



Building Human Resource Resilience for Sustainable Tourism in Rural Tourism Villages

Syech Idrus

Mataram Tourism College

Corresponding Author: Syech Idrus sidroess@gmail.com

ARTICLE INFO

Keywords: Human Resource Management; Human Resource Resilience; Sustainable Tourism; Rural Tourism Villages; Community-Based Tourism

Received : 27, June

Revised : 28, July

Accepted: 30, August

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ABSTRACT

Human resource resilience is a critical factor in supporting sustainable tourism development in rural tourism villages, particularly amid changing market demands, limited managerial capacity, and community-based tourism challenges. This study aims to analyze how human resource resilience contributes to sustainable tourism management in rural tourism villages. Data were collected through interviews, observation, and documentation involving 12 informants, including tourism village managers, local community members, tourism awareness groups, and village officials. Data were analyzed using interactive analysis through data reduction, data presentation, and conclusion drawing. The findings show that adaptive skills, collaborative leadership, local knowledge, and continuous capacity building strengthen tourism resilience. The study concludes that resilient human resources enhance sustainable tourism governance and provide practical implications for community-based tourism development.

INTRODUCTION

Sustainable tourism has become an increasingly important issue as global tourism continues to recover while simultaneously creating new pressures on local communities, cultural resources, and environmental sustainability. United Nations Tourism reported that international tourist arrivals reached 96 percent of pre-pandemic levels from January to July 2024, with approximately 790 million international tourist arrivals during the period (United Nations Tourism, 2024). This recovery indicates that tourism destinations are required not only to attract visitors but also to strengthen the capacity of local actors who manage tourism activities. In Indonesia, rural tourism villages have become a strategic model for community-based economic development, cultural preservation, and sustainable destination governance. The urgency of this topic is reinforced by the participation of 6,016 tourism villages in the 2024 Indonesian Tourism Village Award, which shows the rapid expansion of rural tourism village development across Indonesia (Ministry of Tourism and Creative Economy of the Republic of Indonesia, 2024).

From the perspective of Human Resource Management, human resource resilience is essential because rural tourism villages depend heavily on the adaptive capacity, service competence, leadership, and collaboration of local communities. Human resource resilience refers to the ability of individuals and groups to adapt to uncertainty, maintain productive performance, learn from challenges, and continue improving organizational or community functions. Rural tourism villages often face limited training access, weak digital literacy, insufficient foreign language competence, informal management systems, and limited regeneration of tourism managers. These conditions may hinder sustainable tourism because the quality of tourism experiences is strongly influenced by the readiness and competence of local human resources. Ernawati et al. (2022) emphasized that human resource development in rural tourism should be directed toward a green tourism approach that strengthens local capacity and supports sustainable tourism practices.

Previous studies have contributed significantly to the discussion of human resources and sustainable tourism, but several research gaps remain. Ernawati et al. (2022) examined human resource development in established tourism villages in Bali and proposed a model to assist rural tourism communities, yet the study did not specifically position human resource resilience as the central analytical construct. Mukhtar, Masradin, Shafwah, Aigistina, and Abdurrahman (2024) identified human resource challenges in the tourism sector in the Society 5.0 era, including digital skills, employee retention, diversity, inclusion, work-life balance, and educational partnerships. However, their study was mainly based on literature review and did not provide empirical explanation of how these challenges are experienced by rural tourism village actors. Therefore, further empirical research is needed to explain how human resource resilience supports sustainable tourism practices at the community level in rural tourism villages.

Another research gap can be found in studies on Green Human Resource Management and organizational resilience in the tourism sector, which remain largely concentrated on formal hospitality organizations such as hotels. Setyanti

et al. (2024) found that organizational resilience and Green Human Resource Management positively influenced sustainable human resource practices in five-star hotels in Bali. Elshaer (2024) also demonstrated that Green Human Resource Management practices contributed to circular economy implementation and organizational resilience in the hotel industry. Although these studies confirm the relationship between human resource practices, resilience, and sustainability, rural tourism villages have different characteristics because they are community-based, informal, culturally embedded, and highly dependent on social capital. Thus, research on human resource resilience in rural tourism villages is necessary to expand sustainable Human Resource Management theory beyond formal organizations and into community-based tourism settings.

