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Empowering Local Communities for Sustainable Tourism: A Case from Indonesia

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Abstract

The sustainability of tourist villages is a challenge in facing modernization that has the potential to shift local cultural values. This study aims to explore the management strategy of tourism villages based on local wisdom in maintaining sustainability, with a case study in Hendrosari Village, Gresik Regency. Using qualitative methods, this study collects data through in-depth interviews with village managers, communities, and other stakeholders, and analyzes supporting and inhibiting factors for sustainability using a SWOT approach. The research findings indicate that local wisdom plays a central role in preserving cultural identity and enhancing community involvement in tourism. However, modernization and changes in social values pose challenges that affect the sustainability of tourist villages. The strategies implemented include strengthening institutions, enhancing community capacity, and diversifying tourism products based on local traditions. The sustainability of tourist villages depends on the balance between cultural preservation, economic adaptation, and the optimization of community-based tourism opportunities. The limitations of this research lie in the scope of the location being confined to a single tourist village, thus further research with a comparative approach to other tourist villages is necessary to expand empirical findings regarding the sustainability of tourist villages in Indonesia.

Keywords: Local Wisdom, Sustainability, Tourism Village

Introduction

Sustainable tourism has become a primary focus in various development policies, especially in countries rich in natural and cultural resources. In this context, empowering local communities is a crucial aspect in ensuring the sustainability of the tourism sector (Khalid et al., 2019). Community involvement not only plays a role in preserving environmental integrity and cultural heritage but also provides economic benefits that can enhance their well-being. However, in practice, efforts to empower communities in managing tourist villages often face various structural, social, and economic challenges that hinder the achievement of sustainability goals. Theoretically, the concept of community empowerment in sustainable tourism is rooted in the community-based development paradigm that emphasizes the active participation of the community in decision-making and the independent management of tourism resources. This approach is believed to create a balance between economic, social, and environmental aspects in the development of the tourism sector. In the context of tourist villages, empowerment strategies become increasingly important considering that tourist villages are social entities that not only

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function as tourist destinations but also as living spaces for local communities that are closely linked to cultural values and local wisdom.

Various studies indicate that there remains a significant gap between the empowerment policies initiated by the government and the reality of implementation on the ground (Markantoni et al., 2018). Many tourism village development programs are top-down in nature, thus failing to adequately consider the specific characteristics and needs of the local community. Furthermore, the limitations in community capacity regarding managerial aspects, technical skills, and access to capital and markets often serve as hindrances to the sustainable management of tourism villages. In some cases, external interventions create a dependency on outside assistance, ultimately undermining the community's independence in managing the tourism sector (Fischer, 2018). On the other hand, the role of local wisdom in empowering tourism village communities is an aspect that has yet to be fully optimized (Chusmeru et al., 2023). The local wisdom that reflects the values, norms, and traditional practices of the local community has great potential in supporting the sustainability of tourist villages. Traditions, customs, and social systems that have been passed down through generations often reflect sustainability principles that align with the goals of community-based tourism management. However, in many cases modernization and globalization have eroded traditional values, thereby weakening the role of local wisdom in tourism development (Li et al., 2023). In addition to social and cultural aspects, institutional factors also play a crucial role in determining the success of community empowerment in the sustainable tourism sector. A solid and adaptive institutional structure enables the community to engage in inclusive decision-making, manage resources more effectively, and establish strategic partnerships with various stakeholders. However, many tourist villages still face challenges in building a transparent and accountable institutional system. Issues such as the dominance of elite groups, weak coordination among stakeholders and low capacity in strategic planning often become obstacles in the management of tourist village institutions (Nguyen et al., 2020).

The Indonesian government has adopted various policies to encourage the development of community empowerment-based tourist villages. Various programs such as Independent Tourist Villages and Tourism Villages have been implemented with the aim of increasing community involvement in the tourism sector. However, the effectiveness of these programs still needs to be examined in depth, particularly in terms of sustainability and their impact on community welfare. Therefore, a more holistic approach is required to understand how community empowerment can be effectively integrated into the management of sustainable tourist villages. The table of Village Status in Indonesia for the years 2019-2023 will be presented as follows:

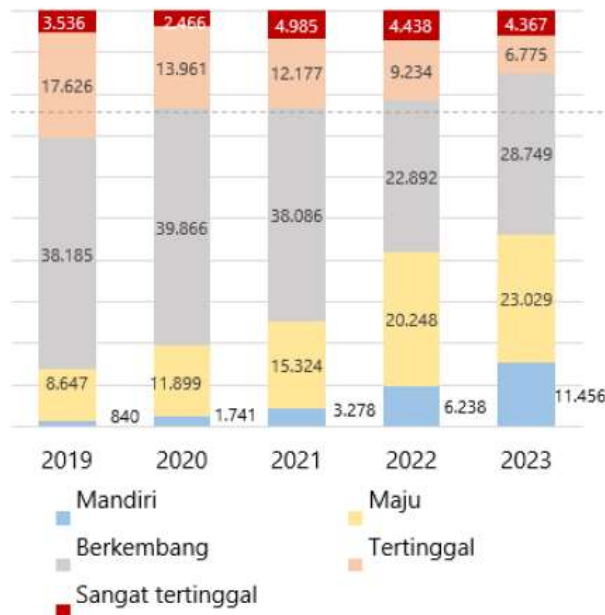


Figure 1. Status of Villages in Indonesia 2019-2023
Source: The Ministry of Village and Underdeveloped Region Development (2024)

Figure 1 illustrates the development status of villages in Indonesia from 2019 to 2023 based on the categories of Independent, Advanced, Developing, Left Behind, and Very Left Behind. This data depicts the transformation of villages in Indonesia, with a trend of increasing advanced villages and a decrease in the number of villages in the left behind and very left behind categories. In 2019, the number of villages in the Independent category was still very few, while Developing villages dominated. Villages in the Left Behind and Very Left Behind categories still represent a significant number, indicating that many villages still require development intervention. In the following years, there was a significant increase in the number of villages classified as Advanced and Independent. The most striking change is observed in the increasing number of Independent villages, which has continued to rise each year, especially since 2021.

On the other hand, villages in the Very Underdeveloped category show a fairly consistent downward trend, from more than 3,500 villages in 2019 to around 4,300 in 2023. Although there are slight fluctuations in the number of Underdeveloped villages, there has generally been a decline compared to the beginning of the observation period. This indicates successful development efforts that have pushed villages to a better level. The changes in the number of Advanced and Developing villages are also quite significant. Villages in the Advanced category have steadily increased, especially since 2021. Meanwhile, Developing villages have experienced a slight decline year by year, indicating that most villages that were previously Developing have improved their status to become Advanced or Independent villages.

Based on the Regional Regulation of East Java Province Number 4 of 2022 concerning the Empowerment of Tourist Villages, it explains the organization of tourist villages based on the principles of: 1) Authenticity; 2) Local traditions; 3) Community participation; 4) Attitudes and

values; 5) Added value; 6) Sustainability of management; 7) Collaboration; 8) Neutrality; and 9) Conservation and carrying capacity. The Regional Regulation of East Java Province Number 4 of 2022 provides a clear foundation for the organization of tourist villages to operate sustainably and be based on community empowerment. The nine established principles reflect a holistic approach to the development of tourist villages, which is not only oriented towards economic growth but also considers social, cultural, and environmental aspects. The implementation of these principles requires commitment from various stakeholders so that tourist villages can develop optimally and provide benefits to the local community sustainably.

This research is intriguing as it explores the empowerment of local communities in supporting the sustainability of tourist villages, an aspect that is increasingly relevant in the era of sustainable tourism. By highlighting the role of local wisdom, this study reveals how traditional values can be integrated into the management strategies of tourist villages to not only enhance the economic welfare of the community but also preserve cultural and environmental sustainability. This study is also significant in the context of policy, as it provides insights into the effectiveness of regulations and institutional models in ensuring active and inclusive community participation. The urgency of this research lies in the importance of empowering local communities in managing tourist villages sustainably, especially amidst the rising pressures of globalization and climate change that threaten cultural and environmental sustainability. By exploring the potential of local wisdom and appropriate institutional strategies, this research aims to identify best practices that can maintain a balance between economic development and cultural conservation, while also improving the quality of life for local communities. This research is urgently needed to provide a strong empirical foundation for policymakers in formulating more inclusive, adaptive, and sustainable tourism village development strategies. Furthermore, the research problem formulation is as follows: 1) How does the dynamics of community empowerment manifest in the management of tourism villages based on local wisdom? 2) What are the factors that support and hinder the sustainability of tourism villages from the perspective of institutions and community participation? 3) What strategies are implemented by the community in managing tourism villages to maintain cultural values and environmental sustainability?

The subject of this research is located in Hendrosari Village in Gresik Regency, which is a developing village as a community-based tourism destination that emphasizes local wisdom and sustainability principles. This village has natural, cultural, and local product potential that attracts tourists seeking authentic travel experiences. The uniqueness of Hendrosari Village lies in the community's ability to manage local resources while maintaining the traditional values that have been passed down through generations. The next section will review the theoretical foundation, relevant expert debates, research methods, research results, and relevant discussions to strengthen the novelty and urgency of this research.

