

Community Resilience in the Context of Tourism Village Development

Anggarani Pribudi^{1*}, Supardal²

¹Sekolah Tinggi Pariwisata Ambarrukmo Yogyakarta, Indonesia

²Sekolah Tinggi Pembangunan Masyarakat Desa APMD Yogyakarta, Indonesia

Corresponding Author: Anggarani Pribudi anggaranipribudi@stipram.ac.id

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ABSTRACT

Community resilience plays a critical role in the sustainable development of Indonesian tourism villages. Through a semi-systematic literature review, this study examined the key factors that contribute to enhancing community resilience in Indonesian tourism villages. The analysis identified three major elements essential for building community resilience: adaptive capacity, empowerment and participation, and collaborative efforts with stakeholders. Key challenges include human resource limitations, inadequate infrastructure, cultural sustainability concerns, and uneven community participation. Strategies to address these challenges include implementing digital marketing approaches, developing integrated management systems, building community capacity, and fostering partnerships. The findings highlight the importance of a holistic, interdisciplinary approach that balances economic benefits with environmental and cultural preservation while ensuring active stakeholder involvement. By strengthening these elements of community resilience, tourism villages in Indonesia can create sustainable, equitable, and culturally vibrant tourism experiences.

INTRODUCTION

Indonesia's tourism sector has undergone a remarkable transformation in recent years, with the rise of tourism villages emerging as a pivotal element in sustainable rural development strategies. These villages, known locally as "Desa Wisata," have become increasingly popular destinations, offering visitors an authentic and immersive experience of traditional Indonesian life while simultaneously creating valuable economic opportunities for rural communities. According to Wirdayanti et al, (2019), a tourism village possesses the potential to function as a tourist destination, is managed by its community based on local wisdom, and is utilized as a means of economic improvement through cooperation and sustainability. The concept of tourism villages is not unfamiliar in terms of rural tourism development initiatives that capitalize on Indonesia's rich cultural tapestry, diverse natural landscapes, and traditions. By showcasing these unique resources, these villages have significantly expanded Indonesia's tourism offerings beyond the well-trodden paths of popular beach resorts and urban centers.

One of the most significant aspects of tourism villages is their potential to preserve and revitalize local cultures. As communities open their doors to visitors, they are incentivized to maintain and celebrate their cultural heritage, traditional arts, crafts, and customs. This artistic renaissance not only enriches the visitor experience but also instills a sense of pride and identity among local residents, particularly younger generations, who might otherwise be drawn away from their rural roots. This is in line with the criteria for tourism village products that emphasize 1) authenticity, where the attractions offered are original activities that occur in the community in the village; 2) local communities that focus on traditions; 3) community involvement, where the community is actively involved in activities in the tourist village; 4) attitudes and values while maintaining the values of the community and by existing daily values and norms; and 5) conservation and carrying capacity which is not detrimental to both physical and social communities and the carrying capacity of the village to accommodate tourists(Wirdayanti et al., 2019).

Tourism villages are vital for rural tourism development in Indonesia as they showcase the unique cultural heritage, traditions, and natural landscapes of rural communities across the country's diverse archipelago. With 7,275 tourism villages established nationwide according to the Ministry of Village and Underdeveloped Regions, these villages promote sustainable tourism by encouraging visitors to experience local customs, crafts, and eco-friendly practices, which, in turn, preserve their cultural identity and environmental resources. They also drive economic growth by creating job opportunities and fostering local entrepreneurship, allowing local communities to generate income from tourism-related activities such as homestays, handicrafts, local food services, and other SMEs.

Community resilience plays a pivotal part in ensuring sustainable development in tourism villages wher tourism enables local communities to adapt, thrive, and maintain their cultural identity while also benefiting from it. Research indicates that sustainable tourism development in rural areas contributes to improved community resiliency (Amir et al., 2015). This

relationship is further reinforced by studies showing how community resilience and sustainable tourism development are mutually reinforcing dimensions (Lin et al., 2021). These findings indicated that community resilience is an essential factor in ensuring sustainability of tourism villages in rural areas. In Indonesia, tourism village development is classified into four categories: pioneer (rintisan), developing (berkembang), developed (maju), and independent (mandiri). The determinant factor that differentiates the four categories is human resources, particularly in terms of awareness of tourism potential, the community's level of participation, and the community's ability to withstand challenges in tourism development (product and service innovation). According to the Tourism Village Network, referring to the participant of Tourism Village Award 2024 (ADWI), there are 4.698 pioneer villages, 992 developing villages, 314 developed villages, and 33 independent villages (Jaringan Desa Wisata, 2024). As we can see from the diagram, there is a large disparity between the four categories, and the development process needs a full commitment from the community and other stakeholders, such as the government, business/private enterprises, media, and academics.

