

Investigating the Growth of Human Resource Performance Empowerment in the Economic Development of Future Cities in Tourist Destinations

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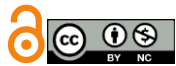
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ABSTRACT

Objective: This research aims to examine the empowerment of human resource performance in the economic development of future cities in tourist destinations.

Methodology: Thus, this study is considered applied research in terms of its objective. Moreover, from the perspective of data collection and analysis, the current research is descriptive-correlational. The statistical population of this study includes employees and managers of municipal areas in 15 districts of Isfahan. To this end, 2687 individuals were registered, who were investigated as the research population. Based on Morgan's table, 337 individuals were selected using random sampling method. Measurement of the variables of human resource performance empowerment and urban economic development was conducted using a questionnaire. Fuzzy TOPSIS was employed in Excel software environment for ranking the factors, and likewise, the hypothesis testing was performed using the structural equation modeling method and statistical software including Smart PLS and SPSS.

Findings: The findings indicate a significant effect of human resource performance empowerment on urban economic development. Therefore, in order to empower employees in the organization, proper and initial infrastructure within the organizational environment is required.

Conclusion: In organizations where influential factors in empowerment are fully and correctly implemented, it can be ensured that the best use of human resources is made, resulting in the highest efficiency in the organization.

Keywords: *Human Resource Empowerment, Urban Economic Development, Tourist City.*

1 Introduction

In the present era, organizations, in order to achieve success, have no choice but to formulate strategies aligned with human resources. Otherwise, they will lose the capability to adapt to today's complex environment and effectively utilize human resources (Harahap & Rafika, 2020). Nowadays, human resources are the most valuable and crucial asset, creating fundamental capabilities for any organization. Therefore, human resource planning to meet skill and training needs and ultimately enhance human resources is essential (Ordonez-Ponce et al., 2020). In today's competitive world, soft technologies gradually replace hard technologies, and attention is focused on processes rather than structures. Countries aspiring for fundamental changes have placed scenario-based, future-oriented planning at the forefront of their future development planning. Thus, decision-makers in geography, urban and regional planning, in a world full of changes and transformations, require new predictive development approaches and readiness for the future. Among these important issues that play a crucial role in the economic development of cities and rural areas and can lead to improved economic growth and increased quality of life through foresight and scenario design, is the development of the tourism industry (Ghahramanifard et al., 2021). This industry, through its mutual influence and impact with the city in a human-environment system, can contribute to the sustainable development of the city. Sustainable development, as a continuous stream in economic, social, and environmental changes aimed at increasing and continuously improving the welfare of the whole society, is a multidimensional pursuit. Its development becomes sustainable and leads to sustainable urban development when it is not destructive and allows for the preservation of water and soil resources, genetic resources, and plant and animal resources for future generations. The tourism sector belongs to the service industry, where the primary value is often created by human resources (HR) of the organization (Calero & Turner, 2019; Priyana & Purwadisastra, 2023).

Today, tourism is one of the most profitable and effective economic activities globally, with a significant contribution to sustainable development at the local, regional, and global levels in economic, political, social, and cultural dimensions (Ishmael-Robertson, 2018). Given the extensive role of the tourism industry in employment and recruitment, the issue of human resources and its development in this industry has gained great importance, attracting the attention of

academics, interns, and professionals in this sector. Human resource development encompasses the introduction, removal, modification, and adjustment, as well as guidance and direction of processes in a way that enables all individuals and teams to acquire the necessary skills, knowledge, and competencies for performing current and future job tasks proficiently (Armstrong, 2010, 2020), and a forward-looking approach to human resource development that follows their personal growth and development (Armstrong, 2020). Human resource development is also a set of actions and activities designed to ensure the personal development and realization of individuals' talents, and is a dynamic process that empowers active employees in an organization or industry to move from their current position to a better position in the future (Armstrong, 2020). Therefore, training and development of human resources are among the most important human resource management initiatives in the tourism industry and attention to this issue in a strategic framework plays a very important role in achieving strategic organizational, local, national, and international goals, as well as creating and developing competitive advantages (Mohammadi Najafabadi et al., 2021). Because capable, more efficient, and more creative human resources provide higher-quality services than incompetent human resources, and with competent human resources, tourism destinations become more efficient (Emekli & Baykal, 2011; Ezatpanah, 2020). Furthermore, efficient human resources are considered valuable assets in a country. Essentially, knowledge capital is more important than production capital. In developed countries, human capital accounts for 67% of wealth creation (Kavously & Ahmadi, 2011). Therefore, the growth and development of any organization require the development of human resource capabilities to align with organizational goals (Valiyan et al., 2020). Empowerment and development of human resources are a managerial approach through which employees become capable of making their decisions and participating in decision-making. What matters is that, to strengthen human resources, methods of investing in human resource training and improvement are not only for technical training but also for development. And this importance may only be realized under strategic human resource management plans. Each individual has the potential to contribute to their empowerment. Managers should engage in improving the level of empowerment and developing the skills of weak employees and make better use of organizational resources to achieve organizational goals (Traeger & Alfes, 2019).

