain values and rewards through a continuing process of career development (Ireland, 2005).

Certification is the starting point of this research because through certification an employee can gain recognition of their skills, knowledge and attitudes in order to obtain values from certification. Values of certification have been explored in several studies that have found that professionals have been motivated by certification (Wyatt and Harrison, 2012; Hampton and Peterson, 2012; Byrne, 2004). In the South East Asia region, there has been a Mutual Recognition Arrangement on the tourism workforce. This agreement has urged each country in the region to prepare a qualified workforce who can deliver service quality because from December 2015 there are no borders restricting the workforce within the region. People are encouraged to work cross border using minimum competency standards in the tourism area through professional certification.

The urgency for certification is not only for the sake of the quality of the product and services but also for career development of professionals (Adams *et al.*, 2004). They claimed that urgency includes occupational safety which deals with professional marketability. If professionals are marketable it can be easier for them to get positions that lead to career development and as a result professionals are motivated to develop their professionalism in a sustainable manner. Therefore, certification is an essential requirement to for tourism professionals to compete in the labor market as they are to be recognized for mastering skills and knowledge in accordance with their expertise. It cannot be denied that there has been a significant trend in the way the international tourism industry has demanded increasing standardization of the quality of the product and quality of service in particular (Ivanis, 2011). This means that the development of human resources in tourism will be one of the key factors in improving the capability of the tourist destination in order to provide competitive product and service.

Liberalism of ASEAN has come to this region and tourism is one of the primary sectors of service liberalism (Keliat *et al.*, 2013). Together with other sectors

including air transportation, e-ASEAN and health services, the tourism sector has been chosen as one of the initial packages in the implementation of liberalism in the area of service in ASEAN. In order to support the implementation of liberalism in the tourism sector, ASEAN countries have established the ASEAN Mutual Recognition Arrangement on Tourism Professionals (MRA-TP). It is important to state that the MRA-TP is a sustainable process which will allow professionals to work anywhere within this region, making professional certification the passport for them. This MRA-TP can be a challenge and also an opportunity to professionals. If they are certified they can compete in the labor market in this region but if they are indifferent toward certification they can be marginalized in the job market by both domestic and overseas certified professionals.

In the context of Indonesia, the certification initially began from the introduction of competency based training (CBT) and competency based assessment (CBA) in tourism in 1999 through an AusAid Project implemented in Makassar city. This was a pilot project to implement CBT and CBA in Indonesia in the area of tourism. This project came with training packages adapted from the Australian scheme. Competency standards were introduced to all pilot institutions and currently these institutions share their experience with other institutions, tourism establishments (such as hotels and travel agencies) and associations such as the Hotel Association, Travel Agency Association and Tour Guide Association. Competency standards are used to assess students and employees to gain certification for their competence in their respective area of expertise. Although the tourism industry was involved in the process of assessment which leads to certification, there are some concerns that the industry tends to ignore the competency system in the recruitment process because workers are recruited without considering the competencies that job seekers have. The National Professional Certification Authority (BNSP) was established in 2003 in order to implement certification of competency. BNSP appoints Professional Certification Boards to conduct the certification. However, professional certification has to be conducted without proper qualification framework and the certification system also does not have any standardized certification scheme in terms of leveling skills for a particular job. As a result each professional

certification board has their own scheme and this can lead to different achievement of level of competence (Rijal, 2013).

In terms of human resource quality, practically the Indonesian professional workforce in the tourism industry can compete with the tourism workforce of other ASEAN countries. The Indonesian Ministry of Tourism and Creative Economy has stated that the quality of the human resource is a paramount key to the success in Indonesia to address the concerns of the ASEAN Economic Community (AEC) 2015 (Republika, 2014). It is just a matter of time and readiness so that the related stakeholders must prepare themselves to compete in the era of the AEC. However, there are several problems faced by the Indonesian tourism industry (Keliat *et al.*, 2013). In order to address liberalism, attention must be paid to the inadequacy in the number of tourism professionals who hold authorized certification. This is because professionals may not look at the importance of certification for them to enter the international labor market. This can also lead to difficulties in identifying how many in the workforce are already certified in this sector. Furthermore, this also suggests that not all tourism stakeholders in tourism industry are aware of the administrative and competitive issues to maximize efforts to comply with MRA-TP.

The government of Indonesia has taken significant steps to develop the tourism sector and one of their strategies is to control the workforce of the tourism industry. The government has recently issued a regulation Number 52/2012 regarding competency certification and certification of business enterprises in tourism. This regulation aims to ensure that all employees in the tourism industry must hold their competency certification in order to be allowed to work professionally in the area of tourism. The government considered that there was a need to enforce the certification and thus it was regulated in 2012 so that all stakeholders are aware of the certification requirements for the tourism industry.

Although the certification of competency in Indonesia has been implemented since 2003, the impact of the certification is still beyond the expectation and even after the establishment of the regulation Number 52/2012. Thus, there is a need to evaluate the current condition of the certification implementation and how it affects

other aspects related to the quality of human resources in tourism. It was recommended by Rijal (2013) that further study should be conducted in order to seek the perception from other stakeholders especially employees about the implementation of certification (including values) in Indonesia and its relationship with other aspects including the level of professionalism, satisfaction at work and also work performance. Certification aims to improve professionalism in tourism and it also should be beneficial to every employee which can lead to increased job satisfaction. Furthermore, satisfied professionals can be encouraged to deliver service quality. These are the key issues which provided the impetus to drive the researcher to investigate the relationship amongst values of certification, professionalism, job satisfaction and service quality.

1.2 Problem Statement

In the implementation of certification, Indonesia has faced several problems which are strongly related to certification policies and their enforcement (Rijal, 2013). Policies of certification are partially implemented and overlapping, and certification programs are budget driven not demand driven which have caused misinterpretation of policies on the ground. Employees may not see the positive aspect of being certified because there is no difference between those who are already certified and not certified in terms of income and promotion; recognition of their competency is not considered for promotion as there is no clear pathway for career development using competency; and certification is not included in the requirements of employee recruitment although the government has regulated that all employers should hire certified employees (Tourism Law Number 10/2009 and Government Regulation Number 52/2012 Article 12). Focusing on these issues in Indonesia, this research aims to investigate how each individual employee is benefiting personally from the implementation of certification with regard to its values and how the values of certification can create professional behaviors, job satisfaction and service quality in the tourism industry.

The policies and regulations are still the main concern in Indonesia in relation to certification. Firstly, owing to regional autonomy, policies and regulations cannot be maximally integrated in terms of the implementation from national level to regional level. Sophisticated procedures occur because licenses to work in certain professions such as tour guiding are issued by local government (province or city/regency) and this may make it difficult for professionals to deal with administrative processes. As a result professionals in the tourism sector may overlook the administrative procedures as they may perceive that it is unimportant for them to register for certification.

This study attempted to seek associations amongst values of certification, professionalism, job satisfaction and service quality. It seems that studies related to values of certification and professionalism are lacking (Damitio and Schmidgall, 2001; Mak *et al.*, 2011; Coughland, 2001), especially in investigating the relationships amongst these variables in the tourism and hospitality industry. Therefore, the relationships of values of certification, professionalism, job satisfaction and service quality based on the perspective of certified tourism professionals were the main focus of this study.

Patrick (1968), Coleman (2009), Gallagher and Blegen (2009) argue that there is a positive relationship between value of certification and professionalism. However, certified employees may perceive that there is no benefit from being certified. The tourism industry has ignored the certification in Indonesia although Law No. 10/2009 and Government Regulation No. 52/2013 require all tourism enterprises in Indonesia to employ only certified employees in their respective companies and organizations. Carter (2005) has challenged future researchers to compare employees who have been certified with those who have not been certified. The “being good” and “looking good” as proposed by Gioia and Corley (2002) cannot be balanced as employers want to have employees with high work performance but the certification is not recognized by the employers. In addition, Damitio and Schmidgall (2001) argued that there is a lack of availability of literature on values of certification in tourism, especially hospitality. In early studies Thomchick and Humphrey (1996) challenged scholars to conduct more studies

related to certification of other professions. This research supported what has been argued by Fertig *et al.* (2009) that certifications acquired and used primarily for internal or autonomous reasons, vis-à-vis certifications acquired for external reasons, are more likely to attain their official purposes and resist being deployed as mere symbols.

The investigation of relationship between values of certification and job satisfaction has been conducted by several scholars. Gaberson *et al.* (2003) found that certified professionals were strongly motivated to achieve job satisfaction. Moreover, Barrett *et al.* (2002), Dybec (2002) and Wyatt and Harrison (2010) also found that certified professionals are perceived to be satisfied with their jobs. However, Hampton and Peterson (2012) found that although certified professionals were satisfied with their jobs, the satisfaction was dependent on the place of employment. All of these studies (Barrett *et al.*, 2002; Dybec, 2002; Wyatt and Harrison, 2010; Peterson, 2012) used descriptive analysis to analyze only the perceptions of professionals based on their feelings of how being certified affected their job satisfaction. Therefore, it is also important to analyze relationships between the values of certification variable with validated measures and the job satisfaction variable using inferential statistical method.

A relationship between professionalism and job satisfaction has been discussed by Boyt *et al.* (2001), Hampton and Hampton (2004), and Seijaaka and Kaawaase (2014). Seijaaka and Kaawaase (2014) found a positive association between professionalism and job satisfaction. However, Boyt *et al.* (2001) found that not all dimensions of professionalism could support the relationship between professionalism and job satisfaction. Their finding showed that only one of the five dimensions of professionalism, autonomy, directly affected job satisfaction while the dimensions of professional associations as referent group, belief in public service, calling to the field and belief in self-regulation did not support the relationship. On the other hand, Hampton and Hampton (2004) argued that organizations that value professional behaviors will enhance the job satisfaction of employees. Thus, Coughland (2001) recommended that future studies should be conducted to investigate the relevance and effectiveness of professional behavior in the hospitality

industry. Boyt *et al.* (2001) have challenged researchers to examine their developed dimensions of professionalism and job satisfaction across professional contexts.