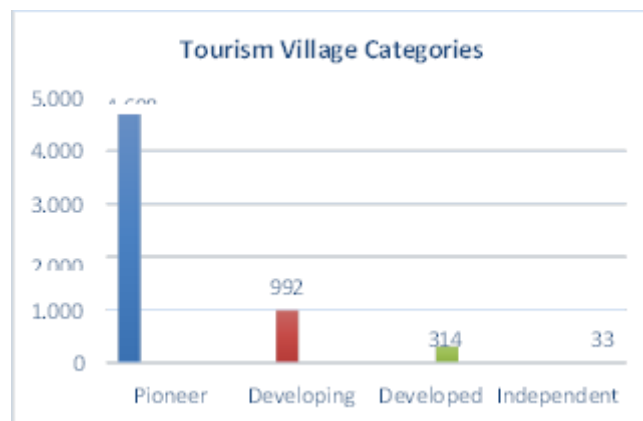


Figure 1. Tourism Village Categories in Indonesia
(Source: Jaringan Desa Wisata, ADWI 2024)

The initial notion of community resilience was mostly associated with disaster or post-disaster recovery. It refers to the ability of individuals and communities to cope with stress, overcome adversity, and adapt positively to change (Amir et al., 2015). Furthermore, Amir et al., (2015) stated that this notion has expanded to reflect a broader community's ability to respond to any form of unprecedented and unpredictable social, cultural, and environmental change. Currently, tourism is grappling with many changes and issues, especially in the wake of climate change and the rapid pace of information technology through Artificial Intelligence (AI). Community resilience in tourism villages is an important factor for sustainable development and recovery from crises such as natural disasters or pandemics (Guo et al., 2018b). The COVID-19 pandemic in 2020 has highlighted the importance of community resilience in tourism villages. Studies have shown that post-traumatic training can effectively improve community resilience during disasters, particularly in the context of the Covid-19 pandemic.

A study conducted in the Tabanan Tourism Village in Bali depicted that post-traumatic training had a significant positive effect on community resilience during the pandemic (Suindrayasa & Managkot, 2023). Suindrayasa & Managkot, (2023) found that implementing such training programs significantly improved the community's ability to cope with the challenges posed by the global health crisis. This coping ability helped the community to slowly recover and adapt to a new normal. Resilience levels among the four categories of tourism villages might differ from one another, as explained by Putri (2024), in which economic, institutional, and social capital factors affect resilience levels, with communities in developed and independent tourism villages demonstrating relatively high resilience. Additionally, place attachment, including place identity and dependence, contributes to increased resilience and adaptive capacity among community members (Guo et al., 2018b).

Previous research has demonstrated that community resilience is a crucial element in the development of adaptive communities for sustainable tourism management in Indonesian villages. Nevertheless, it is essential to identify the primary factors that strengthen community resilience that can be incorporated into practical community development strategies to improve tourism quality and sustainability in these villages. The central inquiry of this research is as follows: What are the key elements that contribute to enhancing community resilience in the development of tourism villages in Indonesia? The objective of this study was to examine the primary factors contributing to resilience and identify viable strategies that can be implemented effectively to establish robust community resilience in tourism villages in Indonesia. At present, the discourse on community resilience is notably absent from tourism development policies in Indonesia, particularly in the context of rural tourism development. This research aims to provide practical and theoretical implications that may serve as a reference and consideration for policymakers and other stakeholders to ensure the long-term sustainability of tourism village development in Indonesia.

THEORETICAL REVIEW

Community resilience is a central concept in crisis management and disaster risk reduction, which focuses on a community's ability to withstand, adapt to, and recover from adversities (George & Stark, 2016; Rahman et al., 2016). It encompasses various aspects, including social connectedness, optimistic acceptance, learning from past experiences, and preparing for future challenges (Madsen & O'Mullan, 2016). The concept of community resilience has gained prominence in national and international programs aimed at improving the collective capacity to prepare for and respond to disasters (Mayer, 2019). However, according to Fitzpatrick (2016), it is important to note that community resilience cannot be achieved rapidly or through top-down pressure. Instead, it requires a holistic approach involving "all hazards, all agencies, all people" for effective disaster risk management. Interestingly, the notion of community resilience does not all in positive connotation as mentioned by George & Stark (2016) that strong community bonds and shared coping mechanisms can sometimes strengthen harmful norms or perpetuate

maladaptive behaviors meaning that highly resilient communities may resist necessary changes, hindering progress and adaptation. An emphasis on community resilience may inadvertently shift the burden of responsibility away from broader societal structures, potentially resulting in a dearth of external assistance when it is most critically needed. These intricate interactions underscore the necessity of meticulously examining the concept of community resilience and its potential ramifications on the long-term well-being of communities. In addition, research has shown that community resilience is also affected by factors such as individual resilience, national resilience, well-being, community size, and sense of coherence (Eshel & Kimhi, 2016). Some other influential factors include social capital, adaptive capacities, and collaborative efforts (Walpole et al., 2021).

