
Sustainable HR Development Strategy on Local Potential in Klaisu Village Jayapura Regency

Ferdinand Risamasu¹, Ade Irma A. Srem², Siane F. Siwa³,
Tiara G. Wabe⁴, Yensawai E. Rumbiak⁵, Najima⁶

Abstract:

Community-based tourism development in Indonesia, especially in villages that have great natural and cultural potential, still faces challenges in increasing community participation and sustainable management. This study aims to analyse sustainable human resource development strategies in tourism objects in Klaisu Village, Jayapura Regency. This research uses a qualitative approach with a purposive sampling method to select 11 informants who are community leaders of Klaisu Village, who have direct experience in tourism and natural resource management. Data were collected through in-depth interviews, field observations, and documentation analysis. The results showed that although Klaisu Village has great tourism potential, such as agricultural products and natural beauty, community participation in tourism management is still low. Sustainable human resource development through training and community empowerment, as well as collaboration with external parties, are the main keys in overcoming this challenge. In addition, marketing issues, financial issues, and social issues are also inhibiting factors in the management of sustainable tourism destinations. The implication of this research is the need to increase community capacity in tourism management and strengthen cooperation with various parties to realise economic, social and cultural sustainability in Klaisu Village.

Keywords: Sustainable Human Resource Development, Community-based Tourism, Natural Resource Management

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1. Introduction

Indonesia is known for its extraordinary cultural, artistic, and natural wealth, making it a tourist destination with international appeal. The tourism sector, particularly through the Community-Based Tourism (CBT) model, offers great opportunities to empower rural communities, create jobs, increase local income, and strengthen community control over natural resource management in the village (Hermawan, 2016; Ruhanen, Whitford, & McLennan, 2010). However, low community participation in the development of community-based tourism often hinders

¹²³⁴⁵ Universitas Cenderawasih, Indonesia. frisamasu@gmail.com

⁶ Arkalyk Pedagogical Institute, Khazakstan.

environmental sustainability, cultural preservation, and the strengthening of the local economy (Cuthill, 2010; Sudana, 2023). In this context, it is imperative to explore and identify strategies that can address these challenges, thereby strengthening community participation in sustainable tourism destination development (Koshy, Lee, & Grice, 2014).

Klaisu Village, located in South Gresi District, Jayapura Regency, has amazing natural advantages, such as tropical fruit agricultural products (durian, langsat, duku) and the natural phenomenon of "land above the clouds", making it highly potential as a tourist destination (Noe, Hollenbeck, Gerhart, & Wright, 2017). However, despite its rich natural and cultural potential, community participation in tourism management in Klaisu Village is still relatively low (Ahyar & Rahayu, 2020). This is a major challenge in ensuring that tourism not only provides economic benefits but also supports environmental sustainability and local cultural preservation (Bayaga & Lesaoana, 2014). The main difference between Kampung Klaisu and other tourist attractions is the lack of sustainable human resource management and the lack of direct community involvement in the development and management of tourist destinations (Stone & Stone-Romero, 2008). Therefore, Klaisu Village was chosen as a research object due to its great potential that has not been fully utilized, as well as the challenges in increasing the participation of local communities in maintaining tourism sustainability (Marquardt, 2002).

This research will examine the relationship between several important variables in the development of sustainable community-based tourism. The main variables to be analyzed include the development of natural potential and local wisdom, active community participation, and sustainable human resource development (Asan & Nergiz, 2017). These three variables are interrelated because the sustainability of a tourist destination is highly dependent on the management of nature and culture carried out by local communities, which can only be realized if they have the knowledge, skills, and ownership of the destination management (Conger & Kanungo, 1988). Therefore, sustainable human resource development through training and empowerment of local communities, as well as collaboration with external actors, is key to promoting tourism that is not only economically beneficial but also environmentally and culturally friendly (Lewis & Thornhill, 2019).

Although several studies discuss the potential for community-based tourism development and sustainability (Noor et al., 2021), most focus is limited to aspects of managing tourist attractions or the quality of facilities and accommodation (Sugiyono, 2016). Research on sustainable human resource development integrated into community-based tourism destination management, particularly involving indigenous peoples, remains limited (Koshy & Mathur, 2014). This gap is even more pronounced in the context of tourism villages in Indonesia, where a lack of sustainable human resource management can lead to a decline in the quality of the tourism experience while hindering community empowerment (Marquardt, Kelleher, & Kennedy, 2002). This research aims to fill the gap by providing new insights into how sustainable HR development can shift the paradigm of tourism management in indigenous villages, focusing on Kampung Klaisu as a representative case study (Cuthill, 2010).