Relationships amongst values of certification, professionalism and job satisfaction have been discussed by Hampton and Hampton (2004) and Hampton and Peterson (2012). These studies revealed that certified professionals could have values of certification which can create professional behaviors and in turn the professionals can be satisfied in the workplace. Thus, professionalism can serve as a mediator in the relationship between values of certification and job satisfaction. However, these studies have not tested statistically the indirect effect of this relationship and therefore it is necessary to investigate the indirect effect by testing the relationship between values of certification and job satisfaction through professionalism in order to confirm that professionalism can be a mediator in this relationship.

Eren *et al.* (2013), Yee *et al.* (2008), Malhorta and Mukherjee (2004), and Hartline and Ferrell (1996) investigated the relationship between job satisfaction and service quality and they found that job satisfaction significantly influenced service quality. However, Nwosu (2006) found that there is no positive relationship between the indicator of compensation of job satisfaction and service quality. Furthermore, in the context of service quality in tourism, many regions have improved their tourism by developing competitive tourist destinations and they strive for quality to increase the number of tourists visiting the regions. Thus quality of service is a key element of competition with other destinations. Studies of service quality based on customer perception have been extensively conducted in many areas (Rahaman *et al.*, 2011) but there are few studies on service quality as perceived by employees (Musaba *et al.*, 2014). In order to expand studies on service quality based on perception of employees this study investigated the perceptions of service quality held by employees who are certified professionals in the tourism industry. The certified professionals were chosen as they have been expected to receive values of certification. Investigating service quality based on the perceptions of employees is beneficial to develop systematic and comprehensive measurement in order to achieve superior service to customers (Jaiswal, 2008). This study also attempted to contribute to the emerging studies related to service quality perceived by employees in the

context of tourism industry in Indonesia. Furthermore, service quality has been extensively employed as an exogenous construct. However, this study employed service quality as an endogenous construct because in this research the ending point of building up quality of destination is the service quality.

It appears that studies in examining relationship of value of certification and service quality and relationship of professionalism and service quality are also lacking. This study has also attempted to examine these relationships in the context of tourism industry. Furthermore, the role of job satisfaction as a mediator in these relationships was also examined in this study. Although there is a lack of literature which purposed job satisfaction as a mediation in the relationships between value of certification and service quality and between professionalism and service quality, this study has attempted to relate the mediation effect of job satisfaction in these relationships.

In addition to the relationships there are also issues about the measurement. Measures of values of certification and professionalism in tourism are still developing and there is a need to validate the instruments. Measures of values of certification have been developed by several scholars such as Thomchick and Humphrey (1996), Prier *et al* (2010), Gaberson *et al* (2003), and Sechrist *et al* (2006). However, Carter (2005) claimed that it is important to examine the validity of measures of values of certifications and the full effects of certification on labor market outcomes. In terms of professionalism, there is a lack of measurement for professionalism particularly in non-Western perspectives (Hussey *et al.*, 2010; Krauss *et al.*, 2012). Mak *et al.* (2011) urged that there is a need to explore deeply the extent of professionalism in tour guiding based on individual perspectives and also other professions in the tourism industry so that by conducting more research on professionalism in tourism industry it can enrich the literature on professionalism in tourism industry. Thus, this research also aimed to validate measures of values of certification and professionalism based on a tourism context.

This study has underpinned the theory of Herzberg. The implications of this theory are more widely used in the area of human resources development (HRD) and

human resources management (HRM). Although there are several studies came up with the implications of this theory in marketing especially in service quality (e.g. Chan and Baum (2007), there is still a lack of development of Herzberg's theory in its implications for service quality. Specifically, in addition to the investigation of the relationship between variables according to research questions, this study also attempted to seek the theoretical implications on service quality. This study combines the variables in the area human resources (values of certification, professionalism and job satisfaction) with a variable in the field of marketing (service quality) with a focus on employee perceptions toward the assessed variables.

In summary, problems occurred in Indonesia about certification and its values and inconsistency of findings that seek relationships amongst values of certification, professionalism, job satisfaction and service quality have grounded this research to seek another point of view on relationship of these variables in tourism industry. A mixed method approach was employed for this study because this study would see not only significant associations but also to explain insignificant association by finding out qualitatively problems using interviews. This research developed a structural model and attempt to gain a fit model. Furthermore, this research tested hypothesis using instruments which were validated based on the context of tourism industry in Indonesia. Previous empirical studies which linked up the variables (certification, professionalism and job satisfaction) are rather scarce and only employed anecdotal and descriptive approaches.

1.3 Research Questions

The research questions consist of quantitative research questions and qualitative research questions. In order to investigate the relationships proposed in this research and to explain the phenomena of quantitative findings, the research questions for both quantitative and the qualitative research questions are formulated:

- (i) What is the relationship between the values of certification and professionalism?

- (ii) What is the relationship between values of certification and job satisfaction?
- (iii) What is the relationship between professionalism and job satisfaction?
- (iv) What is the relationship between job satisfaction and service quality?
- (v) What is the relationship between value of certification and service quality?
- (vi) What is the relationship between professionalism and service quality?
- (vii) Does professionalism mediate the relationship of values of certification and job satisfaction?
- (viii) Does job satisfaction mediate the relationship of values of certification and service quality?
- (ix) Does job satisfaction mediate the relationship of professionalism and service quality?
- (x) Why invalid items are incapable of constructing values of certification, professionalism, job satisfaction and service quality in the confirmatory factor analysis?
- (xi) Why the relationships are supported or unsupported based on the quantitative findings?
- (xii) Why problems still occur in the implementation of certification in Indonesia?

1.4 Research Objective

The main objective of this study is to examine the relationship between professional certification, professionalism, job satisfaction and service quality in tourism industry and also to explore the phenomena of quantitative findings, thus the objectives of this research include:

- (i) To investigate the relationship between the values of certification and professionalism.
- (ii) To examine relationship between values of certification and job satisfaction.
- (iii) To determine relationship between professionalism and job satisfaction.
- (iv) To investigate relationship between job satisfaction and service quality.
- (v) To seek relationship between value of certification and service quality.
- (vi) To examine relationship between professionalism and service quality.

- (vii) To investigate the relationship of values of certification and job satisfaction through professionalism.
- (viii) To determine the relationship of values of certification and service quality through job satisfaction.
- (ix) To examine the relationship of professionalism and service quality through job satisfaction.
- (x) To explain factors which incapable of constructing values of certification, professionalism, job satisfaction and service quality in the confirmatory factor analysis.
- (xi) To find out reasons related to supported or unsupported relationships based on the quantitative findings.
- (xii) To discover problems that occur in the implementation of certification in Indonesia.

1.5 Significance of the Study

This research is an effort to examine the relationships amongst value of certification, professionalism, job satisfaction and service quality in the tourism industry using a proposed structural model. A new research structural model is developed for this study to investigate the relationships based on previous studies. This model can become an alternative to strengthen strategies in developing quality of tourism destination by understanding that excellent service quality as one of the targets in improving capability of tourism destination can be achieved through implementing appropriate certification system and its values, strengthening professionalism and fulfilling ideal job satisfaction for certified employees. This study explained relationships in the context of tourism industry amongst values of certification and professionalism; professionalism and job satisfaction; values of certification and job satisfaction; values of certification and job satisfaction through professionalism; and job satisfaction and service quality.

The relationships established in this study provided useful findings which can benefit the government, employers or industry and professionals or employees as well as the professional certification board. For government, this study provided results of the evaluation of the implementation certification based on the employees' perspective. This evaluation can be beneficial to the government in order to strengthen the implementation of certification to increase professionalism, job satisfaction and service quality in the tourism industry specifically in South Sulawesi and generally in Indonesia. The proposed relationships of this study also provided several implications that deal with the improvements of the studied variables. For employers (industry), this study provided a perspective of employees on values of certification, professionalism, job satisfaction and service quality so that the results of this study can be beneficial for the recruitment of professional employees and career development with business enterprises. Industry also can be aware of factors which construct values of certification, professionalism and job satisfaction for the sake of the improvement of service quality. For professionals or employees, this study provided a better understanding of the attributes which construct value of certification, professionalism, job satisfaction and service quality so that they can increase productivity in their respective companies. Next, the results of the study provided strong arguments for professional associations to persuasively advocate the government and industry to strengthen the values of certification in tourism industry. For the professional certification board, this study enabled them to increase the quality of certification through a better assessment system based on quality of certification scheme.

This study also explored qualitatively the implementation of certification by explaining the factors which impeded the professional certification as the root toward professionalism, job satisfaction and service quality. Therefore, this study highlighted problems occurring on the ground and find a better solution for a better implementation of certification, professionalism, job satisfaction and service quality in any certification boards.

1.6 The Scope of the Research

This research was conducted in South Sulawesi Province of Indonesia. South Sulawesi Province was appointed by the Indonesian government for implementing a pilot project on Competency Based Training and Competency Based Assessment as well as competency certification in tourism through a project called Makassar Tourism and Training Project from 1999 to 2004 funded by Australian Government (AusAid) - Indonesia-Australia Partnership for Skills Development Program. Therefore, currently this province is familiar with the implementation of certification in the tourism industry. Certified employees in the tourism industry in South Sulawesi were surveyed in order to examine the relationships amongst the value of certification, professionalism, job satisfaction and service quality. The certified employees used for respondents of this research consisted of certified employees in the operational, supervisory and managerial levels. The operational level includes staffs or any positions that deal with operational work such as front-line administration staff. The supervisory level includes those who have position as supervisors or assistant managers of a department. Finally, the managerial level included employees who were responsible to manage a department in the tourism enterprises.

1.7 Operational Definitions

The following terms and concepts have been used in this research to describe the process of doing the study in order to achieve the objectives:

Certification: In this study, certification is a process to test and evaluate employees in order to determine their competence of level of skills, knowledge, attitude and other related proficiency in a certain area of expertise conducted by an authorized professional certification board. Certification and competency certification in this research are used interchangeably.

Values of Certification: In this study, the values of certification are the benefits of certification for an employee who has attained recognition through a certification process.

Professionalism: Professionalism is the positive attitudes and behavior towards a certain profession or job displayed by a professional.

Job Satisfaction: Job satisfaction is the reflection of an employee's feeling or emotional response toward the job when his or her needs are fulfilled and it depends on the degree of likeliness and dislikeliness of the employee.