In the context of rural tourism development, particularly in tourism village development, community resilience plays a significant role in enabling communities to overcome adversities, as evidenced by several studies. According to a study conducted by Ariyani & Fauzi (2024), rural tourism in Indonesia has demonstrated strong resilience and capacity to recover from external shocks, as evidenced by the recovery of most tourism villages after the initial impact of the COVID-19 pandemic. The resilience of rural communities in withstanding and recovering from adversities is attributed to their robust capacity and efficacy in adapting to challenging circumstances, such as the global pandemic that severely impacted the tourism sector. Similar resilience building strategy also implemented in Tabanan Tourism Village in the form of post-traumatic training (Suindrayasa & Managkot, 2023) which provided pandemic-impacted communities with psychological first aid such as stress management and coping strategies that helps communities in developing robust mental and emotional foundation in navigating the crisis. Community acceptance and resilience significantly influence sustainable tourism development in rural areas (Latif, 2018). In this study, Latif (2018) explained that acceptance ensures that local communities are supportive of tourism activities, which is essential for fostering a hospitable environment for visitors and promoting positive interactions between tourists and host communities as shown in the case of Kampung Naga and Kampung Sinarresmi which view visitors as guests rather than tourists. Resilience, on the other hand, denotes the capacity of rural communities to adapt to changes and challenges precipitated by tourism development, including managing potential negative impacts such as increased pressure on local infrastructure, environmental degradation, and socio-cultural changes.

Community Based Tourism (CBT) approach is extensively employed in most tourism village management. This approach places a strong emphasis on empowering and involving local communities, which are crucial elements in building community resilience (Ginanjari et al., 2024). The implementation of community-based tourism (CBT) strategies has demonstrated considerable potential in fostering self-sufficiency and empowerment within local populations, as evidenced by successful cases in Ketapanrame Village and Pentingsari tourism village. These approaches emphasise the involvement of

residents in decision-making processes, resource management, and comprehensive participation, enabling communities to assume control of their tourism development initiatives. Through the engagement of communities in the planning, implementation, and oversight of tourism-related activities, CBT generates opportunities for economic diversification, skills enhancement, and the preservation of cultural heritage. The cases of Ketapanrame Village (Fitrie et al., 2023) and Pentingsari tourism village (Hutagalung et al., 2022) demonstrate how CBT can result in tangible benefits for local communities. These benefits may encompass increased income generation, improved infrastructure, enhanced social cohesion, and a strengthened sense of cultural identity. As communities become more self-reliant through these initiatives, they are better equipped to address challenges, adapt to changing circumstances, and maintain control over their resources and development trajectory. In another case, CBT also facilitates community-driven post-disaster recovery, as evidenced in the case of Giriloyo Batik Tourism Village in Yogyakarta which was devastated by an earthquake years prior (Pribudi, 2020). CBT facilitates the gradual recovery of communities and establishes a foundation for the development of tourism villages in areas where such initiatives did not exist prior to the disaster.

Community resilience cannot be implemented without the requisite contributing factors. These factors serve as essential parameters in establishing robust and sustainable community resilience, which subsequently influences the development and quality of tourism in the villages. Prior studies have demonstrated that community resilience is significantly influenced by multiple factors. The 'co-flourishing' framework proposed in (Wakil et al., 2021) integrates community resilience and tourism development by mobilizing six types of community capital: human, social, natural, physical, financial, and psychological. This framework seeks to establish a mutually beneficial relationship between local communities and tourism projects by utilizing six different forms of community capital: human, social, natural, physical, financial, and psychological. Human capital focuses on the skills, knowledge, and competencies of community members, whilst social capital emphasizes the networks and relationships within the community. Natural capital encompasses the environmental resources and ecosystem services available, and physical capital refers to the constructed infrastructure and facilities. Financial capital addresses the economic resources and investments, whilst psychological capital considers the mental well-being and positive psychological states of community members. Moreover, they emphasized that this strategy underscores the importance of addressing the community's capital requirements for long-term sustainability. Another contributing factor is social networks and access to resources of information. Setiawan et al, (2017) highlight that communities with flexible social networks and access to capital and financial resources are more capable of adapting to transformation processes. This is in line with the study conducted by Putri (2024) which emphasizes that access to resources determines the level of resiliency in tourism villages. Furthermore, the environment in which people live is also a factor that contributes to community resilience as shown in the study in earthquake-affected communities in China

where place attachment has been found to positively influence perceived community resilience in tourism destinations (Guo et al., 2018a). This relationship underscores the significance of emotional and psychological connections that individuals establish with specific geographical locations. When individuals exhibit a strong attachment to a place, they are more inclined to perceive their community as possessing the capacity to withstand and recover from various challenges, including those associated with tourism development and environmental alterations. The positive influence of place attachment on perceived community resilience can be attributed to several factors. Firstly, individuals with strong place attachments are more likely to be invested in the well-being of their community and actively participate in local initiatives. This increased engagement can lead to stronger social networks and a greater sense of collective efficacy, both of which are crucial components of community resilience. Furthermore, place attachment may foster a deeper understanding of the local environment and its resources, enabling community members to identify and utilize strengths that contribute to their resilience in the face of adversity.

Despite the growing body of research on community resilience in disaster management and rural tourism development, several gaps in the literature remain. These include a lack of comprehensive studies examining the interplay between community resilience and sustainable tourism development in rural Indonesia, limited exploration of the long-term impacts of resilience-building strategies, and insufficient investigation into the role of local governance in fostering community resilience. To address these gaps, this study will serve as a preliminary investigation to establish the primary factors in community resilience that can subsequently be utilized as a foundation for a practical approach to tourism village development in Indonesia.