Urban areas, due to their abundant historical and cultural attractions, are often considered significant tourist destinations. Urban centers, owing to their historical and cultural attractions, are frequently regarded as important tourist destinations. Urban tourism refers to traveling to cities, motivated by various attractions, facilities, and urban amenities that create allure and motivation for visitors (Moradpoor & Taghavi Ziravani, 2017). Tourism in general, and urban tourism specifically, significantly impacts the economies of cities worldwide. This phenomenon has profoundly influenced global economic equations, with many major world economies, particularly urban economies, heavily reliant on it. Given that tourism ranks among the most sustainable and lucrative income sources for cities, it seems plausible to introduce tourism as one of the most important revenue sources for both citizens and municipalities in the country. To achieve this goal, fundamental strategies aligned with the current and potential future realities need to be provided so that, in addition to relying on existing capabilities, an analysis of potential future events affecting urban tourism development can be conducted. Therefore, decision-makers in geography, urban planning, and regional development in a rapidly changing world require the development of new predictive approaches and preparedness for the future. Among these critical and fundamental issues, one that plays a very important role in the economic development of cities and rural areas, and can lead to improved economic growth and enhanced quality of life for individuals through foresight and scenario design, is the development of the tourism industry (Ghahramanifard et al., 2021).

Thus, the tourism industry plays a significant role in the economic development of various regions and can create important cultural and social changes at destinations, promoting social development through income distribution, job creation, and poverty reduction, thereby fostering social development and prosperity (Nasiri HendehKhaleh et al., 2016). Today, the tourism industry is considered the largest and most diverse industry and the main source of employment, growth, and economic development of countries. Economic development involves the use of production resources in a way that leads to sustained growth in per capita income in a society. It has also been suggested that economic development is a process whereby the scientific and technical foundations of production change from a traditional to a modern state (Karoubi et al., 2018). The economic component of any country is one of the most important criteria for measuring its development. Cities also

require economic development for the survival and welfare of citizens, and the economy of each city is considered an indicator of its development, with the tourism industry being an industry that can guarantee the economic development of cities and enhance their level of development. Adequate and scientific planning in the tourism industry in urban economics can transform them into one of the most important tourist centers. Isfahan is one of the areas that has been identified as a tourist destination and has been affected by the economic, social, and environmental consequences of tourism development. Despite its potential and numerous tourist attractions, it still requires more attention for the further development of this industry. Urban economic development is one of the most important goals of municipalities or other responsible organizations. Urban processes, with the adoption of policies by urban management institutions in Isfahan to increase the powers and strengthen the municipalities of the regions in urban affairs management, can highlight the importance and role of regional municipalities and the necessity of comprehensive and strategic planning to develop the services of regional municipalities in Isfahan. In this regard, and considering the importance of the subject, the researcher in this study has sought to examine the growth of capacity building in human resources performance in economic development towards the growth and development of urban tourism in the city of Isfahan, in order to provide an appropriate and tailored model based on the situation and conditions of the region to prevent the current chaotic trend and enable more effective planning for urban development for municipal managers. Conducting this research can largely address the gap caused by the lack of a human resource management model tailored to the requirements of the city for the development of the tourism industry in the municipality of Isfahan, and the existence of such a model can greatly assist senior managers of municipalities in formulating strategies and improving and reforming the processes of employee performance management, helping them make decisions in a more transparent environment.