This research has significant novelty as it focuses on sustainable human resource development in community-based tourism villages, which has not been widely researched, especially in Klaisu Village (QSR International, 2023). Another novelty lies in the holistic approach that combines natural resource development, local wisdom, and community capacity building in managing tourist destinations (Stone, Crumley, & Haan, 2008). The benefit of this research is to provide a deeper understanding of strategies that can improve tourism sustainability, enhance the quality of life of local communities, and preserve culture and the environment (Arikunto, 2021). The main objective of this research is to formulate strategic recommendations to strengthen the capacity of the Klaisu Village community in managing sustainable tourism, as well as ensuring that the natural and cultural potential of the village can be utilized in a way that provides long-term benefits for all parties.

2. Theoretical Background

Sustainable Human Resource Development (SHRD)

Sustainable Human Resource Development (SHRD) is a strategic approach that integrates environmental, social, and economic sustainability into HR practices to ensure long-term benefits for individuals, organizations, and communities (Marquardt, 2002; Marquardt, Kelleher, & Kennedy, 2002). SHRD emphasizes capacity building, skill enhancement, and empowerment to improve human capital while maintaining ecological and cultural sustainability (Stone & Stone-Romero, 2008). In the context of community-based tourism, SHRD is critical to fostering local engagement, enhancing skills, and ensuring the sustainable management of natural and cultural resources (Koshy & Mathur, 2014).

Community-Based Tourism (CBT) and Local Potential Development

Community-Based Tourism (CBT) is a development model that prioritizes local community participation in tourism planning and management to maximize socio-economic benefits while preserving cultural and environmental heritage (Hermawan, 2016). Previous studies have highlighted the importance of community involvement in ensuring tourism sustainability (Ruhanen, Whitford, & McLennan, 2010). However, one of the key challenges in CBT is the low participation of local communities, often due to a lack of adequate skills, training, and institutional support (Cuthill, 2010; Sudana, 2023).

Klaisu Village has significant tourism potential, including tropical fruit agriculture (durian, langsat, duku) and the "land above the clouds" phenomenon, which can attract tourists. However, sustainable tourism development requires a well-structured HR development strategy to enhance local capacity, foster entrepreneurship, and ensure long-term environmental and economic sustainability (Koshy, Lee, & Grice, 2014).

Human Resource Development Strategies in Rural Tourism

A comprehensive HR development strategy involves training programs, knowledge transfer, and collaboration between local communities, governments, and external stakeholders (Bayaga & Lesaoana, 2014; Asan & Nergiz, 2017). These strategies include:

- **Capacity Building and Training:** Providing workshops and training programs to equip local communities with skills in tourism management, customer service, and environmental conservation (Noe et al., 2017).
- **Community Empowerment:** Encouraging self-reliance and active participation in tourism management through inclusive decision-making processes (Conger & Kanungo, 1988).
- **Collaborative Networks:** Establishing partnerships with academic institutions, government bodies, and private sectors to enhance community knowledge and resource access (Asan & Nergiz, 2017).
- **Technology Integration:** Utilizing digital tools for marketing, promotion, and operational management to improve local tourism businesses (QSR International, 2023).

3. Methodology

This research adopts a qualitative research approach, which aims to deeply understand the social and cultural phenomena that occur in Klaisu Village. Qualitative research focuses on exploring the meanings, processes, and patterns that exist in social interactions and the subjective experiences of individuals in a particular context. This method allows researchers to explore descriptive data, which is then analysed to produce a comprehensive understanding of the phenomenon under study (Creswell, 2014). The advantages of this approach are its flexibility in exploring nuances that cannot be reached by quantitative methods, as well as its ability to explore the depth of perceptions, motivations, and direct experiences of the informants involved.

The sampling technique used in this research is Purposive Sampling. This technique allows researchers to select informants deliberately, based on certain considerations that are relevant to the research objectives. The sample selection is done by selecting individuals or groups who have knowledge or experience that is closely related to the topic under study (Arikunto, 2021). Thus, this research can focus on informants who can provide deep and weighty insights into the phenomena that exist in Klaisu Village.