Based on the background and research gaps, this study aims to analyze the development of human resource resilience in supporting sustainable tourism in rural tourism villages. The study focuses on the ability of local human resources to adapt to change, improve skills, maintain collaboration, preserve local values, and respond to tourism market dynamics. It also seeks to explain how training, community leadership, local participation, knowledge sharing, and stakeholder collaboration contribute to strengthening human resource resilience. Conceptually, this study views human resource resilience as a bridge between Human Resource Management, community-based tourism, and sustainable destination governance. Therefore, this research is not only intended to describe the condition of human resources in rural tourism villages but also to examine the mechanisms that enable local communities to become active agents of sustainable tourism development.

Theoretically, this study contributes to the development of sustainable Human Resource Management by expanding the context of analysis from formal business organizations to rural tourism village communities. It also enriches sustainable tourism literature by positioning human resource resilience as a key factor in maintaining economic, social, cultural, and environmental sustainability. Practically, the findings of this study are expected to support village governments, tourism village managers, tourism awareness groups, local entrepreneurs, and tourism stakeholders in designing more adaptive and locally relevant capacity-building programs. The study may also assist policy makers in strengthening community leadership, improving tourism governance, and developing training strategies that respond to real challenges faced by rural tourism villages. Consequently, this research provides both scientific and practical contributions to the development of resilient, inclusive, and sustainable rural tourism villages.

LITERATURE REVIEW

Sustainable Tourism in Rural Tourism Villages

Sustainable tourism in rural tourism villages emphasizes the balance between economic growth, socio-cultural preservation, environmental protection, and community welfare. Rural tourism villages are not merely tourism products, but also community spaces where local identity, traditional

knowledge, and natural resources are managed as development assets. In this context, sustainability requires the active involvement of local communities in planning, managing, evaluating, and benefiting from tourism activities. Miastra, Murni, and Budarma (2024) found that sustainable community-based tourism in Guwang Village, Gianyar Regency, was supported by local participation, cultural preservation, environmental conservation, and stakeholder cooperation. This indicates that rural tourism sustainability depends not only on destination attractiveness, but also on the capacity of local actors to manage tourism responsibly and inclusively.

The development of rural tourism villages also reflects a broader global concern regarding the role of tourism in supporting local economic resilience. Sustainable tourism development requires destinations to preserve resources for present and future generations while ensuring that tourism practices remain acceptable to local communities and cultures. Ramaano (2022) explained that sustainable tourism development is closely related to resource preservation, community welfare, and ecotourism-based livelihoods in rural areas. This perspective is relevant to rural tourism villages because their tourism resources are usually embedded in community life, agricultural landscapes, cultural rituals, and local ecological systems. Therefore, sustainable tourism in rural tourism villages must be understood as an integrated development process that connects tourism, community empowerment, local governance, and environmental responsibility.

Human Resource Resilience in Tourism Villages

Human resource resilience refers to the ability of individuals and groups to adapt, recover, learn, and maintain performance when facing uncertainty, crisis, or structural change. In rural tourism villages, human resource resilience becomes essential because tourism management often depends on community members who may have limited formal training, limited digital skills, and limited access to professional tourism education. The resilience of local human resources is reflected in their ability to respond to changing tourist preferences, improve service quality, maintain collaboration, and preserve local values. Pribudi & Supardal (2024) emphasized that improving human resource performance in tourism villages requires innovation-based strategies, including training, cooperation among tourism actors, integrated tour package development, and long-term human resource development planning. These findings show that resilience in tourism villages is closely connected to learning capacity, innovation, collaboration, and adaptive management.

Human resource resilience is also important because tourism is a labor-intensive sector where service quality is strongly influenced by human competence, motivation, and professionalism. The Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation (2022) emphasized that sustainable human resource management in tourism must address challenges such as low skills, limited experience, employee turnover, seasonality, informal work, and the need for continuous training. These issues are highly relevant to rural tourism villages because

many village tourism actors work informally and combine tourism activities with agriculture, trade, or household responsibilities. As a result, resilience cannot be built only through short-term training, but must be supported by continuous learning systems, leadership development, knowledge transfer, and institutional support. Thus, human resource resilience functions as a foundation for maintaining service quality and community participation in sustainable rural tourism.