METHODOLOGY

This study utilized a semi-systematic literature review methodology as its research approach, which will provide a structured yet flexible approach to synthesize existing knowledge, identify emerging trends, and highlight areas for future research in the context of community resilience and rural tourism development in Indonesia. By blending aspects of systematic and narrative reviews, semi-systematic reviews enable a more thorough examination of intricate subjects (Tushar & Sooraksa, 2023; Zunder, 2021). This review aims to identify and comprehend all potentially relevant research traditions impacting the topic under study, synthesize them through meta-narratives rather than effect-size measurements (Wong et al., 2013). The analytical process utilizes thematic or content analysis from pertinent literature. This analysis can be broadly characterized as a method for detecting, examining, and reporting patterns as themes within a text (Braun & Clarke, 2006). This strategy allows researchers to emphasize specific themes and interpret them further based on relevant previous studies. Given the impossibility of reviewing all relevant literature, it is crucial to define and carefully select works to be analyzed and synthesized to construct a theoretical framework addressing the research

question, and it is crucial to maintain methodological rigor and transparency to ensure the validity and reliability of the findings. As outlined by Snyder, (2019) the review process encompasses four stages: 1) Designing the review by screening theme-relevant literature, 2) Conducting a thorough review, 3) Performing coding by determining keywords and themes pertinent to the issue, and 4) Writing and interpreting the analysis results using a narrative approach.

RESULTS

Based on the results of the content and thematic analysis of the relevant literature review, 19 key factors are important elements of community resilience. Furthermore, these 19 factors can be classified into two types: internal and external, as illustrated in the thematic map below.

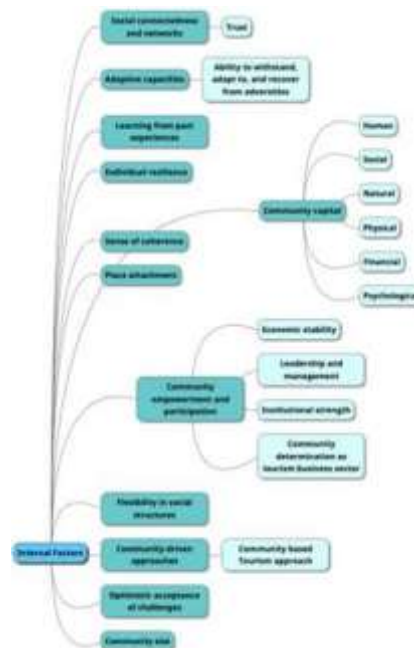


Figure 2. Internal Factors of Community Resilience

(Source: Mindmap Thematic Visualization)

The concept of community resilience is complex, incorporating both internal and external elements that influence a community's capacity to endure, adjust, and bounce back from hardships. The Internal elements of community resilience encompass a diverse range of factors that contribute to a community's ability to withstand and recover from adversity. Social bonds form the foundation of these internal elements, creating a network of support and mutual aid among community members. Adaptability enables communities to adjust their strategies and approaches in response to changing circumstances, while lessons learned from previous experiences inform future decision-making and preparedness. Individual resilience, when collectively harnessed, strengthens the resilience of the community as a whole. A sense of unity and shared purpose nurtures collaboration and collective action, while connection to place instills a deep-rooted commitment to the environment and community's well-being.

Internally, community capitals also have a significant portion in ensuring strong resilience such as human capital, comprising the skills, knowledge, and

abilities of community members, enabling problem-solving and innovation. Social capital facilitates information sharing and collective action through established networks and cooperations. Natural capital provides essential resources and ecosystem services that support community functioning. Physical capital, including infrastructure and built environments, contributes to the community's ability to withstand and recover from crises and changing environments. Financial capital offers the means to invest in resilience-building initiatives and respond to crises. Psychological capital, encompassing hope, optimism, and self-efficacy, bolsters the community's mental and emotional capacity to face challenges. Lastly, community empowerment and involvement are vital for mobilizing these internal resources effectively, while adaptable social structures ensure that the community can reorganize and respond to changing needs and circumstances. Based on the aforementioned explanation, it can be inferred that internal factors play a predominant role in reflecting inner strength and determining the level of resilience within communities.

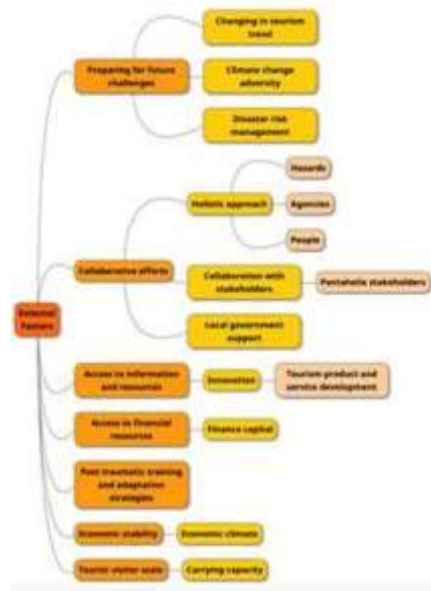


Figure 3. Internal Factors of Community Resilience

(Source: Mindmap Thematic Visualization)