Informant

Informants in this study refer to individuals or groups who provide information related to the topic being researched. The selection of informants is done with careful consideration, to ensure that they have the knowledge, experience and characteristics that suit the research needs. The informants selected in this study are the original residents of Klaisu Village who have lived in the village for more than 17 years, as well as those involved in social and economic activities in the village. Informants must also have direct experience in various programmes and activities in the village, both in the context of tourism and natural and cultural resource management. By selecting

11 informants who have these special characteristics, this research can explore in-depth and comprehensive insights into the social and cultural dynamics in Klaisu Village.

Data Type and Source

This research collected primary data and secondary data as the main sources of information.

1) Primary Data

Primary data in this study is data obtained directly from the research subject, namely through direct interaction with selected informants. This data includes the results of in-depth interviews, field observation notes, audio and video recordings, and photographs or images produced by the researchers themselves (Ahyyar et al., 2020). This primary data is very important to provide an authentic and direct picture from the source, allowing researchers to understand the context and meaning contained in the phenomenon being studied.

2) Secondary Data

Secondary data in this study refers to data collected from pre-existing sources and not directly from research subjects. According to Sugiyono (2016), secondary data can be in the form of official documents, reports, archives, published literature such as books, journals, articles, and published statistical or digital data. This secondary data is used to support the analysis and provide additional context in the research, enriching the understanding obtained from primary data.

3) Data Source

Based on the type, the data sources in this study are divided into several categories relevant to qualitative methods according to Arikunto (2023), namely:

- a) **Textual Data:** This is data in the form of writing or text, such as interview transcripts, field notes, official documents, and relevant articles.
- b) **Visual Data:** Includes images or visuals, such as photos, videos, maps, or diagrams taken during field observations.
- c) **Auditory data:** In the form of recorded sounds, such as recorded interviews, conversations, or background sounds related to the research context.
- d) **Observational Data:** Data obtained through direct observation of situations, behaviours, and interactions occurring in the field, as well as observation notes made by researchers.

Analysis Tool

To analyse qualitative data, this study used **N-Vivo**, a software designed to assist with the organisation, coding and analysis of complex qualitative data. N-Vivo allows researchers to work with different types of data, including interviews, documents, photographs and videos (QSR International, 2023). This tool is particularly useful in organising and categorising key themes that emerge from the data, making it easier for researchers to infer findings and patterns relevant to the research objectives. The use of N-Vivo also ensures that analyses are conducted in a systematic and structured way, increasing the accuracy and credibility of the research results.

4. Empirical Findings/Results

Respondent Data

Klaisu Village, located in South Gresi District, Jayapura Regency, Papua Province, Indonesia, offers a story rich in strong social and cultural values. With its unique historical background, Klaisu Village is an interesting research object in the context of community-based tourism development. This research involved 11 respondents who are the original community leaders of Klaisu Village, who have direct experience in the social and cultural life of the village.

Table 1. Respondent Data

| No. | Name | Gender | Profession | Age | Last Education |
|-----|-----------------|--------|--------------------------|-----|--------------------------|
| 1 | Marcus Irab | P | Klaisu Village Head | 42 | SMK Teknik Arsitek |
| 2 | Lesanshia | W | Housewife | 38 | HIGH SCHOOL |
| 3 | Rut Wadi | W | Pre-school Teacher | 48 | S1 |
| 4 | Agu | W | Sunday school teacher | 23 | SMP |
| 5 | Uti | W | Church Praise Leader | 51 | HIGH SCHOOL |
| 6 | Chika Sanuel | W | Paud Treasurer | 34 | SMP |
| 7 | Ice Yewi | W | PW Secretary | 42 | SD |
| 8 | Salmon | P | Church Council | 54 | HIGH SCHOOL |
| 9 | Aldo | P | Youth Leader | 22 | HIGH SCHOOL |
| 10 | Selpi | W | Housewife | 40 | SD |
| 11 | Ester Kwano | W | Youth Leader | 18 | HIGH SCHOOL |

The table above provides an in-depth picture of the diverse characteristics of respondents, including various professions, age ranges, and education levels. This information is very important because it reflects the social dynamics that exist in Klaisu Village, a community rich in diversity. From a total of 11 respondents involved in the research, there is a balanced representation of men and women, although the majority of respondents are women.