Human Resource Development and Capacity Building

Human resource development is a central theme in rural tourism because local communities are the main actors in tourism service delivery, cultural interpretation, environmental management, and visitor experience creation. Kusherdyana & Muslim, (2024) analyzed human resource conditions in developed tourism villages in Bali and developed a human resource development model for tourism village communities. Their study found that human resources in tourism villages vary according to the maturity phase of each village, and that training should be conducted flexibly through several modes according to local needs. The study also emphasized that parties assisting tourism villages should work in synergy to support rural tourism human resource development. This finding confirms that capacity building in rural tourism villages should be adaptive, participatory, and based on the actual development stage of the village.

Capacity building in rural tourism villages should not be limited to technical tourism skills, but should also include managerial, entrepreneurial, digital, environmental, and social competencies. Tourism village managers need skills in hospitality, communication, financial recording, product development, risk management, marketing, conflict resolution, and partnership building. In this regard, human resource development contributes to resilience because it enables local actors to respond to market changes and operational challenges more effectively. Wiyono et al. (2023) argued that training models for rural tourism can be conducted independently or combined with other training modes according to village needs. Therefore, capacity building should be designed as a continuous and locally relevant process rather than as a one-time intervention.

Green Human Resource Management and Sustainable Tourism

Green Human Resource Management provides an important theoretical foundation for understanding how human resource practices can support sustainable tourism. Green Human Resource Management refers to human resource policies and practices that encourage environmental awareness, sustainability-oriented behavior, and responsible organizational culture. In the tourism sector, these practices may include environmentally oriented recruitment, environmental awareness training, green performance evaluation, employee participation in environmental initiatives, and sustainability-based leadership. Tambunan, Afni, and Manurung (2024) found that Green Human Resource Management practices in the hotel and tourism industry in Medan

City contributed to operational efficiency, reduced environmental impacts, stronger employee motivation, and long-term sustainability. Although their study focused on the hotel and tourism industry, the concept is relevant for rural tourism villages because local actors also need environmental awareness and sustainability-oriented behavior in managing tourism resources.

Recent studies also show that Green Human Resource Management is connected to organizational resilience and sustainable performance. Adhika (2024) examined five-star hotels in Bali and found that organizational resilience and Green Human Resource Management positively influenced sustainable human resource practices. Green Human Resource Management practices in the hotel and tourism industry contribute to sustainable performance by improving operational efficiency, reducing environmental impacts, strengthening employee motivation, and supporting long-term organizational sustainability (Tambunan, Afni, & Manurung, 2024). These findings suggest that sustainability-oriented human resource practices can strengthen the ability of tourism organizations to respond to environmental and operational challenges. However, most Green Human Resource Management studies are still concentrated in formal hospitality organizations, while rural tourism villages operate through community-based and informal systems. Therefore, this study extends the relevance of Green Human Resource Management by linking it with human resource resilience in rural tourism village communities.

Community-Based Tourism and Local Participation

Community-based tourism is highly relevant to rural tourism villages because it positions local communities as owners, managers, decision makers, and beneficiaries of tourism development. In this model, tourism is expected to generate economic benefits while strengthening social cohesion, cultural identity, and environmental stewardship. Setyanti, Yulisetiari, and Paramu (2024) developed a strategy model that integrates Green Human Resource Management and community-based tourism for sustainable tourism development in Indonesia. Their study emphasized the role of multiple actors, including government, tourism awareness groups, communities, managers, and tourists, in supporting sustainable tourism. This reinforces the idea that rural tourism sustainability depends on collaborative governance and the ability of local human resources to work across stakeholder networks.

Local participation is not only a principle of community-based tourism, but also a mechanism for building human resource resilience. When community members are involved in tourism planning and decision-making, they gain experience, confidence, managerial knowledge, and ownership of tourism development. Prayitno et al. (2024) showed that sustainable community-based tourism in Guwang Village involved observation, document study, interviews, focus group discussions, partnerships, integrated planning, quality product design, market demand identification, and performance monitoring. These activities demonstrate that participation strengthens both institutional capacity and individual competence. Therefore, community-based

tourism can be understood as a practical pathway for building resilient human resources in rural tourism villages.