2 Methods and Materials

The present research is considered as applied in terms of purpose and descriptive-correlational in terms of method. The statistical population of this study consists of employees and managers of the 15 districts of Isfahan Municipality, with 2687 individuals registered, who were examined as the research population. Based on Morgan's table, 337

individuals were selected using random sampling method (Moradpour, 2017). As mentioned, the aim of this article is to investigate the empowerment growth of human resources performance on urban economic development in tourist cities (case study: Isfahan Municipality). In this study, the human resource empowerment variable is considered as the independent variable. The urban economic development variable is considered as the dependent variable. A questionnaire was used for data collection. In this questionnaire, for measuring the human resource empowerment variable, the prior research (Miri & Sabzikaran, 2011) was adapted; likewise, for measuring the urban economic development variable, the research of Majidi et al. (2020) was adapted. A 5-point Likert scale (1- Strongly Disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly Agree) was used in the questionnaire to measure the variables of the conceptual model.

In the fuzzy TOPSIS method for prioritizing factors, first, the decision matrix is formed, which expresses the importance of each factor according to the experts. In this research, Excel software was used to create the decision matrix and use the fuzzy TOPSIS technique. The steps of developing the fuzzy TOPSIS are as follows:

The first step is to form a fuzzy decision matrix, which is an initial $m \times n$ matrix where m represents the number of questions and n represents the number of experts.

The second step is to normalize the fuzzy decision matrix, attempting to convert criteria with different dimensions into dimensionless criteria.

The third step is to determine the weights of the criteria matrix, which, based on the importance coefficients of different experts in decision-making, the weight vector of expert weights is defined as follows:

$$w_j = [w_1, w_2, \dots, w_n]$$

The fourth step is the fuzzy weighted decision matrix, which, based on the different importance coefficients of the criteria, the weighted fuzzy decision matrix is obtained from the fuzzy multiplication of the importance coefficient for each criterion in the scaled fuzzy matrix corresponding to that criterion.

The fifth step is to calculate the positive and negative ideal distances, where in this step, positive and negative fuzzy ideals are used, so that positive and negative ideals are first obtained, and then the distance of each factor to positive and negative ideals is calculated. Finally, the proximity distance, which calculates the proximity of each factor to the ideal, is calculated. The proximity distance value ranges between zero and one. The closer the preferred option is to the positive ideal, the closer its proximity value will be to one.

Additionally, this research employed the SMART PLS software and the Structural Equation Modeling (SEM) method to examine the relationships between variables. Unlike other available software, there is no need for distribution normality in this method. This method is a statistical model for examining the relationships between latent and observable variables. To ensure the accuracy and validity of the research results, the technical characteristics of the questionnaire were evaluated in two sections: validity and reliability, using various criteria. The questionnaire's content validity was assessed and confirmed through content and structural validity. Content validity assessment utilized the opinions of experts and stakeholders knowledgeable about the subject, while structural validity utilized the Structural Equation Modeling (SEM) pattern for convergent and discriminant validity. To determine convergent validity, the Average Variance Extracted (AVE) index was used, and for discriminant validity, the square root of the extracted variance was used. Cronbach's alpha and composite reliability were used to assess reliability. Cronbach's alpha coefficient is a factor that varies from 0 to 1, where a Cronbach's alpha value higher than 0.7 indicates acceptable reliability. If the composite reliability value for each construct is above 0.7, it indicates acceptable internal reliability for measurement models, and a value below 0.6 indicates unreliability.

3 Findings and Results

The results obtained from the fuzzy TOPSIS method indicate the ranking of factors in the tables below.

Table 1*Ranking of Human Resource Empowerment Factors*

Row	Factor	Distance to Positive Ideal	Distance to Negative Ideal	Proximity Distance	Rank
1	Selection	2.049822	2.223027	0.520268	25
2	Competence	1.624147	2.640719	0.61918	14
3	Flexibility	1.284719	2.983609	0.699011	7
4	Skill Enhancement	2.049822	2.216045	0.519483	26
5	Job Enrichment	1.850883	2.419507	0.566578	19
6	Education	1.284719	2.976627	0.698518	10
7	Control Center	1.677678	2.582268	0.606174	17
8	Self-esteem	2.246302	2.024088	0.473982	28
9	Gender	0.912574	3.346311	0.785725	2
10	Group Effectiveness	1.111514	3.14743	0.739017	4
11	Group Importance	1.624147	2.64178	0.619275	13
12	Group Internal Trust	2.017106	2.243901	0.526613	24
13	Role Ambiguity Reduction	1.284719	2.981208	0.698842	8
14	Control Domain	2.382268	1.876617	0.440636	29
15	Access to Resources	1.820626	2.44284	0.57297	18
16	Access to Information	2.613924	1.654462	0.387608	31
17	Social Support	1.085779	3.176627	0.745266	3
18	Participative Atmosphere	0.912574	3.346311	0.785725	1
19	Job Engineering and Performance	1.853343	2.421967	0.566501	20
20	Feedback Control	1.649881	2.613924	0.61305	15
21	Communications	1.457924	2.814985	0.658798	11
22	Motivation	2.225487	2.056863	0.480312	27
23	Training	1.258984	3.013865	0.705353	5
24	Decision Making	1.853343	2.419566	0.566257	22
25	Vision and Mission	1.846361	2.411523	0.566367	21
26	Values	1.654403	2.614985	0.612496	16
27	Stakeholders	2.414985	1.846361	0.433281	30
28	Performance	1.284719	2.981208	0.698842	9
29	Subsidiary Goals	1.481198	2.784669	0.652779	12
30	Overall Goals	1.258984	3.013865	0.705353	5
31	Control and Feedback	1.853343	2.414985	0.565792	23

