

Study on the Feasibility of Development of Compang Wesang Village as a Tourism Village through a Local Human Resource Management Approach

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Abstrak

Penelitian ini mengkaji kelayakan pengembangan Desa Compang Wesang di Kabupaten Manggarai Timur sebagai destinasi desa wisata berbasis masyarakat melalui pendekatan manajemen sumber daya manusia. Pemilihan topik ini didasarkan pada pentingnya pembangunan pariwisata berkelanjutan di wilayah pedesaan serta adanya kesenjangan antara potensi alam dan budaya yang dimiliki dengan kapasitas sumber daya manusia lokal. Penelitian ini menggunakan metode kualitatif deskriptif dengan desain studi kasus, melalui teknik wawancara, observasi, dan studi dokumentasi. Hasil penelitian menunjukkan bahwa meskipun desa memiliki aset budaya dan alam yang kuat, pengelolaan wisata belum berjalan secara profesional karena minimnya pelatihan, kelembagaan, serta sistem kerja yang terstruktur. Semangat masyarakat untuk berpartisipasi cukup tinggi, namun belum difasilitasi dengan baik oleh pemerintah atau pihak eksternal. Temuan ini menunjukkan pentingnya penggabungan strategi manajemen SDM dengan prinsip pemberdayaan masyarakat agar pengembangan desa wisata dapat berlangsung secara partisipatif, inklusif, dan berkelanjutan. Penguatan kelembagaan lokal dan penyusunan program pelatihan yang sistematis menjadi langkah penting dalam mendorong pertumbuhan ekonomi dan sosial yang berkelanjutan.

Kata kunci: desa wisata, pemberdayaan masyarakat, manajemen SDM, pariwisata berkelanjutan, partisipasi lokal.

Abstract

This study examines the feasibility of developing Compang Wesang Village in East Manggarai Regency as a community-based tourism village destination through a human resource management approach. The selection of this topic is based on the importance of sustainable tourism development in rural areas and the gap between natural and cultural potential and the capacity of local human resources. This study uses a descriptive qualitative method with a case study design, through interview, observation, and documentation study techniques. The results of the study show that although the village has strong cultural and natural assets, tourism management has not been carried out professionally due to the lack of training, institutions, and a structured work system. The public's enthusiasm to participate is quite high, but it has not been properly facilitated by the government or external parties. These findings show the importance of combining HR management strategies with the principles of community empowerment so that the development of tourism villages can take place in a participatory, inclusive, and sustainable manner. Strengthening local institutions and the preparation of systematic training programs are important steps in encouraging sustainable economic and social growth.

Keywords: tourism villages, community empowerment, human resource management, sustainable tourism, local participation

INTRODUCTION

Tourism is a strategic sector in economic and social development in various developing countries, including Indonesia. The development of tourism villages is a form of implementation of the development strategy based on local potential, which not only focuses on increasing regional income, but also cultural preservation, community empowerment, and equitable distribution of economic benefits. However, there are still many resources that have not been managed properly (Rahma, 2020). Therefore, an approach that is often used in the development of tourism villages is needed, namely *Community Based Tourism* where local communities are the main actors in the planning, implementation, and management of tourist destinations. The CBT approach is also seen as a strategy that contributes to the preservation of natural resources and improves the community's economy (Seran, et.al., 2023). This approach is able to create village destinations that are not only profit-oriented, but also on sustainability elements (Yuliana & Amin, 2021).

However, the success of the development of a tourist village is not only determined by the natural beauty or cultural potential it has, but is highly determined by the capacity and readiness of local human resources. This is in line with previous research that investment in human resource development can have a positive impact on the sustainability and success of tourism village management as a whole (Lepar, 2024). In reality, there are many studies found that the management of tourist villages is often hampered by low managerial skills, weak local institutions such as Pokdarwis or BUMDes, lack of technical training, and lack of public awareness about the importance of excellent service to tourists (Wulandari et al., 2022). This has an impact on the lack of optimal utilization of local potential and stalled development initiatives.

Meanwhile, in improving quality and sustainability, the concept of human resource management is an important issue that must be applied in organizational development, in this case the village community as a village management community (Peong, et.al., 2020). This is supported by previous research that *Browse* is the main basis in improving the quality of services to tourists (Kerubun, et.al., 2022). Lack of attention to human resource aspects can hinder the development of a tourist village (Afrizal & Oktariyanda, 2021). Thus, the aspect of human resource processing is one of the important aspects in mobilizing local communities in a potential village.