The role of women in the Klaisu Village community is very dominant, with them holding strategic positions in various aspects of social and economic life. For example, a number of women in this village are not only involved in domestic activities, but also play an active role in natural resource management, training, and economic empowerment. The involvement of these women shows the central role they play in the decision-making process and community management. This also reflects the great potential of women in supporting the sustainability of the village's socio-economic development, which is highly dependent on their participation in the management and utilisation of local resources.

In addition, the diverse education levels of respondents also provide insight into the level of knowledge that exists in this village community. From respondents who have

the last education ranging from elementary school, junior high school, to S1, it is clear that despite limitations in formal education levels, the people of Klaisu Village still have practical skills and rich local knowledge, which has been passed down from generation to generation. This enriches our understanding of how local communities manage and utilise their resources in the context of everyday life, as well as the challenges they face in the development of community-based tourism.

Field Observation

Klaisu Village is not only known for its stunning natural beauty, but also for its rich natural and cultural potential. One of the main attractions of this village is Klaisu Waterfall, a stunning natural attraction with a soothing view. Surrounded by green trees and a peaceful natural atmosphere, the waterfall is an ideal place to travel and enjoy the unspoilt natural beauty of Papua. This natural beauty is further enhanced by its proximity to hills that offer incredible panoramas, becoming a major attraction for tourists seeking peace and tranquillity.

Klaisu Village, which has around 538 residents with 318 households, is also known as a cocoa-producing village that has been cultivated since the Dutch colonial period. The local community's expertise in cocoa cultivation makes it one of the tourist attractions, especially for visitors who are interested in seeing the process of processing cocoa beans into high-value products. Known as a village with a rich history, the people of Klaisu Village come from the great clan "Yequhlodunka". Previously, they lived nomadically, relying on hunting and gathering. Today, the main livelihoods of the residents focus on gardening, trading and crafts.

Coding Word Frequency

Word Frequency Coding is a very effective method in analysing text to identify frequently occurring words, which can reveal dominant themes or issues in a document or data set. In the context of this study, the results of the analysis show that the natural potential most frequently discussed by informants in Klaisu Village includes a very diverse range of agricultural commodities, such as:

- a) Bananas (including kepok or plantain)
- b) Betatas (a nutrient-rich root vegetable)
- c) Pumpkin (an important commodity in local cuisine)
- d) Duku and Durian (tropical fruits that have a special attraction for visitors)
- e) Cocoa, which plays an important role in the village economy
- f) Avocado, Naning, Vanilla, and Langsat, which are also superior agricultural commodities that can be further developed for nature-based tourism.

The results of this analysis provide a clear picture of the agricultural potential of Klaisu Village, which can be used as a foundation for training and development programmes that are more focused on sustainable agriculture.