Table 2*Ranking of Urban Economic Development Factors*

Row	Factor	Distance to Positive Ideal	Distance to Negative Ideal	Proximity Distance	Rank
1	Comprehensive Intervention of Governmental Institutions	2.223027	1.881198	0.458356	27
2	Inappropriate Appointments in Tourism Governmental Positions	1.284719	2.817386	0.686815	7
3	Non-intelligent Tourism Management	1.284719	2.813924	0.68655	8
4	Government License for Introduction of Tourist Attractions	2.58819	1.516095	0.369393	29
5	Government's Excessive and Power-hungry Interference Threatening Tourism	2.216045	1.877737	0.45868	26
6	Government Integrity Against Tourism	1.111514	2.976627	0.728113	4
7	Dominant and Faulty Telecommunication Infrastructure	2.049822	2.053343	0.500429	23
8	Policy-driven Decision Making	1.879077	2.211523	0.540635	22
9	Individual Decision Making vs. Collective Decision Making	1.481198	2.609063	0.637872	18
10	Increase in Recreational Facilities	1.624147	2.473156	0.603606	20
11	Development of Health Care Facilities	2.0453	2.0453	0.5	24
12	Presence of Resort Areas	1.476676	2.606942	0.63839	15
13	Optimization of Urban Transportation Fleet	1.284719	2.813924	0.68655	8
14	Export of Goods to Middle Eastern Countries	1.307993	2.784669	0.680405	10
15	Increase in Cultural Institutions	1.111514	2.981208	0.728417	3
16	Increase in Social Security	1.455464	2.64284	0.644862	12
17	Prosperity of Tourism and Subsequent New Jobs and Economic Growth	1.481198	2.612583	0.638183	16

18	Economic and Cultural Enrichment and Growth	1.282259	2.814926	0.687039	6
19	Utilization of Elite Ideas for Improving Quality of Life	1.483658	2.613924	0.637919	17
20	Establishment of Bases to Raise Public Awareness of Citizenship Rights	1.624147	2.475557	0.603838	19
21	Increasing Public Awareness in Proper Use of Natural Resources	2.248762	1.846361	0.450868	28
22	Ease of Communication in Virtual Space	1.450942	2.64178	0.645482	11
23	Organization Use of Electronic Bases	2.075557	2.019566	0.493164	25
24	Tourist Presence in All Seasons	0.8893	3.210404	0.783082	2
25	Climate Diversity	1.455464	2.64178	0.64477	13
26	Establishment of Comprehensive Inter-organizational Information Bases	0.69282	3.409343	0.831109	1
27	Development of Scientific Communication and E-commerce	1.876617	2.212583	0.54108	21
28	Increasing Public Awareness	1.277737	2.806942	0.687188	5
29	Providing Suitable Grounds for IT Development by Provincial Government	2.787129	1.310453	0.319811	30
30	Culture of Using Public Transportation Means	1.478738	2.612525	0.638562	14

After ranking based on expert opinions and due to the large number of factors, factors with a proximity distance exceeding 0.6 were selected and used for structural equation modeling. The research model is examined in two stages. In the first stage, the outer model of the research is investigated,

and in the second stage, the focus is on examining the inner model. In this stage, the loadings of each indicator variable's constructs are examined. Factor loadings higher than 0.60 are desirable.