Service quality: Service quality is employee's efforts to fulfill the needs and wants of customers as well as the accuracy of delivering service which meet the customer's expectation.

Level of competence: A reference point that someone may have, or may not yet have, attained. Levels may be specific to an area or, often, generic, in which case they are assessed for specific areas of ability.

1.8 Structure of Thesis

This thesis is divided into 5 chapters. Chapter 1 provides introduction and background of research problems that have led this study to formulate research questions and research objectives. Chapter 2 presents a comprehensive discussion of literature review related to values of certification, professionalism, job satisfaction and service quality as well as the relationships amongst these variables and proposed hypotheses of the research. Chapter 3 details the approach to research design which is a sequential explanatory approach, sampling, data collection approaches and process of data analysis. Chapter 4 analyses findings from the collected data including quantitative analysis (descriptive and Structural Equation modeling) and

qualitative analysis. Finally, Chapter 5 discusses the main findings of this research and reflects contributions to the extant literature. The chapter also includes the discussion of theoretical, practical and methodological implications as well as limitations of the research.

1.9 Conclusion

Overall this chapter has discussed the background of research problem related to certification and its values, professionalism, job satisfaction and service quality. Some inconsistencies of previous research findings about the relationship of the proposed variables and on the ground problems in the implementation of competency certification in Indonesia have led to development of problem statement of this research. The research questions were answered using a mixed method approach. The study developed a conceptual framework which consists of values of certification, professionalism, job satisfaction and service quality.

REFERENCES

- Aarabi, M. S., Subramaniam, I. D., & Akeel, A. B. A. A. B. (2013). Relationship between motivational factors and job performance of employees in Malaysian service industry. *Asian Social Science*. 9(9): 301-310
- Adams, P. S., Brauer, R. L., Karas, B., Bresnahan, T. F. and Murphy, H. (2004). Professional Certification: Its value to SH&E practitioners and profession. *Professional Safety*. 49(12): 26-31
- Aksu, A. A. and Aktas, A. (2005). Job satisfaction of managers in tourism: Cases in the Antalya Region of Turkey. *Managerial Auditing Journal*. 20(5): 479-488.
- Alabar, T.T. and Abubakar HS (2013) Impact of Employee Empowerment on Service Quality- An Empirical Analysis of The Nigerian Banking Industry . *British Journal of Marketing Studies* 1(4): 32-40.
- Ali, F. (2015) Service quality as a determinant of customer satisfaction and resulting behavioural intentions: A SEM approach towards Malaysian resort hotels. *Tourism*. 63(1): 37-51.
- Ali, F., Khan, A.S. and Rehman, F. (2012) An assessment of the service quality using gap analysis: A study conducted at Chitral, Pakistan. *Interdisciplinary Journal of Contemporary Research Business*. 4(3): 259-266.
- Al Khattab, S. A. and Aldehayyat, J. S. (2011). Perceptions of service quality in Jordanian Hotels. *International Journal of Business and Management*. 6(7): 226-233.
- Al Rousan, R. M. R. (2011). *Hotel service quality and customer loyalty in Jordanian hotels: A case study of Marriott hotels chain*. University Saiance, Malaysia Pula Pinang.
- Alrousan, R. M. and Abuamoud, I. M. (2013). The mediation of tourists satisfaction on the relationship between tourism service quality and tourists loyalty: Five stars hotel in Jordanian environment. *International Business Research*. 6(8): 79-90

- Amoopour, M., Hemmatpour, M. and Mirtaslimi, S. S. (2014). Job satisfaction of employee and customer satisfaction. *Arabian Journal of Business and Management Review (Oman Chapter)*. 3(6): 1-6
- Anonymous (2011). Indonesian minister urges EU to back certification for ASEAN products, services, BBC Monitoring Asia Pacific, London.
- Antony, J .F. and Ghosh, S. (2004). Evaluating service quality in a UK hotel chain: a case study. *International Journal of Contemporary Hospitality Management*. 16(6): 380-384.
- Arbuckle, J. L. (2010). *IBM SPSS Amos 19 User's Guide*. Crawfordville: Amos Development Corporation.
- ASEAN (2012). *Plan of Action on ASEAN Cooperation in Tourism, ASEAN Economic Community Blueprint*. Jakarta: ASEAN Secretariat.
- Astrauskaitė, M., Vaitkevičius, R. and Perminas, A. (2011). Job Satisfaction Survey: A Confirmatory Factor Analysis Based on Secondary School Teachers' Sample. *International Journal of Business and Management*. 6(5): 41-50.
- Atmodjo, W. (2012). *Only 6,000 Tourism Workers Pass Competency Test*, The Jakarta Post: Bali Daily. Retrieved from <http://www.thebalidaily.com/>
- Augustyn, M. and Ho, S. K. (1998). Service quality and tourism. *Journal of Travel Research*. 37(1): 71-75. .
- Awang, Z. (2012). *A handbook on SEM* (4th ed.). Kota Bharu, Malaysia: UiTM Kelantan.
- Aziri, B. (2011). "Job Satisfaction: A Literature Review", *Management Research and Practice*, 3(4): 77-86
- Bachmana, L.R., (2013). New Professionalism: the post-industrial context. *Building Research & Information*. 41(6): 752-760.
- Barrett, J.J., Gillentine, A., Lamberth, J. and Daughtery, C. L. (2002). Job Satisfaction of NATABOC Certified Athletic Trainers at Division One National Collegiate Athletic Association Institutions in the Southeastern Conference. *International Sport Journal*. 6(2): 1-12.
- Bateson, J. E. G. (1995). *Managing Service Marketing. Text and Readings*. Fort Worth, TX: The Dryden Press.
- Baum, T. (2007). Human Resources in tourism: Still waiting for change. *Tourism Management*. 28: 1383-1399.

- Baum, T. (2012). Human resource management in tourism: a small island perspective. *International Journal of Culture, Tourism and Hospitality Research*. 6 (2): 124-132.
- Baum, T., Amoah, V. and Spivack, S. (1997). Policy Dimensions of Human Resource management in the Tourism and Hospitality Industries. *International Journal of Contemporary Hospitality Management*. 9(5/6): 221-229.
- Beaton, G. R. (2010), *Why Professionalism is Still Relevant*. University of Melbourne Legal Studies Research Paper No. 445. Retrieved from <http://ssrn.com/abstract=1545509> or <http://dx.doi.org/10.2139/ssrn.1545509>
- Bebeau, M.J. and Thoma, S. J. (2013) *Moral Motivation in Different Professions* In: F.O.a.T.L. Karin Heinrichs (Editor), *Handbook of Moral Motivation: Theories, Models, Applications*. Sense Publishers, Rotterdam.
- Beck, J. A., Lazer, W. and Schmidgall, R. (2006). Hospitality Sales and Marketing Executives. *Journal of Human Resources in Hospitality & Tourism*. 5(1): 91-102.
- Bentler, P.M. (2006). *EQS 6 structural equations program manual*. Multivariate Software Inc., Encino, CA.
- Bernard, H.R. and Ryan, G.W. (2010) *Analyzing Qualitative Data: Systematic Approaches*. SAGE Publications, Inc., California.
- Birdir, K. and Pearson, T.E. (1998) Hospitality certification: Experiences in north america - international implications. *International Journal of Contemporary Hospitality Management*. 10(3): 116-121.
- Black, R. and Ham, S. (2005). Improving the quality of tour guiding: Toward a model for tour guide certification. *Journal of Ecotourism*. 4(3): 78-195.
- Bloor, M.a.W. F. (2006) *Keywords in Qualitative Methods: A Vocabulary of Research Concepts*. Sage Publication:, Thousand Oaks, California.
- Boon-itt, S. and Rompho, N. (2012) Measuring Service Quality Dimensions: An Empirical Analysis of Thai Hotel Industry. *International Journal of Business Administration*. 3(5).
- Boyt, T.E., Lusch, R.F. and Naylor, G. (2001) The Role of Professionalism in Determining Job Satisfaction in Professional Services: A Study of Marketing Researchers. *Journal of Service Research*. 3(4): 321-330.
- Braun, V. and Clarke, V. (2006) Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3 (2): 77-101.

- Brohman, J. (1996) *New Directions in the Third World Tourism*. *Annals of Tourism Research*, 23(1):48-70.
- Brown, C.G., Murphy, C.M., Norton, V., Baldwin, P.D. and Ponto, J., (2010). Value of Oncology Nursing Certification. *Clinical Journal of Oncology Nursing*. 14(6): E63-E69.
- Brown, D. and Ferrill, M.J.(2009). The Taxonomy of Professionalism: Reframing the Academic Pursuit of Professional Development. *American Journal of Pharmaceutical Education*,. 73(4):1 -10.
- Bumgarner, G.W., Spies, A.R., Asbill, C.S. and Prince, V.T., (2007). Using the Humanities to Strengthen the Concept of Professionalism Among First-professional Year Pharmacy Students. *American Journal of Pharmaceutical Education*. 71.
- Buttle, F. (1996) SERVQUAL: review, critique, research agenda. *European Journal of Marketing* 30(1): 8-32.
- Byrne, B.M. (2010) *Structural Equation Modeling with AMOS: Basic Concepts, Application, and Programming*. *Multivariate Applications Series*. Routledge, New York.
- Byrne, M., Valentine, W. and Carter, S. (2004) The value of certification: A research journey. *Association of Operating Room Nurses Journal*.. 79(4): 825-835.
- Canny, I. and Hidayat, N. (2012), The influence of service quality and tourist satisfaction on future behavioral intentions: The case study of Borobudur Temple as a UNESCO world culture heritage destination. 50(19).
- Caligiuri P., Lepak D. and Bonache J. (2010). *Global Dimensions of Human Resources Management: Managing the Global Workforce*. Hoboken, NJ: John Wiley & Sons, Inc.
- Camprubí, R., Guia, J. and Comas, J. (2008) Destination networks and induced tourism image. *Tourism Review*. 63 (2): 47-58.
- Carter, S.D. (2005). The growth of supply and demand of occupational-based training and certification in the united states, 1990-2003. *Human Resource Development Quarterly*. 16(1): 33-54.
- Castle, N.G., Engberg, J., Anderson, R. and Men, A. (2007). Job Satisfaction of Nurse Aides in Nursing Homes: Intent to Leave and Turnover. *The Gerontologist*. 47(2): 193-204.