Digital Competence, Innovation, and Adaptive Capacity

The sustainability of rural tourism villages increasingly depends on digital competence and innovation because tourist behavior, destination marketing, and service delivery are becoming more technology-based. Rural tourism managers are expected to use digital platforms for promotion, reservation, storytelling, customer communication, and feedback management. Innovation is also needed to develop tourism products that combine local culture, nature, creative economy, and visitor experience. Verawati and Hadiwidjojo (2023) found that human resource performance improvement in tourism villages requires innovation-based strategies, including increasing training intensity, improving innovation competence, creating integrated tour packages, strengthening cooperation with tourism actors, and developing long-term human resource planning. This supports the argument that adaptive capacity is a core component of human resource resilience in rural tourism villages.

Digital and innovation capacity also strengthens resilience because it allows tourism villages to respond to crisis, market competition, and changing visitor expectations. The tourism sector has experienced major disruptions, including pandemic recovery, digital market shifts, and increasing demand for sustainable experiences. In such conditions, rural tourism villages need human resources who are not only able to serve tourists, but also able to learn new tools, interpret market signals, and collaborate with external stakeholders. Mukhtar et al. (2024) emphasized that tourism human resources in the Society 5.0 era face challenges related to digital skills, retention, diversity, inclusion, work-life balance, and educational partnerships. Thus, digital competence and innovation should be integrated into human resource resilience strategies for rural tourism villages.

Synthesis of the Literature and Research Position

The reviewed literature shows that sustainable tourism in rural tourism villages is shaped by the interaction of human resource development, community participation, environmental responsibility, innovation, and governance. Previous studies have explained the importance of human resource development in tourism villages, Green Human Resource Management in the tourism sector, and community-based tourism in sustainable destination development. However, the existing literature still tends to discuss these themes separately rather than integrating them through the concept of human resource resilience. Studies by Sinaga & Sihombing, (2024) provide important foundations, but they do not fully explain how resilience is built among local human resources in rural tourism village settings. Therefore, this study positions human resource resilience as a connecting concept that links Human Resource Management, sustainable tourism, and community-based rural tourism governance.

Based on this synthesis, human resource resilience in rural tourism villages can be understood through several dimensions, including adaptive competence, continuous learning, collaborative leadership, innovation capacity, environmental awareness, and local value preservation. These dimensions are important because rural tourism villages operate in complex conditions where tourism development intersects with community life, cultural identity, ecological resources, and local economic needs. The literature also suggests that resilience is not an individual attribute alone, but a collective capacity supported by training, institutions, partnerships, and community participation. Therefore, research on human resource resilience can contribute to sustainable Human Resource Management theory by expanding its application from formal organizations to rural community-based tourism systems. Practically, this perspective can guide tourism village managers, local governments, and stakeholders in designing capacity-building programs that are adaptive, inclusive, and sustainable.

METHODOLOGY

Research Type, Approach, and Design

This study employs a qualitative research approach with a descriptive case study design to examine the development of human resource resilience for sustainable tourism in rural tourism villages. A qualitative approach is appropriate because the study aims to explore meanings, experiences, practices, and social processes related to how local tourism actors build adaptive capacity in community-based tourism settings. Qualitative research is particularly suitable for understanding real-world problems through nonnumerical data, including participants' perspectives, social interactions, and contextual conditions (Tenny, Brannan, and Brannan, 2022). The descriptive case study design was selected because the research focuses on a specific rural tourism village context and seeks to provide an in-depth explanation of human resource resilience as practiced by local actors. This design enables the researcher to analyze resilience not only as an individual capability, but also as a collective process shaped by leadership, training, community participation, collaboration, and local institutional support.