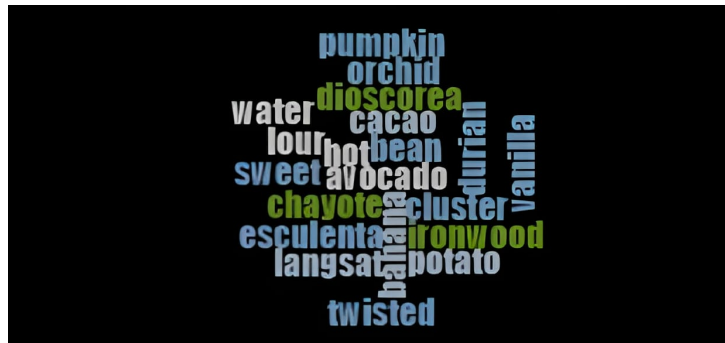


Figure 1. Word Frequency Coding

Sustainable HR Development Strategy

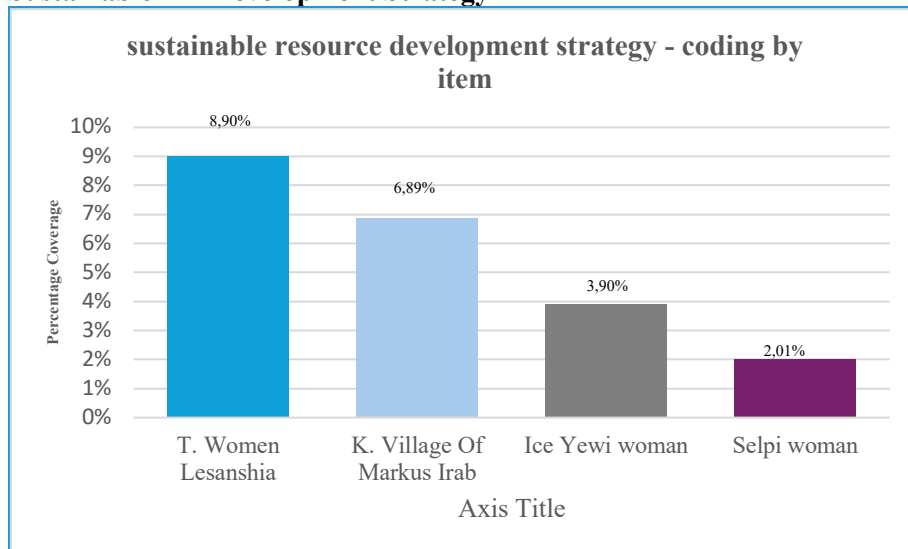


Figure 2. Coding Chart

Figure 2 illustrates the results of the analyses related to sustainable human resource development strategies collected from informant interviews. The information collected reveals that most of the information on these strategies was provided by community leaders, including Lesanshia, a female leader who plays a central role in the village, as well as the village chiefs Markus Irab and Ice Yewi. However, relatively less information was provided by Selpi, another female figure.

The information gathered emphasises the importance of sustainable human resource development as a strategic step to support the sustainability of tourism in Klaisu Village. This process involves educating and training local communities so that they can play an active role in the management of tourist destinations, as well as strengthening their capacity to manage existing natural resources.

Tourist Attraction Related Information



Figure 3. Word Frequency Coding

From the results of interviews and Word Frequency Coding analysis, the two main tourist attractions that are often mentioned by informants are Klaisu Hill Tourism Village and Waterfall. These two objects not only offer natural beauty, but also provide a deep experience for visitors who want to feel the peace and authenticity of Papuan nature.

Human Resources Barrier Factors

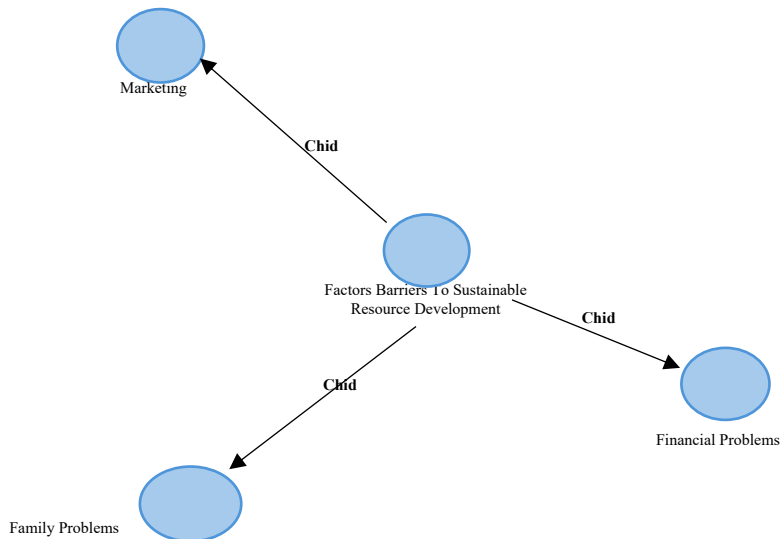


Figure 4. Human Resource Barriers

The results of Word Frequency Coding related to the obstacles faced in sustainable HR development in Klaisu Village reveal several significant inhibiting factors, including:

- 1) Financial Issues: Limited funds available for infrastructure development and training.
- 2) Family Issues: Social conditions that affect an individual's participation in development activities.
- 3) Marketing: Lack of access to wider markets and effective marketing strategies for local products and tourist destinations.