- Chan, J. K. L. and Baum, B (2007). An Extension of Herzberg's Motivator and Hygiene Factor Theory *Journal of Travel & Tourism Marketing* Volume, 23 (1): 71-83
- Chapman, J. (2001). Workplace assessment for people with mental health issues. *A life in the day*. 5(4): 8-15.
- Charles, T. and Tashakkori, A. (2009) *Foundations of Mixed Methods Research Integrating Quantitative and Qualitative Approaches in the Social and Behavioral Sciences*. California: Sage Publication Inc.
- Chen, Y.J., (2007). Relationships Among Service Orientation, job satisfaction, and organizational Commitment in the International Tourist Hotel Industry. *The Journal of American Academy of Business*. 11(2): 71-82.
- Cheung, C. and Law, R. (1998) Hospitality service quality and the role of performance appraisal. *Journal of managing service quality*, 8 (6): 402-406.
- Chheang, V. (2013) *Tourism and Regional Integration in Southeast Asia, Institute of Developing Economies*. V.R.F Series No 481 Japan External Trade Organization.
- Chiang, F.F.T., Birtch, T.A. and Cai, Z. (2013). Front-line Service Employees' Job Satisfaction in the Hospitality Industry: The Influence of Job Demand Variability and the Moderating Roles of Job Content and Job Context Factors. *Cornell Hospitality Quarterly*.
- Childs, R., A. , Ross, M. and Jaciw, A.P. (2002). Research of Teacher Certification Initial Teacher Certification Testing: Pre-service Teachers' Experiences and Perceptions. *Canadian Journal of Education*. 27(4): 455-475.
- Choy, D.L. (1995). The quality of tourism employment. *Tourism Management*. 16(2):129-137.
- Chun, M., Kim, J., Lee, M. and Ryu, P. (2012). A survey on professionalism and job satisfaction of Korean veterinarians. *Journal of Veterinary Clinics*. 29(1): 43-48.
- Chung, K.H. and Megginson, L.C., (1981) *Organizational behavior: Developing managerial skills*. New York: Harper & Row.
- Coleman, E.A. et al. (2009). Effect of Certification in Oncology Nursing on Nursing-Sensitive Outcomes. *Clinical Journal of Oncology Nursing*, 13(2).
- Cooper, D.R. and Emory, C.W. (1995) *Business research methods*. Chicago: Irwin-Dorsey Limited.

- Correia, A., Kozak, M. and Ferradeira, J. (2013) From tourist motivations to tourist satisfaction. *International Journal of Culture, Tourism and Hospitality Research*. 7 (4): 411-424,.
- Costante, C.C. (2002). State Certification for School Nurses. *The Journal of School Nursing*. 18(2): 102-116.
- Coughland, R., 2001. An Analysis of professional codes of ethics in the hospitality industry. *Hospitality Management*. 20: 147-162.
- Crawford, M. and Mogollón, M.P. (2010). *Labor Competency Certifications in Commercial Occupations: A Literature Review*. In: C. Lee (Editor). World Bank Education Working Paper Series. Washington: The International Bank for Reconstruction and Development /The World Bank.
- Creswell, J.W. (2009) *Research Design. Qualitative, Quantitative, and Mixed Methods Approaches*. Newbury Park, CA: Sage Publications.
- Creswell, J.W., Plano Clark, V.L., Gutmann, M. and W., H. (2003). *Advanced mixed methods research designs. In Handbook on mixed methods in the behavioral and social sciences*. In: A.T.a.C. Teddlie (Editor), Handbook on mixed methods in the behavioral and social sciences, Thousand Oaks CA: Sage Publication.
- Cronin, J. and Taylor, S.A. (1992). Measuring Service Quality: A re-examination and extension. *Journal of Marketing*, 56(3): 55-68.
- Curry, D., Eckles, F., Stuart, C. and Qaqish, B. (2010) National child and youth care practitioner professional certification: Promoting competent care for children and youth. . *Child Welfare*. 892: 57-77
- Cushway, B & Lodge, D. (1995). *Organizational Behaviour and Design*. London: Kogan Page
- Damitio, J.W. and Schmidgall, R.S. (2001). The Value of Professional Certifications: For Hospitality Financial Experts. *Cornell Hotel and Restaurant Administration Quarterly*. 42(1): 66-70.
- Davis, H., J. and Rubin, H.W. (1976). Perceived Benefits of Professional Certification. *Journal of Risk and Insurance*. 43(1): 152-154.
- Department of Training and Workforce Development of Western Australia (2012). Guidelines for assessing competence in VET. Government of Western Australia Department of Training and Workforce Development, Western Australia, West Perth.

- Dessi, C., Floris, M. and Melis, G. (2010) Learning from a Wrong Consumer Perception: Bridging the Gap between Created Value and Perceived Value. In book: Management of the Interconnected World: 291-298
- Dey, I. (1993). *Qualitative data analysis: A user-friendly guide for social scientists*. London: Routledge.
- Dinman, S. (1998). What is certification and why should a person become certified? . *Plastic Surgical Nursing*. 18(2): 110-110. .
- Dybec, R.B. (2002). Study documents nurses' assessment of the value of certification. *Plastic Surgical Nursing*. 20(2): 97 - 98.
- Enriquez-Magkasi, E. M. & Caballero, R. T. (2014). Customer satisfaction and loyalty in Philippine resorts. *International Journal of Social Sciences and Entrepreneurship*. 1(9): 588-610.
- Eraqi, M.I. (2006) Tourism services quality (TourServQual) in Egypt: The viewpoints of external and internal customers. *Benchmarking: An International Journal*. 13 (4): 469-492.
- Eren, S. S., Eren, M. S., Ayasc, N., and Hacıoğlud, G. (2013) The effect of service orientation on financial performance: The mediating role of job satisfaction and customer satisfaction, 9th International Strategic Management Conference, Procedia - Social and Behavioral Sciences, 99: 665 – 672
- Eren, S.S., Eren, M.Ş., Ayas, N. and Hacıoğlu, G. (2013). The Effect of Service Orientation on Financial Performance: The Mediating Role of Job Satisfaction and Customer Satisfaction. *Procedia - Social and Behavioral Sciences*. 99(6):. 665-672.
- Esu, B. (2012). Linking Human Capital Management With Tourism Development And Management For Economic Survival: The Nigeria Experience, *International Journal of Business and Social Science*. 3 (11): 276-287
- Evetts, J. (2013) Professionalism: Value and ideology. *Current Sociology Review*. 61(5-6): 778–796.
- Ireland, F. (2005). A human resource development strategy for Irish Tourism. Competing through People, 2005–2012. Dublin: Failte Ireland.
- Farris, M. T and Pohlen, T., L. (2004) Investigating Recertification and Other Means of Enhancing the Perceived Value of ASTL Certification. *Transportation Journal*. 43(4): 36-52.

- Fertig, J., Zeitz, G. and Blau, G. (2009). Building Internal Motivation for Worker Competency Certifications: A Critique and Proposal. *Human Resource Development Review*. 8: 197-222.
- Fetters, M.D., Curry, L.A. and Creswell, J.W. (2013). Achieving Integration in Mixed Methods Design - Principles and Practices. *Health Services Research*. 48(6): 2134–2156.
- Fields, D.L. (2002). *Taking the measure of work: A guide to validated scales for organizational research and diagnosis*. Thousand Oaks, CA: Sage Publications.
- Fitzpatrick, J.J., Campo, T.M. and Gacki-Smith, J. (2014). Emergency Care Nurses: Certification, Empowerment, and Work-Related Variables. *Journal of Emergency Nursing*. 40 (2): e37–e43
- Fogarty, G., Catts, R. and Forlin, C. (2000). Identifying shortcomings in the measurement of service quality. *Journal of Outcome Measurement*. 4(1): 425-447.
- Foley, K.J. (2005). *Meta-management: a stakeholder/quality management approach to whole-of-enterprise management*. Sydney: SAI Global.
- Freidson, E. (2001). *Professionalism, the Third Logic: On the Practice of Knowledge*. Danvers, MA: University of Chicago Press.
- Fuller, D., Hanlan, J. and Wilde, S.J. (2005) *Market segmentation approaches: do they benefit destination marketers?*, Center for Enterprise, Development and Research Occasional Paper, No. 4, Coffs Harbour, NSW: Southern Cross University.
- Gaberson, K.B., Schroeter, K., Killen, A.R. and Valentine, W.A. (2003). The Perceived Value of Certification by Certified Perioperative Nurses. *Nursing Outlook*. 51(6): 272–276.
- Gallagher, D.K. and Blegen, M.A. (2009). Competence and Certification of Registered Nurses and Safety of Patients in Intensive Care Units. *American Journal of Critical Care*. 18(2): 106-116.
- Ganta, V. C. (2014) Motivation in the workplace to improve the employee performance. *International Journal of Engineering Technology, Management and Applied Sciences*. 2 (6): 221-230
- Garcia, A. and Lampe, J.C. (2011). The History of Professionalization in U.S. Public Accountancy. In: C. Jeffrey (Editor), *Research on Professional Responsibility and Ethics in Accounting* (Research on Professional Responsibility and Ethics

- in Accounting). Research on Professional Responsibility and Ethics in Accounting. Emerald Group Publishing Limited: 1-45
- Gaudreault, K.L. and Woods, A. (2012). The Benefits of Pursuing National Board Certification for Physical Education Teachers. *Journal of Physical Education, Recreation and Dance*. 83(8): 49-52.
- George, D. and Mallery, M. (2010). *Using SPSS for Windows step by step: a simple guide and reference*. Boston, MA: Allyn & Bacon
- George, D., and Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference. 11.0 update*. 4th Edition. Boston: Allyn & Bacon.
- George, J.M. and Jones, G.R. (2008) *Understanding and Managing Organizational Behavior*. New Jersey: Pearson Prentice Hall
- Gerstner, E. and Libai, B. (2006). Why Does Poor Service Prevail? *Marketing Science*. 25(6): 601-603.
- Ghayas, M., M., and Hussain, J. (2015) Job Satisfaction, Service Quality and the Customer Satisfaction in the IT Sector of Karachi. *International E-Journal of Advances in Social Sciences*. I (3): 443-451
- Ghiselli, R.F., LaLopa, J.M. and Bai, B. (2001). Job satisfaction, life satisfaction and turnover intent among food-service managers. *Cornell Hotel & Restaurant Administration Quarterly*. 42(2): 28–37.
- Gioia, D.A. and Corley, K.G. (2002). Being Good Versus Looking Good: Business School Rankings and the Circean Transformation From Substance to Image. *Academy of Management Learning & Education*, 1(1): 107-120.
- Go, F.M. and Govers, R. (2000). Integrated quality management for tourist destinations: a European perspective on achieving competitiveness. *Tourism Management*, 21(1): 79-88.
- Goeldner, C., and Ritchie, B. (2012) *Tourism: Principles, Practices, Philosophies*, 12th Edition. New York: John Wiley & Sons, Inc.
- Gordon, D. and Kovach, S.M., 2004. Raising the Bar: Why Central Service Certification Makes a Difference. *Healthcare Purchasing News*, 28(4): 62.
- Gostick A. and Elton C. (2007). *The Daily Carrot Principle: 365 Ways to Enhance Your Career and Life*. New York: Simon & Schuster.
- Graham, A. (2005) The development of a competency assessment for vacuum assisted closure therapy. *Nurse Education in Practice*. 5:144–151.