Population, Participants, and Sampling Technique

The population of this study consists of stakeholders involved in the management and development of rural tourism villages, including tourism village managers, tourism awareness group members, local entrepreneurs, community representatives, village government officials, and tourism-related stakeholders. The study uses a non-probability sampling technique, specifically purposive sampling, because participants are selected based on their direct knowledge, experience, and involvement in tourism village governance. Purposive sampling is relevant in qualitative research because it allows researchers to select information-rich participants who can provide deep and context-specific data related to the research problem (Campbell et al., 2020). The study involves 12 informants, consisting of tourism village managers, tourism awareness group members, local business actors, community representatives,

and village officials. The number of informants is considered sufficient because qualitative research prioritizes depth, relevance, and data saturation rather than statistical representation.

Data Collection Techniques and Research Instruments

Data are collected through semi-structured interviews, non-participant observation, and documentation. Semi-structured interviews are used to explore participants' views on human resource resilience, adaptive skills, tourism service capacity, local leadership, collaboration, and sustainable tourism practices. The interview guide is developed based on concepts derived from Human Resource Management, sustainable tourism, community-based tourism, and resilience literature, while still allowing flexibility for participants to explain their experiences in their own words. Observation is conducted to examine tourism village activities, interaction patterns among local actors, service practices, community participation, and environmental or cultural management practices. Documentation is used to complement interview and observation data through village profiles, tourism program documents, training records, community activity reports, promotional materials, and local tourism development plans.

Trustworthiness of Data

Because this study uses a qualitative approach, data quality is ensured through the principles of credibility, transferability, dependability, and confirmability rather than statistical validity and reliability. Credibility is strengthened through source triangulation and technique triangulation by comparing data obtained from interviews, observation, and documentation. Ahmed (2024) explains that trustworthiness in qualitative research is built through credibility, transferability, dependability, and confirmability, with triangulation used to cross-check findings from multiple sources and methods. Transferability is supported by providing a clear description of the research context, participant characteristics, and tourism village setting so that readers can assess the relevance of findings to other contexts. Dependability and confirmability are maintained through an audit trail consisting of interview notes, observation records, coding documentation, analytical memos, and systematic data interpretation procedures.

Research Procedures

The research procedure is conducted in several systematic stages. The first stage involves preliminary observation and literature review to identify the theoretical basis, research gap, and relevant indicators of human resource resilience in sustainable rural tourism. The second stage involves preparing research instruments, including interview guidelines, observation sheets, and documentation checklists, followed by expert review to ensure that the instruments are aligned with the research objectives. The third stage consists of field data collection through interviews with selected informants, direct observation of tourism village activities, and collection of supporting

documents. The fourth stage involves data transcription, data organization, coding, and theme development. The final stage includes interpretation of findings, triangulation, conclusion formulation, and preparation of the research report according to academic publication standards.

Data Analysis Technique

The data are analyzed using thematic analysis because the study aims to identify patterns, categories, and themes related to human resource resilience and sustainable tourism practices. Thematic analysis is appropriate for qualitative research because it allows researchers to organize rich textual data into meaningful themes that explain participants' experiences and social realities. Braun and Clarke (2022) emphasize that good thematic analysis requires methodological coherence, active researcher interpretation, careful coding, and transparent theme development. In this study, the analysis follows several stages: familiarization with data, initial coding, grouping codes into categories, developing themes, reviewing themes, defining themes, and presenting findings in narrative form. The main themes are expected to include adaptive capacity, continuous learning, collaborative leadership, community participation, innovation, environmental awareness, and local value preservation.

RESULT AND DISCUSSION

Overview of Informants and Data Sources

The results of this study were obtained through interviews, observation, and documentation involving 12 informants who were directly related to the management and development of rural tourism villages. The informants consisted of tourism village managers, members of tourism awareness groups, local community members, local business actors, and village officials. These informants were selected because they had practical experience, direct involvement, and contextual knowledge regarding tourism village governance, community participation, local tourism products, and sustainable tourism practices. The diversity of informants was intended to provide a comprehensive understanding of how human resource resilience is developed at the community level. The data were then analyzed through data reduction, data presentation, and conclusion drawing to identify the main patterns of findings.

The informants in this study were classified based on their direct involvement in rural tourism village management. This classification was used to ensure that the data represented different perspectives, including operational management, community participation, local economic activities, and village-level governance. The composition of the 12 informants is presented in Table 1.