Table 3

Factor Loadings, Cronbach's Alpha, Composite Reliability, and Convergent Validity of the Model

Variable	Indicator	Factor Loading Coefficient	Composite Reliability	Average Variance Extracted	Cronbach's Alpha
Empowerment of Human Resources			0.927	0.431	0.917
	q1	0.731			
	q2	0.730			
	q3	0.750			
	q4	0.623			
	q5	0.672			
	q6	0.622			
	q7	0.553			
	q8	0.579			
	q9	0.583			
	q10	0.638			
	q11	0.637			
	q12	0.645			
	q13	0.646			
	q14	0.757			
	q15	0.733			
	q16	0.640			
q17	0.575				
Urban Economic Development			0.948	0.479	0.941
	q18	0.667			
	q19	0.563			
	q20	0.529			
	q21	0.608			
	q22	0.674			
	q23	0.731			
	q24	0.753			
	q25	0.716			
	q26	0.765			
	q27	0.631			
q28	0.779				

q29	0.566
q30	0.741
q31	0.738
q32	0.730
q33	0.585
q34	0.796
q35	0.615
q36	0.804
q37	0.751

For fitting measurement models in the SmartPLS software, the reliability of composite reliability (CR) coefficients is evaluated for the factor loadings, and for examining the convergent validity of measurement models, the average shared variance (AVE) is used. For assessing the discriminant validity, the Fornell-Larcker criterion is provided.

The Cronbach's alpha coefficient is a variable ranging from 0 to 1, with values higher than 0.70 indicating acceptable reliability. Additionally, if the composite reliability value for each construct exceeds 0.70, it demonstrates suitable internal reliability for measurement

models, while values below 0.60 indicate a lack of reliability.

Fornell and Larcker (1981) introduced the average variance extracted (AVE) criterion for assessing convergent validity, stating that the critical value is 0.50. As shown in Table 4, the square root of the AVE for the current study variables, positioned in the main diagonal of the matrix, exceeds the correlations among them, which are located below and to the right of the diagonal. This indicates a satisfactory fit of the measurement models in terms of convergent validity.

Table 4

Fornell and Larcker Table

Variable	Empowerment of Human Resources	Urban Economic Development
Empowerment of Human Resources	0.657	-
Urban Economic Development	0.650	0.692

To assess the structural model fit, several criteria are used, with the most fundamental being the significant Z-coefficients. The structural model fit is determined using t-values; these coefficients must exceed 1.96 to confirm their significance at a 95% confidence level. If the t-value exceeds 1.96, the path coefficient is significant at the 95% confidence level, and if it exceeds 2.58, it is significant at the 99% confidence level.

The coefficient of determination (R^2) is used to connect the measurement and structural parts of structural equation modeling, indicating the influence of an exogenous variable on an endogenous variable. Researchers consider values of 0.19, 0.33, and 0.67 as benchmarks for weak, moderate, and strong fit of the structural part of the model using the R^2 criterion. In this study, an R^2 value of 0.722 was obtained,

indicating a significant impact of the exogenous variable on the model.

Predictive Quality (Q^2) determines the predictive power of the model. Models with acceptable structural fit should be able to predict the indicators related to endogenous constructs. Researchers have defined values of 0.02, 0.15, and 0.35 to represent weak, moderate, and strong predictive power for the construct or constructs related to it. It is essential to note that this value is calculated only for endogenous constructs with reflective indicators. In this study, a Q^2 value of 0.312 was obtained, indicating the model's satisfactory predictive power.

Regarding hypothesis testing, as shown in Table 6, due to the higher value of the t-statistic, the hypothesis was confirmed at the 95% confidence level.

Table 5*Results of Hypothesis Testing*

Row	Research Hypotheses	Path Coefficient	t-Statistic	p-Value	Significance Level	Hypothesis Test Result
1	Human Resource Empowerment -> Urban Economic Development	0.850	31.965	0.00	0.05>	Confirmed

As observed in [Table 5](#), according to the t-value, the hypothesis was confirmed due to its value being higher than 1.96.

4 Discussion and Conclusion

The present study aimed to investigate the growth of human resource empowerment in the economic development of future cities in tourist cities within Isfahan municipality.

In examining the first hypothesis, a path coefficient of 0.850 was obtained, and considering the t-statistic (31.965) at the 99% confidence level, the effect of human resource empowerment on urban economic development was positive and significant, thus confirming the hypothesis. The result of the first hypothesis indicates that a higher level of human resource empowerment leads to economic development growth, which aligns with the prior findings ([Katunian, 2019](#); [Mohammadi Najafabadi et al., 2021](#)).