Furthermore, related concepts *Community Empowerment* is an important dimension in the management of local-based human resources in a village. This theory focuses on the urgency of community participation, access, and control to the community over the development process that occurs in their environment. Community involvement is not often symbolic, but is given a real role in determining the direction, strategy, and implementation of the program (Peong,

et.al., 2020). Community involvement is important in determining the success of empowerment programs (Syaifudin & Ma'ruf, 2022). Therefore, in strengthening the concept of sustainability, the HR management approach in the development of tourism villages needs to be combined with the principle of empowerment so that the development process is not *top, down*, but participatory and sustainable. Compang Wesang Village is one of the villages located in Mano, East Manggarai Regency, which is one of the areas that has great potential to be developed as a tourist village. This village has natural wealth, culture, and handicrafts that make it one of the potential villages if used as a destination for local or foreign tourists. However, this potential has not been balanced with the readiness of local human resources in managing tourism activities in a planned manner. Based on initial observations, it was found that the village community did not have basic knowledge and formal training in the field of tourism services, tourism management institutions such as Pokdarwis had not been formed or had not run optimally, and there was no well-structured human resource development strategy.

The main problem that is now faced by this village is the disparity between the potential and capacity of available human resources. This gap causes tourism development programs launched by local governments to tend to be ineffective or unsustainable. The community has the spirit and desire to advance, but is not equipped with adequate technical skills and managerial knowledge. This shows the need for strategic interventions that not only focus on infrastructure development or destination promotion, but also on the development of local human resources who are the managers and determinants of the direction of tourist villages.

A feasibility study in this context is needed to thoroughly evaluate whether Compang Wesang Village is feasible to be developed into a tourist village based on the strength of local human resources. The feasibility assessment does not only include aspects of physical and economic potential, but is also related to human resource readiness, community participation, institutional strength, and empowerment strategies that have been or have not been carried out. With the HR management approach, this research can explore various aspects of capacity development that need to be strengthened, such as tourism skills training, increased service awareness, institutional strengthening, and collaboration models between the community, village governments, and external parties.

Therefore, this research will focus on how the development of tourism villages in Compang Wesang can be carried out appropriately through a local HR management approach. This research will also explore the real condition of community human resources, the challenges faced, and what empowerment strategies are most appropriate to be implemented in the local context. Thus, the results of the research are expected not only to be a feasibility study document, but also to make a real contribution to strengthening community capacity and encouraging the development of independent, competitive, and sustainable tourism villages.

LITERATURE REVIEW

Community Based Tourism

The development of tourist villages is part of a local community-based development strategy that places the community as the main actor. Theoretically, community-based tourism correlates with community certainty in partisipation in the growth of local tourism in the village (Khusnawati and Wahyudi, 2023). Research by Wulandari et.al (2022) on several tourist villages in Yogyakarta resulted in the conclusion that the implementation of CBT is able to improve the welfare of local communities when supported by adequate human resource capacity. The study emphasized that the success of CBT is largely determined by community training and participation as well as the existence of local institutions such as pokdarwis that function actively and effectively. However, the results of previous research from Nurlaili, et.al. (2020) concluded that the development of tourism villages is hampered by the low capacity of local human resources, lack of continuous training, and weak coordination between stakeholders. The findings show that strong physical and cultural potential is not enough without the contribution of structured and systematic human resource management and development. This condition is also in line with Compang Wesang Village, which is the focus of this research.

Community Empowerment Theory

In the context of community based tourism village development, empowerment is a tool to help individuals, groups and communities to be able to manage the environment and achieve goals (Scott, 2019). Empowerment is closely related to a multidimensional process that includes the psychological, social, and structural aspects of the village community. Empowerment is not only about providing knowledge and skills, but also how to build community empowerment to be actively involved. Research from Yuliana and Amin (2021) shows that community empowerment programs can increase community involvement in local tourism activities. Empowerment is related to how to empower weak people to live independently (Suwari, et.al., 2022). In the context of this research, community empowerment theory is used as a framework in assessing the extent to which village communities are given access, space, and roles in managing tourism potential.