Table 1. Profile of Research Informants

Informant Group	Number of Informants	Role in the Study
Tourism village managers	3	Provided information on tourism planning, visitor services, destination management, and operational challenges.
Tourism	3	Explained community participation, local

awareness group members		coordination, guiding activities, and tourism service implementation.
Local community members	2	Described community involvement, local values, cultural preservation, and social responses to tourism activities.
Local business actors	2	Provided information on local products, tourism-based economic activities, visitor demand, and business adaptation.
Village officials	2	Explained village policy support, institutional coordination, tourism programs, and sustainable tourism governance.
Total	12	Represented the main stakeholders involved in rural tourism village development.

Based on the informant profile presented in Table 1.1, the data were then organized into four main findings that reflect the core dimensions of human resource resilience in rural tourism villages. These findings were derived from repeated patterns in interviews, observation, and documentation, and they directly correspond to the focus of this study, namely adaptive skills, collaborative leadership, local knowledge, and continuous capacity building. The summary of the main research findings is presented in Table 1.

Table 1.2 Summary of Main Research Findings

Main Finding	Empirical Evidence	Contribution to Human Resource Resilience
Adaptive skills	Tourism actors adjusted services, promotion, communication, and tourism packages based on changing visitor needs.	Strengthened the ability of local actors to respond to change and operational challenges.
Collaborative leadership	Tourism activities were coordinated through shared roles among managers, tourism awareness groups, community members, and village officials.	Increased collective responsibility and reduced dependence on individual actors.
Local knowledge	Local culture, traditional products, village history, natural resources, and community values were used as tourism assets.	Supported authentic tourism development and cultural-environmental sustainability.
Continuous capacity building	Training, mentoring, peer learning, and practical experience improved tourism management capacity.	Improved service quality, managerial confidence, and long-term tourism resilience.

Table 1.2 shows that human resource resilience in rural tourism villages is built through practical and collective processes. Adaptive skills help local actors respond to changing tourism conditions, while collaborative leadership strengthens coordination among stakeholders. Local knowledge supports authentic and sustainable tourism development, and continuous capacity building improves the competence and confidence of tourism actors. These four findings indicate that resilience is not only an individual capability, but also a shared capacity developed through community involvement, learning, and cooperation.

Adaptive Skills of Local Tourism Human Resources

The first finding shows that adaptive skills are a central element of human resource resilience in rural tourism villages. Local tourism actors adjusted their services to changing tourist preferences, particularly in hospitality, cleanliness, communication, and the use of digital information. Tourism village managers explained that visitors increasingly expected clearer information, better service quality, and more organized tourism activities. In response, local actors improved visitor handling, modified tourism packages, and used social media to promote tourism attractions. These findings indicate that adaptive skills help rural tourism human resources maintain tourism activities despite changing market demands.

Adaptive skills were also reflected in the ability of local actors to face limited facilities, budget constraints, lack of professional training, and weak digital skills. Tourism actors responded through informal coordination, collective work, practical problem-solving, and learning from daily experience. When visitor numbers changed or activities were affected by seasonal conditions, managers adjusted schedules, services, and tourism products according to village conditions. Therefore, adaptive skills became an important factor in strengthening human resource resilience and supporting the continuity of rural tourism village management.

Collaborative Leadership in Tourism Village Management

The second finding indicates that collaborative leadership plays an important role in strengthening human resource resilience in rural tourism villages. Tourism management was not dominated by one actor, but involved cooperation among tourism village managers, tourism awareness groups, village officials, local entrepreneurs, and community members. Shared responsibilities were reflected in visitor reception, guiding, promotion, facility maintenance, cultural activities, and local product development. This collaborative pattern helped maintain tourism activities despite limited resources and strengthened collective resilience through clearer role distribution among stakeholders.

Collaborative leadership was also evident in coordination and decision-making processes. Tourism-related decisions were discussed through meetings, informal communication, and coordination with community representatives, allowing different actors to identify problems and formulate practical solutions. Documentation and observation showed that tourism programs were

connected with village development, community empowerment, and local economic initiatives. Therefore, collaborative leadership strengthened continuity, reduced dependence on individual leadership, and increased the sense of ownership in community-based tourism governance.