- Green, J.C., V. J. , Caracelli and Graham., W.F. (1989) Toward a conceptual framework for mixed-method evaluation designs. *Educational Evaluation and Policy Analysis Educational Evaluation and Policy Analysis*. 11(3): 255-274.
- Gregson, T. (1990). The separate constructs of communication satisfaction and job satisfaction. *Educational and Psychological Measurement*. 5(1): 39–48.
- Gronroos, C. (2001). The perceived service quality concept - a mistake? *Managing Service Quality*. 11(3): 150-152.
- Gruescu, R., Nanu, R., and Pirvu, G. (2008) Human Resource Management In the Tourism Industry, *Bulletin UASVM Horticulture*. 65 (2)
- Gulick, E.E. and Halper, J. (2014). Value, Challenges, and Satisfaction of Certification for Multiple Sclerosis Specialists, *Int J MS Care*. 16(2): 83–90.
- Gunlu, E., Aksarayli, M. and Percin, N.S. (2010) Job satisfaction and organizational commitment of hotel managers in Turkey. *International Journal of Contemporary Hospitality Management*. 22(5): 693-717.
- Hackman, J.R. and Oldham, G. (1980). *Work redesign*. Addison: Wesley Publishing Company.
- Hair, J.F. Jr. , Anderson, R.E., Tatham, R.L., and Black, W.C. (1998). *Multivariate Data Analysis*. 5th Edition. Upper Saddle River, NJ: Prentice Hall.
- Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2010). *Multivariate Data Analysis*. Englewood Cliffs: Prentice Hall.
- Halkos, G. and Bousinakis, D. (2010) The effect of stress and satisfaction on productivity. *International Journal of Productivity and Performance Management*. 59(5): 415-431.
- Hall, C. M., and Page, S. (2012) *Tourism in South and Southeast Asia*. New York: Routledge.
- Hall, R. (1968) Professionalization and Bureaucratization. *American Sociological Review*. 33(1): 92-104.
- Hamilton, N. (2008). Assessing Professionalism: Measuring Progress in the Formation of an Ethical Professional Identity. *University of St. Thomas Law Journal*. 5(2).
- Hampton, G., M. and Peterson, R., T. (2012) Job Satisfaction of Certified Nurse Midwives: An Examination Administrative Issues. *Journal Education, Practice and Research*. 2(2): 112-126
- Hampton, G.M. and Hampton, D.L. (2004). Relationship of Professionalism, Rewards, Market Orientation and Job Satisfaction among Medical

- Professionals: The Case of Certified Nurse-Midwives. *Journal of Business Research*. 57: 1042-1053.
- Hampton, G.M. and Peterson, R.T. (2012). Job Satisfaction of Certified Nurse Midwives: An Examination. *Administrative Issues Journal: Education, Practice & Research*. 2 (2): 112-126.
- Hansen, H. (2011) Rethinking certification theory and the educational development of the United States and Germany. *Research in Social Stratification and Mobility*. 29:31-55.
- Hardy, M. and Bryman, A. (2004) *Handbook of Data Analysis*. London: Sage Publications Limited
- Harr, K. K.L., Service dimensions of service quality impacting customer satisfaction of fine dining restaurants in Singapore" (2008). *UNLV Theses/Dissertations/Professional Papers/Capstones*, Paper 686.
- Harris, P., M. (2001). *The Guide to National Professional Certification Programs Human Resource Development*, 3rd Edition, Amherst, MA: HRD Press.
- Harrison, M. (2014) Reducing Barriers to Nursing Certification: Analysis of Perceptions and Impact of PNCB's No Pass, No Pay Program. *Journal of Paediatric Nursing*. 29: 212–219.
- Hartline, M.D. and Ferrell, O.C. (1996) The management of customer–contact service employees: an empirical investigation. *Journal of Marketing*. 60(4): 52–70.
- Harvey, J. (1998) Service quality: a tutorial. *Journal of Operations Management*. 16: 583-597.
- Hayes, A. F. (2009). Beyond Baron and Kenny: Statistical mediation analysis in the new millennium. *Communication Monographs*. 76: 408-420.
- Hays, S.W. and Duke, B. (1996). Professional certification in public management: A status report and proposal. *Public Administration Review*. 56(5): 425-432.
- Henning, K.K. (1981) Certification as a Recognition of Professional Development. *State & Local Government Review*. 13(2): 69-72.
- Herzberg, F. (1968). One more time: how do you motivate employees? *Harvard Business Review*. 46(1): 53–62.
- Herzberg F. (1973) *Work and the Nature of Man*. New York, NY: New American Library
- Hesse-Biber, S.N. and Leavy, P. (2006) *The Practice of Qualitative Research*. Thousand Oaks CA: Sage Publications.

- Hill, R., D. and Packard, T. (Editors) (2013) *Specialty Certification in Professional Psychology. The Portable Mentor: Expert Guide to a Successful Career in Psychology*. New York: Springer, p 235-243.
- Hinkin, T. and Tracey, J. (2000) The cost of turnover: putting a price on the learning curve. *Cornell Hotel and Restaurant Administration Quarterly*. 41:14-21.
- Ho, R. (2006). *Handbook of Univariate and Multivariate Data Analysis and Interpretation with SPSS*. Boca Raton: Chapman & Hall/CRC.
- Hooper, D., Coughlan, J. and Mullen, M.R. (2008). Structural Equation Modelling: Guidelines for Determining Model Fit. *Electronic Journal of Business Research Methods* 6(1): 53-60.
- Hox, J., and Bechger, T. (1998). An Introduction to Structural Equation Modelling. *Family Science Review*. 11: 354–373.
- Hoyle, R.H. (1995). *Structural Equation Modeling Concepts, Issues, and Applications*. SAGE Publications, Inc
- Hu , L. and Bentler, P.M. (1999). Cut-off criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives, *Structural Equation Modeling. A Multidisciplinary Journal*, 6(1): 1-55.
- Hu, L. T., & Bentler, P. M. (1999). Evaluating model fit. In R. H. Hoyle (Ed.), *Structural equation modeling: Concepts, issues, and applications* (pp. 76-99). Thousand Oaks, CA: Sage.
- Huang, L.C. (2011) The Measurement for the Service Quality of Rural Wineries. *Journal of Marketing Development and Competitiveness*. 5(5): 29-45.
- Huang, S.M. and Lai, W.H. (2014). A Study of the Effect of Incentive System on Job Performance- Locus of Control as a Moderator. *The Journal of International Management Studies*. 9 (1): 89 - 98.
- Hudson, S. and Shephard, G.W.H. (1998). Measuring Service Quality at Tourist Destinations: An Application of Importance-Performance Analysis to an Alpine Ski Resort. *Journal of Travel & Tourism Marketing*. 7(3): 61-77.
- Hussey, J., Holden, M., T. and Lynch, P. (2010). Defining Professionalism in the Tourism Context, *Tourism and Hospitality Reserach in Ireland Conference (THRIC)*. Waterford Institute of Technology, Shannon Hotel School: 1-17.
- Hussey, J., Holden, M.T. and Lynch, P. (2011). A Conceptualisation Of Professionalism In Tourism. In: C. Flinders (Editor), 29th EUROCHRIE Conference. Waterford Institute of Technology, Dubrovnick, Croatia. .