Conversely, external factors of community resilience expand beyond the immediate community boundaries, emphasizing a broader network of external support and resources. This includes collaborative efforts with regional and national organizations in particular tourism pentahelix stakeholders ranging from governments, industries/businesses, academics, and media which allow communities to access diverse information sources. The implementation of supportive policies at various governmental levels also contributes to enhancing resilience building for tourism development. The magnitude of a community, in terms of both population size and economic capacity, exerts a significant influence on its capability to attract and utilize external financial resources. As mentioned in the literature review, the level of financial capital in certain villages is a determinant factor of resilience, with developed and

independent tourism villages demonstrating greater resilience compared to their pioneer and developing counterparts. While internal factors are major determinants of community resilience, the influence of external factors cannot be disregarded. The synergy between these internal and external factors creates a comprehensive resilience framework, equipping communities to navigate a wide spectrum of challenges, from the increasing frequency and severity of natural disasters induced by climate change to economic fluctuations and rapid shifts in tourism trends and demands.

DISCUSSION

Community's Adaptive Capacities

Adaptive capacity is an essential component that serves as a basic principle of community resilience, particularly in the context of rural tourism development in Indonesia. It allows communities to respond effectively to various challenges including disasters, economic crises, and social upheavals. This flexibility is important for minimizing the long-term impacts and ensuring sustainable growth of tourism villages. Adaptability also enables the community to recover and bounce back from adversity has been demonstrated in the recovery of tourism villages after the initial impact of the COVID-19 pandemic by implementing new strategies and approaches to revive economic, social, and cultural aspects of tourism (Ariyani & Fauzi, 2024; Fitrie et al., 2023). In its practical approach, adaptive capacity emphasizes mobilizing various types of community capital, including human, social, natural, physical, financial, and psychological resources (Wakil et al., 2021), which serve as basic capital. If these fundamental forms of capital can be utilized effectively, they will encourage innovation and creative problem-solving capacity that are essential for addressing new challenges and opportunities in rural tourism development (Putri & Permana, 2023).

Human resource limitations, in fact, pose a significant challenge and one of many obstacles that hinder adaptive capacity in tourism village development. The lack of skilled personnel and inadequate understanding of sustainable tourism concepts among stakeholders and communities hinder the effective development of tourism villages (Husni Pasarela et al., 2022). Numerous tourism villages also experience challenges related to regeneration, as young, skilled individuals often prefer employment opportunities in urban centers rather than remaining and contributing to their rural communities. This is compounded by the need for clear regulatory frameworks and legal structures to support sustainable growth (Alia et al., 2024), and building skills necessary to increase human resources qualification. Infrastructure and facility inadequacies present another obstacle. Many tourism villages struggle with insufficient or subpar facilities, which can negatively impact the visitor experience and limit the village's attractiveness (Husni Pasarela et al., 2022). Insufficient funding presents a significant challenge for tourism villages in enhancing tourism infrastructure and accessibility. This constraint is also evident in pioneer tourism villages that are primarily focused on identifying and developing tourism potential within their localities. In contrast, from the perspective of facility development, developed and independent tourism villages demonstrate significant advantages,

as they have established a relatively stable income stream from tourism activities and have access to additional resources through collaborations with other tourism stakeholders.

Additionally, the use of appropriate technology is still an obstacle to building adaptive capacity in tourist villages. The utilization of digital technology for promotion and management remains limited, indicating a need for improved digital literacy and infrastructure (Azis et al., 2024). In addition to the utilization of technology for promotional and strategic marketing purposes, the application of technology in disaster management is also limited, despite the fact that numerous tourism villages are situated in disaster-prone areas. The implementation of technology equipped with early warning systems is considered essential for mitigating unforeseen circumstances. Moreover, the appropriate utilization of technology provides a comprehensive data representation that serves as a foundation for predicting tourism trends, identifying visitor demographics, and determining tourism products and services according to tourism demand. A study from UNWTO has shown that many countries have utilized 'Big Data' as resources in enhancing tourism development sectors. The practical implication of big data in tourism has led to the emergence of smart tourism, which incorporates tourism resources and leverages data mining and cloud computing technologies to extract valuable insights from massive amounts of information (Chen, 2020; Su, 2021). This has enabled the development of innovative management models and personalized marketing strategies, resulting in a 25.7% improvement in the accuracy of customer demand assessment and enhancing the core competitiveness of tourism enterprises. (Su, 2021). Although big data can be generated from social media which has been widely used by tourism villages, its full positive potential cannot be realized without the support of competent human resources.