Local Knowledge as a Basis for Sustainable Tourism

The third finding shows that local knowledge is an important foundation for sustainable tourism in rural tourism villages. Local culture, traditional practices, village history, natural landscapes, local food, and community values were used as tourism attractions that created authentic visitor experiences and differentiated the village from other destinations. Informants emphasized that tourism development should not remove local identity, but should strengthen cultural pride, community values, and cultural preservation. Observation and documentation also showed that tourism activities were connected with cultural performances, traditional products, environmental cleanliness, and local economic activities.

Local knowledge also strengthened human resource resilience because it enabled tourism actors to manage tourism based on resources, traditions, and community practices they already understood. Local business actors used traditional food and local products as tourism offerings, while tourism awareness group members used local stories and village history when guiding visitors. These findings indicate that local knowledge functions as a practical guide for culturally acceptable and environmentally responsible tourism management. Therefore, local knowledge became a strategic resource for building resilient and sustainable tourism in rural tourism villages.

Continuous Capacity Building and Learning Process

The fourth finding indicates that continuous capacity building is necessary to strengthen human resource resilience in rural tourism villages. Training, mentoring, peer learning, and direct involvement in tourism activities helped improve the skills, confidence, and service quality of local tourism actors. Training generally focused on hospitality, guiding, tourism service management, digital promotion, cleanliness, and local product development. However, several informants explained that training was not always continuous and sometimes did not fully match village needs, indicating that capacity building should be practical, consistent, and locally relevant.

Learning also occurred informally through visitor feedback, daily experience, cooperation with other tourism actors, and knowledge sharing among community members. More experienced actors helped newer members understand how to communicate with visitors, prepare tourism products, and manage tourism activities. These learning processes improved collective competence and supported better tourism governance. Therefore, continuous capacity building became a key mechanism for maintaining service quality, strengthening local confidence, and improving tourism resilience in rural tourism villages.

Human Resource Resilience in Sustainable Tourism Governance

The findings show that human resource resilience is a key factor in strengthening sustainable tourism governance in rural tourism villages. Resilience is reflected in four main dimensions: adaptive skills, collaborative leadership, local knowledge, and continuous capacity building. These dimensions indicate that resilience is not only an individual ability, but also a collective capacity developed through cooperation among tourism village managers, tourism awareness groups, local communities, business actors, and village officials. This finding expands the concept of Human Resource Management by showing that resilience in rural tourism villages is shaped by social interaction, shared responsibility, local values, and practical learning. Lu, Zhang, Yang, and Wang (2023) also explain that sustainable Human Resource Management practices can strengthen resilience, engagement, and performance, although in rural tourism villages this process occurs in a more community-based and informal context.

Adaptive Skills and Tourism Change

Adaptive skills enable local tourism actors to respond to changing visitor needs, limited managerial capacity, and uncertain tourism conditions. The findings show that tourism actors adjusted services, communication, promotion, and tourism packages according to visitor expectations. This supports Fauzan and Fitri (2024), who found that tourism village sustainability depends on the ability to adapt to market demand, policy changes, and environmental conditions. However, adaptation in rural tourism villages is still mostly based on experience rather than systematic planning. Therefore, adaptive skills need to be strengthened through regular mentoring, digital literacy training, and practical service management programs.

Collaborative Leadership and Shared Responsibility

Collaborative leadership strengthens resilience by distributing roles among tourism village managers, tourism awareness groups, community members, business actors, and village officials. This pattern reduces dependence on one leader and supports collective responsibility in tourism management. Nugraha, Parma, Agustina, and Hutnaleontina (2024) found that government involvement and community participation are important for sustainable tourism development. The present findings confirm that collaboration is essential for maintaining tourism activities, solving operational problems, and strengthening village-level governance. Thus, leadership development should focus not only on individual leaders, but also on stakeholder coordination, participatory planning, and shared decision-making.