- Hutchison, P.D. and Fleischman, G.M. (2003). Professional certification opportunities for accountants. *The CPA Journal*. 73(3): 48-51.
- Institute, I.C. (2013). ICI's Professional Internal Control Certification - CICS - Specialist and CICP – Professional. Internal Control Institute.
- Irfan, S.M., Mohsin, M. and Yousaf, I. (2009). Achieving Service Quality Through its Valuable Human Resources: An Empirical Study of Banking Sector of Pakistan. *World Applied Sciences Journal* 7 (10): 1222-1230.
- Ivan, I. and Zamfiroiu, A. (2013). M-Tourism Education for Future Quality Management. *Journal of Information Systems & Operations Management*. 1-9.
- Ivanis, M. (2011) General Model of Small Entrepreneurship Development In Tourism Destinations In Croatia. *Tourism and Hospitality Management*. 17(2): 230-249.
- Jaffeson, R. C. (2004). Association certification: Proven Pathway to Professionalism. *Corrections Today*. 66(5): 116-117
- Jaiswal, A.K. (2008), Customer satisfaction and service quality measurement in Indian Call Centres. *Managing Service Quality*. 18 (4): 405-16.
- Ješinová, L., Spurná, M., Kudláček, M. and Sklenaříková, J.(2014). Job dissatisfaction among certified adapted physical education specialists in the USA. *Acta Gymnica*. 44(3): 175–180
- Jithendran, K.J. and Baum, T. (2000). Human resources development and sustainability-the case of Indian tourism. *International Journal of Tourism Research* 2(6): 403–421.
- Johns, N. (1999). What is this thing called service? *European Journal of Marketing*.. 33(9): 958-973.
- Johnston, R. (1995) The determinants of service quality: satisfiers and dissatisfiers. *International Journal of Service Industry Management*. 8(5): 53-71.
- Judge, T.A., Hulin, C.L. and Dalal, R.S. (2009). *Job Satisfaction and Job Affect In: S.W.J. Kozlowski (Editor), The Oxford Handbook of Industrial and Organizational Psychology*. New York: Oxford University Press.
- Kang, G.D. and James, J. (2004) Service quality dimensions: an examination of Grönroos's service quality model. *Managing Service Quality*. 14(4): 266-277.
- Kanthachai, N. (2015) The Influence of SERVQUAL on Behavioral Intentions of Thai Tourists Travelling in the Thai-Myanmar Border Area. *Contemporary Management Research*. 11(3): 277-290

- Kaplan, D. (2009) *Structural Equation Modeling: Foundations and Extensions*. Madison, Chile: SAGE Publications.
- Kara, D., Uysal, M. and Magnini, V.P. (2012) Gender differences on job satisfaction of the five-star hotel employees. *International Journal of Contemporary Hospitality Management*. 24(7): 1047-1065.
- Karatepea, O.M., Uludagb, O., Menevis, I., Hadzimehmedagicc, L. and Baddarc, L., (2006). The effects of selected individual characteristics on frontline employee performance and job satisfaction. *Tourism Management*. 27: 547–560.
- Kaye, B. and Jordan-Evans, S. (2005). *Love 'em or Lose 'em: Getting good people to stay*. San Francisco: Berrett-Koehler.
- Keliat, M., Virgianita, A., Choiruzzad, S.A.B. and Putro, A.C.A. (2013). Pemetaan Pekerja Terampil Indonesia dan Liberalisasi Jasa ASEAN, ASEAN Study Center of University of Indonesia in corporation with Ministry of Foreign Affairs.
- Kelley, C. and Kimball, S.M. (2001). Financial Incentives for National Board Certification. *Educational Policy* 15(4): 547-574.
- Keshavarz, Y. and Ali, M.H. (2015) The Service Quality Evaluation on Tourist Loyalty in Malaysian Hotels by the Mediating Role of Tourist Satisfaction Mediterranean. *Journal of Social Sciences*. 6(3): 680-686
- Kim, H.J., Tavitiyaman, P. and Kim, W.G. (2009). The Effect of Management Commitment To Service On Employee Service Behaviors: the Mediating Role of Job Satisfaction. *Journal of Hospitality & Tourism Research*, 33(3): 369-390.
- Kimberlin, C.L. and Winterstein, A.G. (2008). Validity and reliability of measurement instruments used in research. *American Journal of Health-System Pharmacy*. 65: 2276-2284.
- Kinicki, A. and Kreitner, R. (2003). *Organizational behavior: Key concepts, skills and best practices*. New York : McGraw-Hill Companies, Inc.
- Kline, R.B., (2011). *Principles and Practice of Structural Equation Modeling. Methodology in the Social Sciences*. New York : The Guilford Press,.
- Knutson, B., Stevens, P., Wullaert, C., Patton, M. and Yokoyama, F. (1990). LODGSERV: a service quality index for the lodging industry. *Hospitality Research Journal*. 14(2): 227-284.

- Ko, W.H. (2012). The relationships among professional competence, job satisfaction and career development confidence for chefs in Taiwan. *International Journal of Hospitality Management*. 31 (3):1004-1011.
- Kotler, P. and Bloom, P.N. (1984). *Marketing professional services*. Englewood cliffs, NJ: Prentice - Hall.
- Krauss, S.E. et al. (2012). Exploring Professionalism among Youth Work Practitioners in Malaysia: A Measurement Development Study. *Young* 20(3): 297-322.
- Krejcie , R.V. and Morgan, D.W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*. 30: 607-610.
- Kuruüzüm, A., Çetin, E.I. and Irmak, S. (2009). Path analysis of organizational commitment, job involvement and job satisfaction in Turkish hospitality industry. *Tourism Review*. 64(1): 4-16.
- Ladhari, R. (2008). A review of twenty years of SERVQUAL research. *International Journal of Quality and Service Sciences*. 1(2): 172-198.
- Lam, T., Zhang, H. and Baum, T. (2001). An investigation of employees' job satisfaction: the case of hotels in Hong Kong. *Tourism Management*. 22:157-165.
- Lancaster, G. and Massingham, L. (2001). *Marketing Management*. McGraw-Hill Education.
- Langford, D., Hancock, M.R., Fellows, R. and Gale, A.W. (1995). *Human resources management in construction PB (Ciob)*. Essex: Longman Group Limited,
- Laureani, A. and Antony, J. (2012). Standards for Lean Six Sigma Certification, . International. *Journal of Productivity and Performance Management*. 61(1): 110-120.
- Laureani, A. and Antony, J. (2012). Standards for Lean Six Sigma Certification. *International Journal of Productivity and Performance Management*. 61 (1): 110-120.
- Lee, K. (2014). Attitudinal dimensions of professionalism and service quality efficacy of frontline employees in hotels, *International Journal of Hospitality Management*, 41: 140–148
- Leiper, N., (2004). *Tourism Management*, 3rd Edition, Sydney: Pearson Education Australia

- Lester, S.W., Fertig, J. and Dwyer, D.J. (2011). Do Business Leaders Value Human Resource Certification? *Journal of Leadership & Organizational Studies*. 18(3): 408–414.
- Lindquist, H. and Persson, J.E. (1993). The service quality concept and a method of inquiry. *International Journal of Service Industry Management*, 4(3):18-29.
- Liu, C.M. (2005). The multidimensional and hierarchical structure of perceived quality and customer satisfaction. *International Journal of Management*, 22(3):426–37.
- Liu, Z. and Yang, J. (2009) A Study on Job Satisfaction of Hotel Employees,, International Conference on Information Management, Innovation Management and Industrial Engineering. IEEE Computer Society, Washington, p. 204-209
- Lu, H., While, A.E. and Barriball, L (2005) Job satisfaction among Nurses: A Literature Review. *International Journal of Nursing Studies*. 42: 211–227.
- Luna-Arocas, R. and Camps, J. (2008) A model of high performance work practices and turnover intentions. *Personnel Review*.. 37 (1): 26 - 46.
- Luthans, F. (2004). *Organizational Behavior*. New York: McGraw Hill.
- Lynch, D.C., P.M., S. and Eiser, A. (2004). Assessing professionalism: a review of the literature. *Medical Teacher*, 26(4): 366-373.
- Lysaght, R.M. and Altschuld, J.W., (2000). Beyond initial certification: the assessment and maintenance of competency in professions. *Evaluation and Program Planning*, 23: 95-104.
- Lytle, R.S., (1994). Service orientation, market orientation, and performance: an organizational culture perspective Arizona State University, Arizona.
- Mack, G.R., (2012). *Professionalism in culinary arts: Perceptions and assessments for training and curricular design*, Nova Southeastern University:206.
- Madera, J.M., Dawson, M. and Neal, J.A. (2013). Hotel managers' perceived diversity climate and job satisfaction: The mediating effects of role ambiguity and conflict. *International Journal of Hospitality Management*. 35: 28-34.
- Mak, A.H.N., Wong, K., K. F and Chang, R.C.Y. (2011). Critical Issues Affecting the Service Quality and Professionalism of the Tour Guides in Hong Kong and Macau. *Tourism Management*, 32: 1442-1452.
- Malhotra, N. and Mukherjee, A., (2004). The relative influence of organisational commitment and job satisfaction on service quality of customer-contact

- employees in banking call centres. *Journal of Services Marketing*. 18(3): p.162 - 174.
- Marczyk, G., R., DeMatteo, D., and Festinger, D (2010). *Essentials of Research Design and Methodology*. New Jersey: John Wiley & Sons Inc.
- Marshall, C. and Rossman, G.B. (2011) *Designing Qualitative Research*. Sage Publications Inc, Thousand, Oaks, California.
- Martilla, J.A. and James, J.C. (1977). Importance-performance analysis. *Journal of Marketing*. 41(1): 77-79.
- Mayer, K. (2002). Human resource practices and service quality in theme parks. *International Journal of Contemporary Hospitality Management* 14(6): 169-174.
- McGrath, S. (2012). Vocational education and training for development: A policy in need of a theory? *International Journal of Educational Development* 32: 623–631.
- McMillan, B.G. (1996). A mystery: Why certification makes sense. *Cost Engineering*, 38(3): 14.
- Merriam, S.B., (2002) *Qualitative Research in Practice: Examples for Discussion and Analysis*. Jossey-Bass., San Francisco, CA.
- Messmer, P., R., Hill-Rodriguez, D., Williams, A., R, Ernst, M., E, and Tahmooressi J. (2011) Perceived Value of National Certification for Pediatric Nurses. *J Contin Educ Nurs*, 42(9):421-432.
- Michel, S., Bowen, S., and Johnston, R. (2007) *Service Recovery Management: Closing the Gap Between Best Practices and Actual Practices*. *Academy of Management Perspectives*.
- Miles, M.B. and Huberman, A.M., (1994). *Qualitative Data Analysis*. Sage Publications, Thousand Oaks, CA.
- Milka, W., Michael, K and Tanui, T. (2015) Effect of Extrinsic Motivation on Employee Performance in Medium Class Hotels in Kisumu City, Kenya. *European Journal of Business and Management*. 7(7): 240-248
- Minh, N.H., Ha, N. T., Anh, P.C. and Matsui, Y. (2015) Service Quality and Customer Satisfaction: A Case Study of Hotel Industry in Vietnam. *Asian Social Science*. 11(10): 73-85
- Mohapatra, S. and Singh, R. P. (2012) *Information Strategy Design and Practices*. New York: Springer Science Business Media