Human Resource Management Theory (HRDM)

The theoretical framework of Human Resource Management plays a role in designing strategies to strengthen local human resources. Human Resource Management includes not only recruitment and training, but also the development, motivation, and evaluation of individual performance in an organization or community (Dessler, 2020). In the context of tourism villages, this concept plays a role in building a competency-based, participatory, and sustainable work system. This is based on human resources as the main driver (Siagian et al., 2022). Previous research by Supriyadi (2020) found that local human resource management can improve the effectiveness of village organizations, service quality, and professionalism of local economic management. Research from Sari et al. (2022) resulted in the conclusion that the analysis of local human resources is very important in a feasibility study of the

development of new tourism villages. The feasibility of a village is not only determined by natural beauty or cultural attractions, but is greatly influenced by the readiness of human resources, institutional structure, and work culture of its community. Therefore, in this study, the MSDM approach is used to evaluate the extent of the readiness of local human resources in supporting the development of Compang Wesang Village as a tourist destination.

METHOD

This study uses a descriptive qualitative approach with a case study type conducted in Compang Wesang Village, East Manggarai Regency, to explore the feasibility of developing tourism villages through a local human resource management approach. The choice of this approach allows researchers to understand social phenomena in depth. The research was carried out between July and October 2025 with the location chosen purposively because this village has good tourism potential but is not yet feasible in terms of human resources. Informants were selected using *purposive sampling techniques* that included village officials, traditional leaders, MSME actors, community groups, and representatives from the Tourism Office, with the number of informants adjusted to reach saturated data.

Data collection was carried out through in-depth interviews, participatory observations, and documentation studies. The data were analyzed using thematic analysis techniques that included transcription, coding, theme categorization, and interpretation of results by comparing field findings and relevant theories. The validity of the data was tested by triangulation of sources and methods. This research is also carried out by paying attention to research ethical principles such as maintaining the confidentiality of informant identities, using participant consent, and upholding objectivity and integrity in each research process.

RESULTS AND DISCUSSION

Compang Wesang Village Feasibility Study

Based on the findings of the research, it was found that this village has strong enough natural and cultural potential to be developed as a tourist village. This potential includes natural tourist attractions in the form of waterfalls, traditional agriculture, uniqueness of handicrafts, and traditional rituals. However, in general, this potential has not been managed professionally and sustainably due to the limited capacity of local human resources. Most people do not have basic knowledge about tourism management, services to tourists, and digital promotion capabilities. This shows that there is a skill *gap* between the potential of the village and the readiness of managers from the local community.

In addition, the institutional structure that plays a role in tourism management has also not been optimally formed. Pokdarwis has not been officially formed, and there is no clear division of roles between youth, women's groups, and local MSME actors. These findings are in line with the results of research by Nurlaili et al. (2020) where weak institutions and coordination between parties are common

inhibiting factors in the development of community-based tourism villages (CBT). On the other hand, the enthusiasm of the community to make their village a tourist destination is very high. Several initiatives such as making local crafts and cultural activities have been carried out independently, although they have not been systematically coordinated because they are still individual. This shows that the community has basic potential that can be empowered if managed through the right approach.

In terms of empowerment, there has been no training or assistance program from the local government specifically aimed at preparing tourism human resources. Interviews with village officials show that the training programs that have been carried out are still general and unsustainable. The lack of active involvement of the community in program planning also leads to a low sense of ownership of existing tourism initiatives. In this context, Zimmerman's (2000) empowerment theory becomes relevant, where active involvement in the development process is the key to building capacity and motivation in a sustainable manner. A participatory approach is needed, which provides space for the community to plan, implement, and evaluate tourism programs collectively.

Furthermore, from the results of the analysis of human resource readiness based on the principles of human resource management, it was found that the absence of a recruitment system, routine training, and clear division of labor in the management of tourism assets has become the main obstacle. There is no evaluation system or incentives for the community involved in the preservation of tourist destinations, so public participation and trust tend to decline over time. In fact, as explained by Dessler (2020), effective human resource management does not only depend on the existence of people, but on structured competency development, motivation, and evaluation strategies. In this context, the MSDM approach is very important to support the readiness of the community as the main actor in the development of tourist villages.

Overall, the results of the study show that the development of Compang Wesang Village as a tourist village has the potential to be feasible, but it is highly dependent on the readiness and strengthening of local human resources.



Figure 1. Empowerment, Compang Wesang Village

Source: Research Documentation, 2025

If the existing physical and cultural potential is not accompanied by strengthening the capacity of human resources, then the development of tourist villages is feared to only be a short-term project without sustainability. The researcher recommends the need for the establishment of local institutions such as

Pokdarwis, planning human resource training in stages, and active involvement of the community in each stage of tourism village development. With a planned MSDM-based approach and empowerment, Compang Wesang Village has a great opportunity to develop into an independent, competitive, and sustainable tourist destination.