Cultural and environmental assets have become a predominant attraction in tourism villages in Indonesia, and the sustainability issues of these assets remain a critical challenge. Balancing authenticity with commodification, managing tourism's political domination and hegemony, and strengthening traditional institutions are key issues in maintaining cultural integrity while developing tourism (Prasiasa et al., 2023). Tradition, cultural value, and local wisdom are what differentiate one tourist village from other villages, and due to the high demand from tourists, the commercialization of culture frequently occurs, resulting in a decline of the sacred value associated with the ritual or tradition. Ego sectoral often leads to a power struggle within the tourism village management that hinders the development progress. This lack of unity has become one of the acute problems found in tourism villages regarding tourism governance. In addition to cultural issues, insufficient awareness regarding environmental sustainability presents a substantial challenge in the management of tourism villages. Excessive exploitation of natural resources may lead to environmental degradation, subsequently diminishing the quality of tourism experiences. Basic issues, such as inefficient waste management practices, remain prevalent in several tourism villages. Environmental conservation must be

prioritized to ensure long-term sustainability (Hermawan et al., 2023), along with cultural preservation that offers a unique value to the destination.

Based on the explanation above, several strategies can be implemented to increase the adaptive capacity of local communities in tourism villages including:

1. Enhancing human resources development through targeted training programs to improve competency and qualification of local communities especially those actively contributing to tourism management in the villages.
2. Strengthen regulatory and policy frameworks through the regional tourism development master plan that develops clear legal structures to support sustainable tourism development.
3. Improve tourism infrastructures and facilities. Tourism villages in pioneer and developing stages should be encouraged to prioritize essential tourism infrastructure such as clean toilets, praying spaces, and parking areas.
4. Enhance digital literacy and utilization of appropriate and viable technology. Communities can collaborate with digital practitioners through training and education programs to optimize digital literacy, implement digital tools and apps such as social media for promotion and strategic marketing, and utilize technological equipment for disaster preparedness.
5. Cultural and environmental conservation. The development of strategies and frameworks to address visitors' demands without depleting the cultural and environmental resources of tourism can be accomplished through innovative tourism products that utilize local and available resources
6. Establish a monitoring and evaluation system that allows participating actors in tourism village management to regularly evaluate the effectiveness of adaptive strategies and adjust the approaches based on feedback and changing circumstances.

The efficacy of their implementation is highly dependent on the specific circumstances and conditions of each tourism village. In practical implementation, adjustment and flexibility are necessary to accommodate the unique conditions of each tourism village.

Community's Empowerment and Participation

The second major element that is important for enhancing community resilience is empowerment and participation. The community is encouraged to take control of its development initiatives, respond to difficulties and challenges, and guarantee that tourism development projects align with its priorities and beliefs. The active involvement of local communities is essential for the successful management and development of tourism villages (Agustina et al., 2023; Yuliana Kusumadewi et al., 2023). When communities are directly involved in decision-making processes, planning, and implementation of tourism activities, they are likely to develop a sense of ownership and responsibility towards the project. As owners of tourism attraction, communities possess intricate knowledge of their environment and cultural heritage, which can be invaluable in developing

tourism products that are both appealing to visitors and respectful of local ecosystems and traditions. Community participation, including women's involvement, contributes to maintaining and developing tourism villages while reducing gender inequality (Agustina et al., 2023; Yuliana Kusumadewi et al., 2023). Through the active inclusion of women in diverse aspects of tourism management and decision-making processes, communities can leverage a broader range of perspectives and competencies, potentially resulting in more comprehensive and innovative approaches to addressing local challenges. The active participation of women in tourism villages can take many forms, such as participating in local handicraft production, providing hospitality services through homestay management, or taking on leadership roles in community organizations. This inclusive approach empowers women economically helps balance traditional gender roles and diminishes stereotypes, as women often play an essential role in maintaining and passing down cultural knowledge to future generations.

Empowerment and participation foster community resilience by improving the local economy, stimulating small and medium-sized industries, promoting local products, and preserving local culture (Kurniawan & Cahyono, 2020). As these local enterprises thrive, they will generate employment opportunities, increase local income, and decrease reliance on external economic factors, thereby strengthening the community's resilience to potential economic crises. This also fosters a sense of pride and cultural ownership among community members. The preservation of native and indigenous traditions, artisanal practices, and traditional knowledge systems through participatory involvement ensures the retention of valuable cultural assets in the perspective of globalization and rapid societal transformation. Kurniawan & Cahyono (2020), further stated that cultural resilience, combined with economic empowerment, establishes a robust foundation for comprehensive community resilience, allowing communities to adapt and thrive in response to diverse challenges in tourism development. In the practical approach, community empowerment and participation in tourism villages are implemented within community-based tourism model. A successful CBT model often used as a tool to create job opportunities, reduces poverty, and builds independent and resilient societies (Aulya et al., 2016). CBT creates employment opportunities where communities can take direct and indirect roles in tourism-related activities such as tourist guides, accommodation providers, opening local businesses, and providing local transportation, which leads to improved standard of living and poverty alleviation. Aulya et al (2016), also noted that CBT's cooperative approach fosters unity among community members as they pursue shared objectives, strengthening interpersonal connections and cultivating a mutual sense of accountability for the community's overall welfare.