Forms of Community Involvement in the Management of Klaisu Village

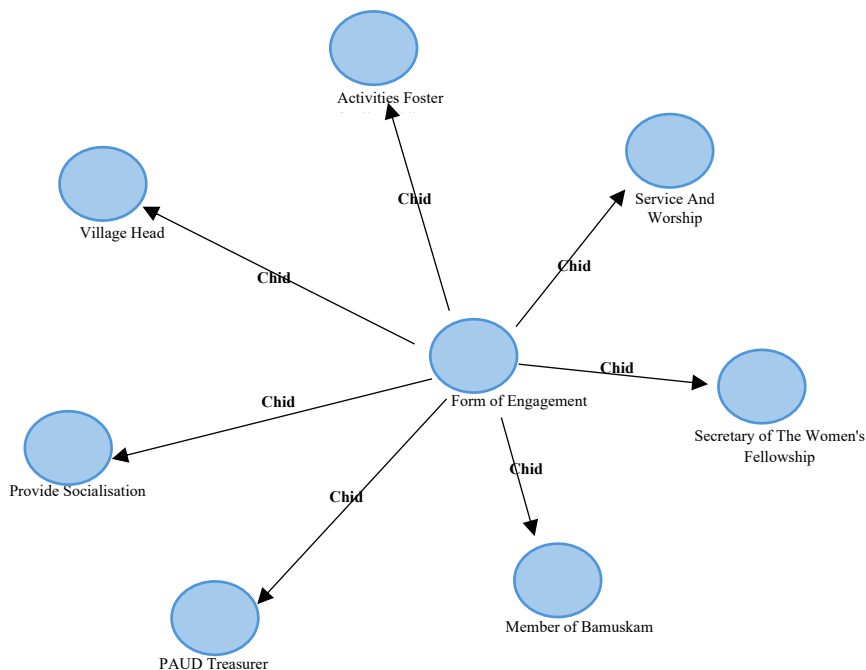


Figure 5: Involvement in Village Management

Based on the results of the coding carried out, the Klaisu Village community is involved in various forms of village management. This form of involvement includes participation in:

- 1) Member of BAMUSKAM (Village Consultative Body)
- 2) PAUD Treasurer and PW Secretary (Women's Ministry)
- 3) Village Head
- 4) Service and Worship
- 5) Socialisation and Outreach

This participation shows that the people of Klaisu Village are very concerned and involved in the social and economic management of their village, which is one of the keys to success in community-based tourism development.

Achievements

The outcomes in this study are focussed on the Sustainable HR Development Strategy indicators which include four main aspects: training and education, community empowerment, collaboration with external parties, and promotion of local culture. Based on the results of interviews and data analysis, the recommendations include the following steps:

- 1) Training and Education

Training on sustainable agriculture, agro-processing, and tourism management is an important step in improving the capacity of local communities in managing tourism destinations and natural resources. The programme will provide the

necessary skills to manage local products such as bananas, betatas, and cacao, which can be better utilised in the tourism industry.

2) Community Empowerment

Community empowerment is essential to ensure that they can play an active role in decision-making and management of tourist destinations. The establishment of working groups and discussion forums will be a platform to formulate programmes that suit the needs of the community and encourage their participation in development.

3) Collaboration with External Parties

Cooperation with NGOs and business partners from the private sector will help communities get the technical and financial support needed to develop kampung tourism. It can also expand the marketing network of local products and tourist destinations.

4) Promotion of Local Culture

Using social media and cultural events to promote attractions such as Bukit Klaisu Tourism Village and Waterfall will help raise awareness of the cultural and natural richness of Kampung Klaisu, while introducing local culture to the outside world.

5. Discussion

Sustainable HR Development Strategies and Challenges Faced

Sustainable human resource development strategy is a crucial element in ensuring the sustainability of community-based tourism in Klaisu Village. Most informants in this study emphasised the importance of education and training to increase community capacity in managing sustainable tourism. This is in line with the findings of Marquardt et al. (2002), who stated that sustainable human resource development is essential to face the challenges of efficient and sustainable natural resource management. Without an increase in human resource capacity, the management of nature and rich culture in Klaisu Village will be difficult to maintain sustainability.

However, while many informants were in favour of this initiative, there are major challenges to be faced, particularly limited funds and limited access to structured training. As a village located in a remote area, Klaisu Village faces difficulties in obtaining financial resources and educational facilities that can improve the community's ability to manage their tourist destination. Sudana (2023) also identified that one of the main barriers in the development of community-based tourism in remote areas is the lack of adequate funding and training.

In addition, social issues such as family problems and local product marketing were also found to be significant inhibiting factors. The lack of an effective marketing strategy makes the tourism potential in Klaisu Village not fully utilised. This hampers the village's economic development, which can occur if local products and tourist destinations are better known by domestic and foreign tourists. Thus, although the natural potential of Klaisu Village is huge, more structured management and better financial support are needed to realise this potential.