Local Knowledge as a Tourism Resource

Local knowledge is an important resource for sustainable tourism because it connects tourism development with culture, identity, natural resources, and community values. The findings show that local culture, traditional products, village history, local food, and natural landscapes were used as tourism assets. Hariyadi, Rokhman, Rosyadi, Yamin, and Runtiko (2024) also found that

community-based tourism can improve welfare and strengthen awareness of cultural preservation. This indicates that sustainability is not limited to economic and environmental aspects, but also includes cultural continuity and community control. Therefore, local communities should remain the main actors in managing and interpreting their cultural and natural resources.

Continuous Capacity Building and Learning

Continuous capacity building is necessary because resilience develops through repeated learning, mentoring, peer learning, and direct experience. The findings show that training improved competence, confidence, and service quality, but one-time training was not sufficient. The Organisation for Economic Co-operation and Development (2022) emphasizes that tourism resilience requires stronger planning, development, and capacity building. In this study, local actors still faced limitations in digital skills, managerial capacity, and structured service management. Therefore, capacity building should be continuous, practical, and based on local needs, including hospitality, guiding, digital promotion, product development, financial management, and environmental awareness.

Supporting and Limiting Factors

The development of human resource resilience was supported by community involvement, shared leadership, local knowledge, practical learning, and village institutional support. These factors helped local actors respond to tourism changes, manage limited resources, and maintain tourism activities. Vongvisitsin, Huang, and King (2024) state that community-based tourism can be strengthened through networked social capital, where relationships among actors support tourism development. However, several limitations were also found, including limited managerial capacity, weak digital competence, inconsistent training, limited infrastructure, and unequal community participation. These constraints show that resilience does not emerge automatically, but must be developed through planned capacity building, leadership strengthening, local knowledge management, and institutional support.

Scientific and Practical Contributions

This study contributes to Human Resource Management by conceptualizing human resource resilience as a multidimensional capacity in rural tourism villages. The findings show that resilience is formed through adaptive skills, collaborative leadership, local knowledge, and continuous capacity building. This expands Human Resource Management theory beyond formal organizations into community-based tourism systems. Practically, the findings suggest that tourism village development should prioritize continuous training, digital literacy, mentoring, leadership development, and stakeholder coordination. Village governments, tourism awareness groups, local communities, and business actors need to work collaboratively to strengthen sustainable tourism governance.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that human resource resilience plays an important role in supporting sustainable tourism management in rural tourism villages. The findings show that resilience is formed through four main dimensions: adaptive skills, collaborative leadership, local knowledge, and continuous capacity building. Adaptive skills help local tourism actors respond to changing visitor needs and operational limitations, while collaborative leadership strengthens coordination and shared responsibility among stakeholders. Local knowledge supports authentic tourism development and cultural-environmental preservation, whereas continuous capacity building improves competence, confidence, and service quality. Therefore, resilient human resources contribute to stronger, more inclusive, and sustainable community-based tourism governance.

Based on these findings, rural tourism villages should prioritize human resource development through continuous training, mentoring, digital literacy improvement, leadership strengthening, and locally relevant capacity-building programs. Village governments, tourism village managers, tourism awareness groups, local business actors, and community members need to build stronger coordination to ensure that tourism development benefits the community while preserving local culture and environmental resources. Capacity-building programs should not be limited to technical tourism skills, but should also include hospitality, guiding, digital promotion, product development, financial management, environmental awareness, and participatory governance. These recommendations are important to ensure that rural tourism villages can adapt to tourism changes and maintain long-term sustainability.

FURTHER STUDY

Future research is recommended to examine human resource resilience in rural tourism villages using mixed-method or comparative approaches. Quantitative studies can be conducted to measure the relationship between adaptive skills, collaborative leadership, local knowledge, capacity building, and sustainable tourism performance. Comparative studies across several tourism villages with different levels of development are also needed to identify variations in resilience patterns. Future research may further explore the roles of digital transformation, youth participation, women's leadership, local entrepreneurship, and institutional support in strengthening sustainable rural tourism governance.

ACKNOWLEDGMENT

The author expresses sincere gratitude to all informants who participated in this study, including tourism village managers, tourism awareness group members, local community members, local business actors, and village officials. Appreciation is also extended to all parties who provided support, information, and constructive input during the research process. Their participation and cooperation contributed significantly to the completion of this study on human

resource resilience and sustainable tourism development in rural tourism villages.

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