The lack of adequate capacities in human resources is one of the significant obstacles to community empowerment efforts (Achmad et al., 2023). The varying levels of community readiness, education, and knowledge about tourism can hinder effective participation in tourism village initiatives (Dwiatmojo et al., 2023). The inadequate human resource capabilities can

manifest in various forms, including deficient project management abilities, limited understanding of intricate societal challenges, or an absence of specialized knowledge necessary for particular community development initiatives. This is further combined by the geographical conditions that may be prone to disasters, limiting the potential for tourism development. Furthermore, the issue of insufficient human resource capacities frequently extends beyond the community level to involve local government officials and tourism development practitioners. This broader deficiency can result in inadequately designed interventions, inefficient resource allocation, and a failure to engage community members substantively in decision-making processes.

Another obstacle to building robust empowerment in community resilience is the lack of community confidence and knowledge related to tourism, which can significantly slow down the tourism village development (Hidayat et al., 2017). When local communities exhibit a limited understanding of the tourism industry, its potential advantages, and their roles within it, community members may be less likely to actively participate in or support tourism-related initiatives. This further leads to the lack of commitment and absence of trust among community members, which can impede any community empowerment programs. Hidayat et al. (2017) also added that despite ongoing development efforts, poverty remains a persistent issue in some tourism villages, highlighting the complex nature of rural development and the limitations of tourism as the sole solution to poverty reduction. This suggests that while tourism can contribute to economic growth, it may not always lead to equitable distribution of benefits or address underlying structural issues contributing to poverty. The persistence of poverty in these regions indicates a necessity for more comprehensive, integrated approaches to rural development that consider factors beyond tourism, such as education, healthcare, and diversified economic opportunities.

The digital transformation of rural tourism presents both opportunities and challenges for community empowerment (Lapuz, 2023). Digital technologies offer significant advantages to rural communities by providing enhanced visibility and direct access to global markets. This exposure enables these communities to showcase their unique cultural heritage, natural attractions, and local products to a broader visitors. Consequently, such increased visibility can contribute to economic growth, job creation, and the preservation of traditional practices, as demonstrated by the utilization of social media platforms. However, according to (Lapuz (2023), to optimize digital advantages, there is a necessity for substantial investment in digital infrastructure, the potential for uneven distribution of benefits within communities, and the risk of compromising authentic local experiences in favor of standardized digital offerings. Moreover, there may exist a digital skills gap among community members, which could potentially lead to exclusion or exploitation if not adequately addressed.

It is necessary to implement several practical strategies that prioritize the interests and needs of local communities in tourism villages, including:

1. Ideal community-based tourism approach which involves community members in planning and decision-making processes for tourism initiatives that align with the community's priorities and values.
2. Implemented inclusive approach through women and youth in direct and indirect tourism-related activities. This strategy should also be equipped with empowerment and education programs to increase women and youth capacities in tourism village management.
3. Enhance community cohesion by facilitating community with a cooperative approach and shared objectives, fostering unity and transparency among community members.
4. Foster economic empowerment by diversifying tourism products and services through innovation, encouraging small and medium-sized enterprises to emphasize local and creative products, and creating mechanisms for equal distribution of tourism benefits.
5. Enhance tourism institutional support by establishing clear policy guidelines for community participation, encouraging active roles of the Tourism Awareness Group (POKDARWIS), and creating a transparent system of monitoring and evaluation within village management.

Collaborative efforts with stakeholders

Collaborative efforts with stakeholders play a crucial role in the development of tourism villages, as evidenced by multiple studies. These collaborations create effective synergies in managing resources and developing tourism villages, with Village-Owned Enterprises (VOEs) serving as main drivers coordinating various interests and resources through aligning diverse stakeholders' interests, including local communities, governmental entities, and private sector organizations, VOEs can effectively mobilize varied resources and expertise to enhance the tourism potential of rural areas (Mustofa et al., 2024). If implemented effectively this collaboration could improve tourism facilities and diversify employment opportunities in tourism villages. Cooperation between communities and village government also reflects on the accountability and transparency of village funds utilization (Aryadi, 2023). By functioning as intermediaries between the community and higher levels of government, village authorities can provide essential information, facilitate forums for discussion, and ensure that decision-making processes are inclusive and accessible to all community members, including marginalized groups. Village governance can also facilitate the translation of local needs and priorities into actionable plans while adhering to broader development goals and regulations.

Collaboration, while frequently considered a fundamental catalyst for organizational success, can occasionally raise unforeseen challenges. Horizontal conflicts may arise when different departments or teams with different priorities and perspectives endeavor to collaborate. These challenges often manifest as disagreements regarding resource allocation, decision-making processes, or strategic direction. Moreover, bureaucratic challenges can emerge from the increased complexity of coordinating multiple stakeholders, potentially resulting in decreased response times and diminished organizational agility. In a study

conducted by Tobirin et al (2023), the COVID- 19 pandemic has further shown these potential limitations of collaboration. As organizations struggled to adapt to rapidly evolving circumstances, the necessity for quick decision-making and streamlined processes frequently conflicted with collaborative structures. For instance, different perspectives on safety protocols, remote work policies, or budget allocations during the pandemic may have intensified existing tensions between departments.