The documentation study shows that if developed professionally and sustainably, the potential of the community and the address is worthy of being used as a local tourist destination. The results of interviews with local residents (Sius) explained that almost 80% of the community work as bamboo and wool craftsmen who produce roka, doku, luni, and mbere crafts that can be used as a means of transporting burdens and wall decoration materials. If it is used properly as a tourism product, it will have a positive impact on the community's economy. In addition, the potential of natural waterfalls by offering natural beauty can be used as a recreational place for guests who visit to see various handicrafts of the community.

Table 1. Potential Mapping and Feasibility Study of Compang Wesang Tourism Village

Aspects	Assessment Indicators	Preliminary Findings / Field Conditions	Eligibility Description
Natural & Cultural Potential	Uniqueness of tourist attractions, Local cultural attractions, Potential tourist narratives	Traditional compang, natural landscape, traditional houses, ritual culture are still preserved	Physically and culturally feasible
Local HR Capacity	Travel knowledge, Guiding/hospitality skills, Promotional skills	Enthusiasm is high, but the majority are untrained	Not yet feasible, need training intervention
Tourism Institutions	The Presence / Absence of Pokdarwis, the Role of BUMDes, Tourism Organization Structure	Pokdarwis has not been formed, there is no official tourism manager	Not yet qualified, needs formal institutions
Community Participation	Citizen initiative, mutual cooperation, involvement in planning	There is a high interest in being actively involved if facilitated	Quite feasible, needs further facilitation
Supporting Infrastructure	Road access, electricity, signal, water, Basic tourist facilities	Village roads can be passed, signals are weak, there are no public toilets/homestays	Some are feasible, need to improve basic facilities
Tourism HR Management	Work system & division of tasks, Tiered training, Evaluation and incentives	There is no structured tourism HR system	Not yet feasible, need a community MSDM plan
Government/Stakeholder Support	Agency involvement, Tourism village support policies, Collaboration opportunities	The service has not been activated, there is no official tourism training	Still open, need policy advocacy
Local Economic Potential	Local MSMEs, Potential to increase residents' income, Tourism economic chain	The art of weaving, agricultural products, has not been systematically connected to tourism	Worthy of development for positive economic impact

Source: data processing, 2025

Based on the results of mapping various aspects of feasibility, Compang Wesang Village shows promising potential to be developed as a tourist village, especially in terms of cultural wealth, natural uniqueness, and community participatory spirit.

This potential is supported by the existence of Kompang traditional sites, traditional houses, and local cultural practices that are still alive. However, in terms of human resources (HR), significant gaps are still found. The majority of residents do not have basic skills in tourism management, such as guest service, digital promotion, and guidance. In addition, the absence of special institutions such as Pokdarwis and the lack of human resource training from external parties indicate that the community's managerial readiness is still low.

The results of the evaluation also show that supporting infrastructure such as road access and communication signals is still limited, although basic conditions can be gradually improved. On the other hand, there are economic opportunities through the development of local MSMEs that are currently not integrated with the tourism sector. Therefore, it can be concluded that the feasibility of developing tourist villages in Compang Wesang is still at the potential stage but is not yet ready, and requires intervention strategies based on local human resource management and institutional empowerment in order to become a sustainable and inclusive tourist destination.

Analysis of Findings

Findings in the field show that the absence of a tourism management structure such as Pokdarwis causes the role of the community in planning and implementing tourism activities to be weak and passive. This condition has an impact on the lack of community involvement in determining the direction and form of tourism village development, which ultimately hinders the sustainability process. In fact, as explained in the *Community Based Tourism* (CBT) approach introduced by Murphy (1985) and deepened by Salazar (2012), the active participation of local communities is not only as a technical implementer, but as a key actor in the entire destination management cycle – from planning, decision-making, to evaluation. *Community Based Tourism* (CBT) emphasizes that the success of community tourism development is highly dependent on the sense of *ownership* and community control over the resources and economic benefits generated.

The absence of active community participation in Compang Wesang Village also shows that the empowerment process has not run optimally. This is in line with the empowerment theory put forward by Zimmerman (2000), which states that community empowerment should involve three main dimensions: the psychological dimension (self-confidence and capacity to be involved), the social dimension (access to networks, information, and opportunities), and the structural dimension (system and institutional support that facilitates change). In this village, there has not been a comprehensive strategy or program to strengthen the capacity of the community, either through routine training, institutional formation, or a clear division of roles in tourism management.