- Moeller, S. (2010) Characteristics of services – a new approach uncovers their value. *Journal of Services Marketing* 24(5): 359 -368.
- Mohsin, A. and Lockyer, T. (2010) Customer perceptions of service quality in luxury hotels in New Delhi, India: a exploratory study. *International Journal of Contemporary Hospitality Management*. 22(2): 160-173.
- Mook, W. N. K. A. V, Grave, W. S. D., Gorter, S. L., Zwaveling, J. H., Schuwirth, L. W. and Vleuten, P. M. V. D. (2011). Intensive care medicine trainees' perception of professionalism: a qualitative study. *Anaesthesia and Intensive Care*, 39(1).
- Mukherjee, A. and Malhotra, N. (2006). Does role clarity explain employee-perceived service quality? A study of antecedents and consequences in call centres. *International Journal of Service Industry Management*. 17 (5): 444-473.
- Murdick, R., Render, B. and Russell, R.S. (1990). *Service Operation Management*. , Boston: Allyn and Bacon
- Musaba, C.N.a., Musaba, E.C. and Hoabeb, S.I.R. (2014). Employee Perceptions Of Service Quality In The Namibian Hotel Industry: A Servqual Approach. *International Journal of Asian Social Science*. 4(4): 543
- Nadrag, L. and Mitran, P.C. (2011). The program: Invest in people! - a way of developing human resources. *Economics, Management and Financial Markets*. 61: 522-537.
- Naik, C.N.K., Gantasala, S.B. and Gantasala, V.P. (2010). Service quality (SERVQUAL) and its effect on customer satisfaction in retailing. *European Journal of Social Sciences*. 16(2): 231-243.
- Namasivayam, K. and Mount, D.J., (2004). The Relationship of Work-Family Conflicts and Family-Work Conflict to Job Satisfaction. *Journal of Hospitality & Tourism Research*. 28(2): 242-250.
- Nedeljkovic, M., Hadzic, O. and Cerovic, S., (2012). Organizational Changes And Job Satisfaction In The Hospitality Industry In Serbia. *UTMS Journal of Economics*, 3 (2): 105-117.
- Nelson, D.L. and Quick, J.C. (2006). *Organizational Behaviour: Foundations, Realities & Challenges*. Ohio: Thomson.
- Neuman, W.L. (2010). *Social Research Methods: Qualitative and Quantitative Approaches* - International Edition. USA: Pearson Higher Ed

- Nevo, B. (1985). Face Validity Revisited. *Journal of Educational Measurement*. 22(4), 287-293.
- Niebuhr, B and Biel, M. (2007). The value of specialty nursing certification. *Nurs Outlook*. 55(4):176-81
- Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M., (2006). *Human Resources Management: Gaining A Competitive Advantage*. New York: McGraw- Hill/Irwin
- Norcini, J.J. and Zanten, M., V. (2010). *An Overview of Accreditation, Certification, and Licensure Processes* In: P. Peterson, E. Baker and B. McGaw (Editors), *International Encyclopedia of Education* Elsevier, Oxford, 1-6.
- Norcini, J.J., Lipner, R.S. and Grosso, L.J. (2013). Assessment in the Context of Licensure and Certification. *Teaching and Learning in Medicine: An International Journal*, 25(1): S62-S67.
- Nunkoo, R., Ramkissoon, H. and Gursoy, D. (2013). Use of Structural Equation Modeling in Tourism Research: Past, Present, and Future. *Journal of Travel Research*. 52(6): 759–771.
- Nwosu, M.C. (2006). Relationship between nurse assistants' job satisfaction and perception of quality. ProQuest Dissertations and Theses, Walden University.
- Onditi, A.A., Oginda, M.N., Ochieng, I. and Oso, W., (2012). Implications of Service Quality on Customer Loyalty in the Banking Sector. A Survey of Banks in Homabay County, Kenya. *International Journal of Business and Social Science* 3 (21): 223-233.
- Opaschowski, H. (1996). *Tourismus - Eine Systematische Einfuehrung*. Opladen, Leske+Budrich.
- Parasuraman, A., Zeithaml, V. A. & Berry, L. L (1998) SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*. 64(1): 12-40.
- Parasuraman, A., Zeithaml, V. and Berry, L.L.. (1985) A conceptual model of service quality and its implications for future research. *Journal of Marketing*, 49 (Autumn): 41-50.
- Parasuraman, A., Zeithaml, V. and Berry, L.L. (1988). SERVQUAL: a multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*. 64 (Spring,): 12-40.

- Park, J.S. and Kim, T.H., (2009). Do types of organizational culture matter in nurse job satisfaction and turnover intention? *Leadership in Health Services*. 22(1): 20 - 38.
- Parvin, M., M. and Kabir, M.M.N. (2011). Factors Affecting Employee Job Satisfaction Of Pharmaceutical Sector. *Australian Journal of Business and Management Research* 1(9): 113-123
- Pasebani, F., Mohammadi, S. and Yektatyar, M. (2012) The relationship between organizational learning culture and job satisfaction and Internal service quality in sport organizations in Iran. *Archives of Applied Science Research*. 4(4): 1901-1905.
- Patrick, F.A. (1968). The advancement of professionalism through certification. *Business and Society* 8(2): 45-48.
- Phillips, J.T., (2004). Professional Certification: Does it Matter? *Information Management Journal*. 38: 64-67.
- Piriyathanalai, W. and Muenjohn, N. (2012). Is there a link? Employee satisfaction and service quality. *World Journal of Management*. 4 (1): 82 - 92
- Pitt, L.F. and Jeantrout, B. (1994). Management of customer expectations in service firms: A study and a checklist. *The Service Industries Journal*. 14(2): 170-189.
- Pizam, A. and Thornburg, S.W. (2000). Absenteeism and voluntary turnover in Central Florida hotels: A pilot study. *International Journal of Hospitality Management*. 19: 211-217.
- Powapaka, S. (1996). The role of outcome quality as a determinant of overall service quality in different categories of service industries: an empirical investigation. *Journal of Services Marketing*. 10(2): 5-25.
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, and Computers*. 36: 717-731.
- Preacher, K. J., and Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*. 40: 879-891.
- Prebensen, N.K., (2012). *Value Determinants of Tourist Experiences*. In: J.S. Chen (Editor), *Advances in Hospitality and Leisure* (Advances in Hospitality and Leisure. Emerald Group Publishing Limited, 189-214.

- Prier, E., McCue, C. and Behara, R., (2010). The Value of Certification in Public Procurement: The Birth of a Profession? *Journal of Public Procurement*. 4(4): 512-540.
- Qu, H. and Tsang, N. (1998). Service Quality Gap in China's Hotel Industry: A Study of Tourist Perceptions and Expectations. *Journal of Hospitality & Tourism Research*. 22(3): 252-267.
- Rahaman, M.M., Abdullah, M. and Rahman., A. (2011). Measuring Service Quality using SERVQUAL Model: A Study on PCBs (Private Commercial Banks) in Bangladesh. *Business Management Dynamics* 1(1): 01-11.
- Ramseook-Munhurrin, P., Lukea-Bhiwajee, S.D. and Naidoo, P. (2010). Service Quality in the Public service. *International journal of management and marketing research* 3(1): 37-50.
- Ramseook-Munhurrin, P., Naidoo, P. and Lukea-Bhiwajee, S.D. (2009). Employee perceptions of service quality in a call centre. *Managing Service Quality*. 19 (5): 541-557.
- Ramseook-Munhurrin, P., Naidoo, P. and Lukea-Bhiwajee, S.D., (2010). Measuring service quality: perceptions of employees. *Global Journal of Business Research* 4 (1): 47-55.
- Render, B., Stair, B.M.J. and Hanna, M.E. (2012). *Quantitative Analysis for Management*. New Jersey: Pearson Education, Inc.
- Republika, (2014). Menparekraf: Kualitas SDM Kunci Sukses 'AEC 2015'. Republika Online. Retrieved from: <http://www.republika.co.id/berita/ekonomi/makro/14/02/10/n0rlce-menparekraf-kualitas-sdm-kunci-sukses-aec-2015>.
- Rijal, S. (2013). Policies of Competency Certification in the Field of Tourism (The Study of Development Model of Competency Assessment for Tourism Professional Certification Body in Makassar). Public Administration. Makassar: State University of Makassar (UNM Makassar)
- Robbins, S.P. and Judge, T.A., (2009). *Organizational Behavior*. New York: Pearson Prentice Hall.
- Robbins, S.P. (2003). *Essentials of Organizational Behavior*. New Jersey: Pearson Education, Inc..
- Rothfelder, K., Ottenbacher, M.C. and Harrington, R.J., (2012). The impact of transformational, transactional and non-leadership styles on employee job

- satisfaction in the German hospitality industry. *Tourism and Hospitality Research*. 12(4): 201-214.
- Rowe, C. (1995) Clarifying the use of competence and competency models in recruitment, assessment and staff development. *Industrial and Commercial Training*. 27(11): 12–17.
- Roznowski, M. (1989). An examination of the measurement properties of the job descriptive index with experimental items. *Journal of Applied Psychology*. 74: 805-814.
- Ruzevicius, J. and Kasperavicius, J. (2008). The Lithuanian Police Activities Quality Improvement. *Current Issues on Business and Law*. 2:119-136
- Ryan, R.M. and Deci, E.L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*. 55: 68-78.
- Saari, L. M., & Judge, T. A. (2004). Employee attitudes and job satisfaction. *Human Resource Management* 43(4), 295-407
- Sabo, R. and Boone, E., (2013). *Statistical Research Methods: A Guide for Non-Statisticians*. New York: Springer
- Sadi, M.A. and Henderson, J.C. (2005) Local versus Foreign Workers in the Hospitality and Tourism Industry: A Saudi Arabian Perspective. *Cornell Hotel and Restaurant Administration Quarterly*. 46: 247-257.
- Salam, A. et al., (2012). A Pilot Study on Professionalism of Future Medical Professionals in Universiti Kebangsaan Malaysia (UKM) Medical Centre. *Procedia - Social and Behavioral Sciences*. 60(0): 534-540.
- Saleh, F. and Ryan, C. (1991). Analysing service quality in the hospitality industry using the SERVQUAL model. *Services Industries Journal*, 11(3): 324-343.
- Samuels, J., B. (2000) Certification: A Continually Perplexing Issue Facing Hospitality, Tourism, and Related Professions. *Journal of Hospitality & Tourism Education* 12(1) 47-51,
- Sarkis, N. and Mwanri, L. (2014). The role of information technology in strengthening human resources for health. *Health Education*. 114(1): 67-79.
- Schary, P.B., 1992. A concept of customer service. *Logistics and Transportation Review*. 28(4): 341-352.
- Schiaffella, E., Ricci, S., Pace, D., Charlistos, M. and Belo, P. (2010). Skills and Competencies for Employability in Tourism. In: R. Vassallo (Editor), YES Project: Research and Analysis. Institute of Tourism Studies, Malta.