Therefore, attention to factors shaping employees' self-esteem has a greater impact on creating a sense of empowerment than other individual dimensions. In fact, company managers can achieve greater utilization of this individual indicator in employee empowerment processes with less investment and cost. Informing and creating belief in employees regarding their abilities and capabilities are among the activities that contribute to creating these conditions. Additionally, organizational individuals and managers are responsible for creating organizational self-esteem, and organizational training plays a significant role in this regard. Furthermore, performing duties with more work responsibility, job enrichment, and creating conditions where individuals experience their managerial and self-efficacy skills can contribute to creating this sense among employees. Extensive research has been conducted in this regard. Moreover, ethnicity or race has the least impact among individual factors on creating psychological empowerment among employees. Therefore, in the implementation of psychological empowerment programs, ethnicity or race should not be considered as the least influential individual factor and should be overlooked. On the other hand, examining the results of group factors

indicates no difference among these components. In fact, there is no priority among group factors in terms of their impact on creating psychological empowerment, and all contribute equally to the empowerment variable. Therefore, all these dimensions will be equally beneficial. The results of examining organizational factors show that access to information has the most significant effect on the psychological empowerment variable. On the other hand, the participatory atmosphere component has the least effect on the dependent variable (empowerment). Therefore, attention to and facilitation of faster and more effective access to information will result in better outcomes in accessing empowerment through societal organizational dimensions. The effect of access to information on empowerment has been proven, and according to social cognitive theory, access to information facilitates the creation of a sense of empowerment.

In order to empower employees within an organization, it is necessary to provide a suitable and initial platform within the organizational environment. In organizations where influential factors in empowerment are fully and correctly implemented, it can be ensured that the best use of human resources is made, resulting in the highest efficiency in the organization. Below are several suggestions for creating human resource empowerment within organizations:

Managers should provide sufficient job-related information to enrich employees' roles, which can be achieved through job analysis. Job analysis is one of the most fundamental and best practices that organizations undertake for the utilization, development, and preservation of human resources and the enrichment of their roles.

Motivational facilities should be provided for employees. Managers can create motivation by encouraging and appreciating employees, leading to corrective action and improvement of their performance within the organization.

Managers should strive to increase organizational commitment by promoting greater participation and freedom in organizational decision-making, aligning individual and organizational goals. Meetings should be conducted in a manner that allows employees to freely exchange their

opinions and ideas without fear of repercussions from superiors.

Managers should involve employees in organizational information sharing, as it fosters trust, camaraderie, and accountability within the organization, aiding them in improving organizational performance.

By providing access to information, self-monitoring among employees increases, and hierarchical controls decrease. Rewards should be allocated to employees for their success in carrying out tasks and achieving organizational goals, thereby enhancing their confidence.

Organizational facilities and amenities should be appropriately distributed among employees, while maintaining fairness in employee remuneration, leading to increased employee satisfaction and a sense of belonging in the organization.

Managers should form capable work groups. For this purpose, the creation and growth of several factors in the work environment are essential, and managers and employees must work together to create and expand them. These factors include respect, information, control, decision-making, responsibility, and skills.

Training should be provided in a manner that promotes systemic thinking for all employees, enabling them to contribute to problem-solving and enhancing their sense of responsibility. Providing necessary knowledge and skills to employees results in increased self-confidence and ultimately enhances their satisfaction with being part of the organization.

Given the broad vision and great mission of economic and social development in Isfahan city, the following recommendations can be made:

Efforts should be made to facilitate investment activities in Isfahan city through process reengineering, reducing investment taxes, and minimizing administrative bureaucracy.

Collaboration and cooperation with organizations to address economic and social issues in Isfahan city.

Efforts should be made to improve economic and social development in Isfahan city through expanding new investments and supporting existing investments.

Enhancement of professional knowledge and skills of decision-making bodies in Isfahan city.

Overall, there is a need for a coordinating body consisting of all decision-making bodies and various organizations (including Isfahan municipality, Astan Quds Razavi, representatives of decision-making ministries, and other influential elements) to finalize decisions, ensuring that

coordinating agencies are aware of each other's programs, and urban management projects are implemented in a coordinated manner to promote urban development in Isfahan.

Avoidance of promotional decisions and rational consideration of plans and economic-social justifications in the short and long term can be instrumental in advancing economic development plans in Isfahan city.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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