This condition also reflects the lack of implementation of basic principles in human resource management (HRM). In the context of tourism village development, human resource management functions such as competency needs planning, recruitment of volunteers/tourism workers, training and development, and performance evaluation are essential to create an effective

management structure (Dessler, 2020). The absence of a human resource management system results in the absence of a work mechanism, incentives, and evaluation of residents' involvement in tourism activities, so that efforts to develop tourist villages run without a clear direction. Therefore, it is necessary to integrate the empowerment and human resources approach within the framework of *Community Based Tourism* (CBT) so that tourism management is not top-down, but based on potential, activeness, and local leadership. This integration is important to ensure that the tourism program is not just a momentary project, but part of the long-term social and economic transformation process of the village community.

Table 2. Development Design of Compang Wesang Village as a Tourism Village Based on Local Human Resources Management

Stages	Main Activities	Executive	Target Time	Output
Mapping Potential and Human Resources	Survey of the potential of nature & cultural tourism, Mapping of citizens' skills and interests	Village Team, Campus Partners	Months 1-2	Potential map & map of local HR
Establishment of Tourism Institutions	Socialization of tourist villages, Formation of Pokdarwis & work structure	Village Government	Month 3	Official Pokdarwis, SK, AD/ART
Preparation of Strategic Plan for Tourism Villages	Preparation of a 3-year strategic plan, determination of tourism priorities and branding	Pokdarwis + Village Team	3-4 months	Strategic plan document
HR Training & Development	Guiding training, homestay, digital promotion, hospitality training and tour package creation	Associate Professor, Department of Education, Faculty	Months 5-8	Local trained & certified citizens
Travel Product & Service Development	Creation of cultural & nature tour packages, Arrangement of visiting rooms (rape, tracking lines), Improvement of MSME services (food, handicrafts)	Pokdarwis & Citizens	Months 7-12	2-3 test tour products
Promotions & Partnerships	Social media creation & digital catalogs, Trial small tour visits, Build partnerships with local travel agents	Pokdarwis, Campus, Partners	Months 9-12	1 active social media account, initial visit
Evaluation & Preparation of the Tourism HR System	Evaluation of Pokdarwis performance, Preparation of incentive system, recruitment, and rotation of duties, Preparation of SOPs for tourism services	Pokdarwis, Evaluation Team	Month 12	Local HR management system is formed

Source: data processing, 2025

Applied HR Management Principles

Table 3. Applied HR Management Principles

Functions of MSDM	Strategy in Compang Wesang Village
HR Planning	Identify the number and type of skills needed for tourism management
Recruitment & Selection	Residents are recruited openly based on interests and abilities (e.g., guides, lodging, culinary)

Training & Development	Training is carried out in stages: hospitality, digital marketing, financial management, etc.
Performance Evaluation	Assessment system based on contributions, task rotations, and feedback from tourists
Incentive	Fair profit-sharing <i>system</i> between actors and Pokdarwis
Career Development	Residents can move up in roles (from trainees to local trainers or tour coordinators)
Source: data processing, 2025	

Required external support

There are several things that are still needed by these people, which are as follows: a). Attention from the Tourism Office in mapping local potential, b). The commitment of the local government, both village and sub-district, in increasing public awareness, c). Involvement of Tourism Stakeholders at the District Level, d). Training on institutional strengthening of Tourism Villages.

CONCLUSION

This study concludes that Compang Wesang Village has a strong physical potential of tourist and cultural attractions to be developed as a community-based tourism village, especially through the Community Based Tourism (CBT) approach. However, the management of this potential still faces serious challenges, especially in the aspect of human resources (HR) that are not ready in terms of competence, institutions that have not been formed, and the absence of a structured human resource management system. The findings of this study conclude that the local human resource management approach is important in identifying skills needs, developing training programs, and building a community-based recruitment, task sharing, and evaluation system so that the development of tourism villages can be carried out effectively, inclusively, and sustainably.

To realize the development of Compang Wesang Village as a viable tourist destination, it is necessary to carry out strategic interventions in the form of the establishment of tourism institutions such as Pokdarwis, periodic community skills training, and the preparation of a strategic plan for tourism management based on community participation. The village government, tourism offices, and higher education institutions such as polytechnics, are expected to establish active collaboration to assist in this village transformation process. Strengthening the local human resource management system based on the principle of empowerment is also recommended so that residents are not only passive actors, but are able to play a key role in creating independent, competitive, and long-term competitive tourism villages.

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