This research also revealed several inhibiting factors that affect the development of human resources and the management of tourist destinations in Klaisu Village. The main inhibiting factors are financial problems, family problems, and lack of effective marketing strategies. These findings are consistent with research conducted by Noe (2017), who identified that one of the biggest barriers to HR development in tourism villages is limited access to adequate funding and training. These limitations reduce the community's potential to sustainably manage natural and cultural resources.

However, despite financial and social issues being obstacles, the people of Klaisu Village show very high participation in the management of their village. Based on the interview results, the community is involved in various forms of management such as being a member of BAMUSKAM, PAUD treasurer, PW secretary, and many more. This involvement shows a strong sense of ownership of their village and community. However, as found in Cuthill's (2010) research, the success of community-based tourism management largely depends on the extent to which the community feels responsible and empowered to make decisions that affect the future of their village.

To further increase community participation, it is important to provide more structured education on the importance of their participation in local resource management. Active involvement in the decision-making process and management of tourist destinations can encourage them to care more and invest in the sustainability of tourism in Klaisu Village.

The outcomes in this study highlight the importance of four main aspects in the sustainable HR development strategy in Klaisu Village: training and education, community empowerment, collaboration with external parties, and promotion of local culture. Improving community capacity through training in sustainable agriculture, agro-processing, and tourism management is essential to prepare them to manage and utilise existing natural resources more efficiently. This will provide the necessary skills to improve the quality of local products such as bananas, betatas, and cacao, which have great potential to be further developed in the tourism industry.

However, as exemplified by Koshy et al. (2014), sustainable human resource development requires not only technical training, but must also be balanced with community empowerment. Communities should not only be trained, but also empowered to make decisions that will affect the future of their villages. The establishment of working groups and discussion forums will provide a platform for the community to plan development steps in a collaborative manner, so that they have a greater sense of responsibility towards the sustainability of this community-based tourism project.

Collaboration with external parties, such as NGOs and the private sector, is also needed to provide the financial and technical support needed to improve the management capacity of tourist destinations in Klaisu Village. This collaboration will not only expand the network, but also open up opportunities to get assistance in terms of marketing and promotion.

Finally, the promotion of local culture through social media and cultural events should be an integral part of Kampung Klaisu's tourism development strategy. The use of social media can help introduce the natural beauty and cultural richness of the village to the outside world, while cultural events can raise visitors' awareness about the importance of maintaining local culture. These steps will not only attract more tourists, but will also have a huge positive impact on the local economy of Klaisu Village.

6. Conclusions

Klaisu Village has enormous and sustainable tourism potential, with various natural commodities such as bananas, betatas, chayote, duku, pete, cocoa, avocado, durian, naning, vanilla, langsat, and ironwood. This natural wealth provides a strong basis for developing nature-based tourism that can provide long-term economic benefits to local communities. To optimise this potential, sustainable human resource development is an important step. Some of the strategies that need to be applied in developing human resources in Klaisu Village are organising sustainable agriculture workshops and training on agricultural product processing, which will help the community in managing and utilising natural resources efficiently. In addition, the formation of working groups and discussion and deliberation forums will ensure that all parties are actively involved in development planning and implementation. Cooperation with Non-Governmental Organisations (NGOs) and business partners is also crucial to provide technical and financial support. In addition, the promotion of the village through social media campaigns and the organisation of cultural events will increase the visibility of Klaisu Village as an attractive tourist destination.

However, despite its great potential, sustainable HR development in Klaisu Village faces several inhibiting factors. Among these are product and service marketing issues, family-related social issues, and financial limitations that hinder the community's access to adequate training and facilities.

Based on the results of this study, there are several suggestions given to the Village Head, Jayapura Regency Tourism Office, and the Klaisu Village community to support the development of sustainable community-based tourism. The Village Head expected to encourage the active participation of the community in the management of tourist destinations by involving them in the entire process, from planning, implementing, to monitoring the development programme. This will create a strong sense of ownership towards tourism management and strengthen community involvement. In addition, promoting training and education related to natural resource management and tourism is essential to increase the capacity of local human resources and ensure community readiness to face the challenges of sustainable tourism management. The Village Head also needs to strengthen cooperation with related parties, such as the Jayapura Regency Tourism Office, to support the development of infrastructure that supports tourism and introduce and promote the tourism potential of Klaisu Village to visitors, both domestic and foreign. With the implementation of these strategies, Klaisu Village can become a model of sustainable community-based

tourism development, which not only provides long-term economic benefits, but also preserves nature and local culture.

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