- Schneider, B. and Bowen, D.E. (1985) Employee and customer perceptions of service in banks: replication and extension. *Journal of Applied Psychology*. 70: 423-33.
- Schreiber, J. B., Nora, A., Stage, F. K., Barlow, E. A. and King, J. (2006) Reporting Structural Equation Modeling and Confirmatory Factor Analysis Results: A Review. *The Journal of Educational Research*, 99 (6) 323-337
- Schwartz, A.C., Kotwicki, R.J. and McDonald, W.M. (2009). Developing a Modern Standard to Define and Assess Professionalism in Trainees. *Academic Psychiatry*, 33(6): 442-450.
- Sechrist, K.R., Valentine, W. and Berlin, L.E., (2006). Perceived Value of Certification among Certified, Noncertified, And Administrative Perioperative Nurses. *Journal of Professional Nursing*. 22(4): 242- 247.
- Sejjaaka, S., K. and Kaawaase, T., K. (2014). Professionalism, rewards, job satisfaction and organizational commitment amongst accounting professionals in Uganda. *Journal of Accounting in Emerging Economies*. 4 (2): 134-157
- Sharabi, M., Yezreel, E. and Davidow, M. (2010). Service quality implementation: problems and solutions. *International Journal of Quality and Service Sciences*. 2 (2): 189-205.
- Sharpley, R. and Forster, G. (2003) The implications of hotel employee attitudes for the development of quality tourism: the case of Cyprus. *Tourism Management* 24(6): 687-697.
- Sheets, A., (1994). Why certification? A certified professional's viewpoint. *The Camping Magazine*: 49.
- Sheldon, P.J. (1989) Professionalism in tourism and hospitality. *Annals of Tourism Research*. 16: 492-503.
- Smith, P.C., Kendall, L.M. and Hulin, C.L.(1969) *The measurement of satisfaction in work and retirement*. Chicago.: Rand McNally.
- Smolenski, M.C. (2005). Credentialing, Certification, and Competence: Issues for New and Seasoned Nurse Practitioners. *Journal of the American Academy of Nurse Practitioners*, 17(6): 201-204.
- Snipes, R.L. (1996). A test of the effects of job satisfaction and self-efficacy on service quality and customer satisfaction: A causal model. Auburn University, 171

- Snipes, R.L., Oswald, S.L., LaTour, M. and Armenakis, A.A. (2005). The effects of specific job satisfaction facets on customer perceptions of service quality: an employee-level analysis. *Journal of Business Research*. 58 (10): 1330-1339.
- Snizek, W.E. (1972). Hall's Professionalism Scale: An Empirical Reassessment. *American Sociological Review*. 37(1): 109-114.
- Somphaiphithak, S., Savatsomboon, G. and Kovathanakul, D. (2011). The Impacts of Service Quality in Tourism on the Visitor's Behavioral Intention at the Historic City of Ayutthaya. *Thailand International Journal of Academic Research in Business and Social Sciences* 1(3): 467.
- Sorensen, P.F. and Minahan, M., (2011) McGregor's legacy: The evolution and current application of theory Y management. *Journal of Management History*. 17(2): 178-192.
- Spector, P. (1997). *Job Satisfaction: Application, Assessment, Causes and Consequences*. California: Sage.
- Steiger, J.H., (2007). Understanding the limitations of global fit assessment in structural equation modeling. *Personality and Individual Differences*, 42(5): 893-898.
- Sugarman J., Sulmasy D. P., editors. (2010). *Methods in Medical Ethics*. 2nd Edition. Washington: Georgetown University Press.
- Sullivan, W., M (2000). Medicine under threat: Professionalism and professional identity. *Canadian Medical Association Journal*. 162(5): 673-675.
- Supitchayangkool, S. (2012) The differences between satisfied/dissatisfied tourists towards service quality and revisiting Pattaya, Thailand. *International Journal of Business and Management*. 7(6):30-39.
- Susan, S. and William, S. (1998) *Understanding and Conducting Qualitative Research*. Dubuque, Iowa: Kendal-Hunt Publishing.,
- Syptak, J.M., Marsland, D.W. and Ulmer, D., (1999). Job satisfaction: Putting Theory Into Practice. *Family Practice Management* 6(9): 26-30.
- Tabachnick, B.G. and Fidell, L.S., (2007). *Using Multivariate Statistics*. New York: Allyn and Bacon
- Tashakkori, A., and Teddlie, C. (1998). *Mixed methodology: combining qualitative and quantitative approaches*. Thousand Oaks, CA: Sage.
- Tavakol, M. and Dennick, R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical Education*. 2: 53-55

- The Research Advisors, (2006). Sample Size Table. The Research Advisors, Franklin, MA.
- Thomas, R. M., and Brubaker, D. L. (2001). *Avoiding thesis and dissertation pitfalls: 61 cases of problems and solutions*. Westport, CT: Bergin & Garvey.
- Thomchick, E. and Humphrey, T. (1996). The Perceived Value of AST&L Certification. *Transportation Journal*. 36(2): 5-12.
- Tschohl, J., 1998. Empowerment - the key to quality service. *Managing Service Quality: An International Journal*. 8(6): 421 - 425.
- Upal, M., (2008). Telecommunication Service Gap: Call Center Service Quality Perception and Satisfaction. *Journal of Communications of the IBIMA*. 3
- van Dam, K., (2008). Time frames for leaving: An explorative study of employees' intentions to leave the organization in the future. *Career Development International*. 13(6): 560 – 571.
- Van de Ven, A. H. and Ferry, D. (1980). *Measuring and Assessing Organizations*. New York: Wiley Interscience.
- Van Saane, N., Sluiter, J., Verbeek, J., and Frings-Dresen, M. (2003) Reliability and validity of instruments measuring job satisfaction – a systematic review. *Occupational Medicine*. 53:191-200.
- Vassiliou, M.C. and Feldman, L.S. (2011). Objective assessment, selection, and certification in surgery. *Surgical Oncology*. 20:140-145.
- Xie, J.L. and Johns, G. (2000). Interactive effects of absence culture salience and group cohesiveness: a multi-level and cross-level analysis of work absenteeism in the Chinese context, *Journal of Occupational and Organizational Psychology*, 73: 31-52
- Watts, T. and Fin, B.M. (2009). Assessing professionalism: the case of financial planning. *The finsia journal of applied finance* (2).
- Way, S.A., Sturman, M.C. and Raab, C. (2010). What Matters More?: Contrasting the Effects of Job Satisfaction and Service Climate on Hotel Food and Beverage Managers' Job Performance. *Cornell Hospitality Quarterly*. 51(3): 379-397.
- Weiss, H., M. (2002). Deconstructing job satisfaction: Separating evaluations, beliefs and affective experiences. *Human Resource Management Review*, 12(2): 173-194.
- Weston, R. and Gore, P.A., (2006). A Brief Guide to Structural Equation Modeling. *The Counseling Psychologist*, 34(5): 719-751.

- Witts, S. (2015) High staff turnover in hospitality causing a productivity crisis, Retrieved from: <http://www.bighospitality.co.uk/Trends-Reports/High-staff-turnover-in-hospitality-causing-a-productivity-crisis>.
- Wolf, E.J., Harrington, K.M., Clark, S.L. and Miller, M.W. (2013). Sample Size Requirements for Structural Equation Models: An Evaluation of Power, Bias, and Solution Propriety. *Educational and Psychological Measurement*. 73(6): 913-934.
- Wu, Y. and Lin, M., (2013). The relationships among business strategies, organisational performance and organisational culture in the tourism industry. *South African Journal of Economic and Management Sciences*. 16(5): 1.
- Wyatt, J. and Harrison, M., (2010). Certified pediatric nurses' perceptions of job satisfaction. *Paediatric Nursing*, 36(4): 205-208.
- Yee, R., W., Y., Yeung, A., C., L. and Cheng, T., C. E. (2008) The Impact of Employee Satisfaction on Quality and Profitability in High Contact Service Industries. *Journal of Operations Management*. 26 (5): 651-668,.
- Yeh, C.M., (2013). Tourism Involvement, Work Engagement and Job Satisfaction among Frontline Hotel Employees. *Annals of Tourism Research*. 42: 214-239.
- Yeh, Y.P., (2014). Exploring the impacts of employee advocacy on job satisfaction and organizational commitment: Case of Taiwanese airlines. *Journal of Air Transport Management*. 36: 94-100.
- Yoon, M.H., and Suh, J., (2003). Organizational citizenship behaviors and service quality as external effectiveness of contact employees. *Journal of Business Research* 56 (8), 597–611.
- Yoon, Y. and Uysal, M. (2005). An Examination of the Effects of Motivation and Satisfaction on Destination Loyalty: A Structural Model. *Tourism Management*. 26(1): 45-56.
- Yunis, E, (2009), Tourism and Employment: an Overview by UNWTO, The Fifth UNWTO International Conference On Tourism Statistics Tourism: An Engine for Employment Creation, 30 MAR-2APR, Bali, Indonesia Retrieved from: http://statistics.unwto.org/sites/all/files/pdf/yunis_text.pdf
- Zeithaml, V. A., and Bitner, M. J. (2000). *Services marketing, 2nd ed.* New York: McGraw-Hill.
- Zeithaml, V. and Bitner, M.J., (2003). *Services Marketing: Integrating Customer Focus Across the Firm*. McGraw-Hill, New York.

- Zeithaml, V.A., Berry, L.L. and Parasuraman, A. (1993) The nature and determinants of customer expectations of service. *Journal of the Academy of Marketing Science* . 21(1): 1-12.
- Zopiatis, A., Constanti, P. and Theocharous, A.L. (2014) Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees in Cyprus. *Tourism Management*. 41: 129-140.