The efficacies of collaborative efforts also determine by community's involvement, such as depicted in the case of Melung Village which presents a significant challenge to the successful implementation and sustainability of water-related projects. Despite the presence of effective collaboration among various stakeholders, the absence of active community participation can undermine the long-term viability and efficacy of the initiatives (Pribadi & Nastiti, 2023). The lack of community's involvement is echoed in another study, where community participation did not show significant individual effects on sustainable agrotourism development (Riady et al., 2024). This study suggests that merely engaging the community may not be sufficient to drive sustainable practices in agrotourism, indicating the necessity for a more nuanced comprehension of community dynamics and their role in rural development projects. The factors contributing to limited community participation are multifaceted, encompassing insufficient awareness and education, ambiguous policy frameworks, and a lack of economic empowerment.

Successful collaboration between the local community and tourism stakeholders requires cooperation among diverse stakeholders, including government agencies, tourism industry participants, and local communities. The success of these collaborative efforts depends on shared commitment, transparency, and good communication among all parties (Mustofa et al., 2024). This multi-stakeholder collaboration manifests in Penta helix collaboration, which encompasses the roles of governments, local communities, industries/businesses, academics or practitioners, and media to work together in tourism village development initiatives. This Penta helix strategy emphasizes the importance of holistic and interdisciplinary approaches in promoting sustainable development in tourism villages(Wahyoedi et al., 2024). By fostering active community participation, preserving local culture, and implementing sustainable tourism principles, tourism villages can overcome obstacles and create resilient, equitable, and culturally vibrant tourism experiences (Chinawat, 2024; Sanofa et al., 2023).

Several strategic points can be implemented in realizing mutually beneficial cooperation between local communities and other tourism stakeholders, including:

1. Enhance village governance roles through Village-Owned Enterprises as central collaboration in tourism management. Village authority plays significant roles in facilitating information and discussion forums, ensuring inclusive decision-making process, and aligning the interests of local, communities, government entities, and other tourism stakeholders.

2. Prioritize community participation through participatory planning, and create clear policy frameworks that define the community's roles in tourism village management.
3. Establish strategic partnerships through Penta Helix collaboration, including governmental entities, industries, businesses, academics, practitioners, and media organizations, which employ comprehensive and interdisciplinary approaches for the sustainable development of tourism villages.

Community resilience in the context of tourism village development is heavily intertwined with these three major factors due to their synergistic effects on community strength and sustainability. Together, these elements establish a robust resilience framework that allows tourism villages to withstand unprecedented shocks, adapt to change, and continuously evolve to meet the needs of both the community and visitors, ultimately contributing to the long-term viability and sustainability of tourism-based rural development.

CONCLUSIONS AND RECOMMENDATIONS

Community resilience is crucial for sustainable tourism village development in Indonesia. It enables communities to adapt, thrive, and maintain cultural identity while benefiting from tourism. Three major elements are essential for enhancing community resilience in tourism villages: community's adaptive capacity, community empowerment and participation, and collaborative efforts with stakeholders. The community's adaptive capacity allows communities to respond effectively to challenges and recover from adversity, involving the mobilization of various types of community capital and fostering innovation. Community empowerment and participation encourage communities to take control of development initiatives and ensure tourism aligns with local priorities, as reflected in the implementation of community-based tourism models. Collaborative efforts with stakeholders create effective synergies in managing resources and developing tourism villages, involving cooperation among government agencies, tourism industry participants, and local communities.

Key challenges in building community resilience include human resource limitations, lack of skilled personnel, infrastructure and facility inadequacies, cultural and environmental sustainability concerns, uneven community readiness and participation, limited access to capital and technology, and potential for conflicts between stakeholders. To address these challenges, several strategies can be implemented. These include digital marketing approaches, developing integrated tourism management systems, focusing on community empowerment through awareness-raising and capacity building, leveraging unique aspects of each village to enhance appeal, improving education and participatory planning, establishing clear regulatory frameworks, and fostering strategic partnerships. Successful community resilience in tourism villages requires a holistic and interdisciplinary approach, emphasizing shared commitment, transparency, and good communication among all stakeholders. By enhancing community resilience through these elements, tourism villages in

Indonesia can overcome challenges and create sustainable, equitable, and culturally vibrant tourism experiences. By examining the key elements, challenges, and strategies associated with community resilience, this study provides valuable insights for policymakers, tourism practitioners, and local communities seeking to enhance the sustainability and success of tourism initiatives in rural areas.

FURTHER STUDY

One constraint of this study is its potential inability to be broadly applied across the diverse range of Indonesian tourism villages. While the study examines crucial factors for building community resilience and fostering sustainable tourism growth, it may not fully address the differences in cultural, economic, and environmental contexts amongst various villages. Each tourism village likely encounters unique challenges and opportunities that may not be encompassed by the broad framework presented. Furthermore, the research might be restricted by its dependence on existing literature and case studies, possibly overlooking current data or emerging patterns in tourism village development. Future studies could benefit from a more thorough, field-based assessment of multiple tourism villages to confirm and enhance the suggested approaches for adaptive capacity, community empowerment, and stakeholder collaboration.

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