Village Tourism Development Strategy

The strategy for developing tourist villages is an approach aimed at enhancing the competitiveness of villages as tourist destinations while maintaining a balance between economic, social, and environmental aspects (Adamowicz & Zwolińska-Ligaj, 2020). Several experts have discussed this strategy from diverse perspectives, emphasizing the importance of a holistic approach in managing the potential of tourist villages. Marzo-Navarro et al., (2020) It is emphasized that the development of tourist villages must be based on the principles of sustainability, taking into account aspects of nature conservation, cultural preservation, and

community empowerment as the main actors in its management. Experts highlight that without the active involvement of the community, the development of tourist villages tends to experience stagnation or even harm local communities due to uncontrolled resource exploitation.

Gohori & van der Merwe (2020) added that the tourism village development strategy must pay attention to the dimension of community welfare by ensuring that the economic benefits generated from the tourism industry can be enjoyed by the local community fairly. Experts emphasized the importance of equitable distribution of benefits and an inclusive business model so that tourism villages not only develop economically, but also be able to improve the quality of life of local residents. In this case, the community-based tourism approach is one of the most effective strategies because it provides space for the community to actively participate in planning, management and decision-making related to the tourism sector. Meanwhile, Arintoko et al., (2020) proposed that the tourism village development strategy should be oriented towards strengthening the community's capacity in managing the tourism sector. Experts argue that increased skills, education, and strong institutional support are needed so that tourism villages can develop independently without excessive dependence on external parties. In addition, experts also emphasized that a successful tourist village is a village that is able to create added value from its local assets, both in the form of tourism products, cultural attractions and authentic experiences that can attract tourists.

The strategy for developing tourism villages has also been widely studied by academics and practitioners. Roxas et al., (2020) revealed that the success of tourism villages does not only depend on the natural or cultural potential they have, but also on the effectiveness of governance and synergy between stakeholders. Experts highlighted the importance of collaboration between the government, society, academia and the private sector in creating sustainable management models. The consistency of tourism village synergy can develop without losing cultural identity and still maintain environmental sustainability. Furthermore, Agustang et al., (2021) introduced the concept of community-based tourism which emphasizes that the strategy for developing tourist villages must start from the needs of the community itself. Experts explained that the development process must go through a series of stages, starting from potential identification, preparation of management plans, community capacity building, to environmental and social impact evaluation. This approach aims to ensure that tourism villages not only develop in the short term, but are able to survive in the long term by relying on resources that are wisely managed by the local community. Some indicators of the tourism village development strategy according to Sumantri (2019) in implementing the tourism village development strategy are:

No	Indicator	Sub Indicators
1	Attraction	<p>Site attractions</p> <p>a. Physical Factors: variation of landforms, soil, slope, water conditions, temperature, rainfall</p> <p>b. Biodiversity: Land use, types of animals</p> <p>c. Typical: Location, area, boundaries, spatial layout of the village</p> <p>d. Tourism activities that can be done</p>

		<p>e. The degree of uniqueness of the site, natural or human formations</p> <p>Event attractions</p> <p>a. Socio-Cultural Aspects: Dominance of house shapes, residential household equipment, peculiarities of clothing, customs, customary upacarta, folklore</p> <p>b. Arts: Diversity of arts, art arenas, art events</p> <p>c. Souvenirs: Souvenirs of special foods, home industries, fresh agricultural products</p>
2	Accesibility	<p>a. Highway quality</p> <p>b. Highway width</p> <p>c. Frequency of public transportation</p> <p>d. Quality of access roads</p> <p>e. Width of access road</p> <p>f. Completeness of traffic facilities</p> <p>g. Types of transportation to tourist attractions</p>
3	Amenities	<p>a. Facilities: Types of facilities that can and cannot be on site</p> <p>b. Infrastructure: Electricity, clean water, communication, health facilities, security facilities</p>
4	Community	<p>a. Public knowledge</p> <p>b. Community attitude in the development of tourism villages</p> <p>c. Community participation in the development of tourism villages</p>
5	Tourist	<p>a. Characteristics of tourists</p> <p>b. Tourism motivation</p> <p>c. Frequent tourist activities</p>
6	Government and Tourism Management	<p>a. Policy</p> <p>b. Promotion</p> <p>c. Tourism events</p> <p>d. Development constraints</p> <p>e. Development efforts by managers</p>

Table 1. Tourism village development strategy indicators

The theory of tourism village development strategy has a significant use in this study because it provides a conceptual framework to understand how tourism villages can be managed sustainably by involving local communities as the main actors (Aquino et al., 2018). This theory helps identify key elements in the development of tourist villages, such as community-based planning, optimization of local resources, as well as marketing strategies and economic sustainability. The use of this theory is to explore various approaches that have been applied in the management of

tourist villages and examine their effectiveness in creating welfare for the community without sacrificing cultural and environmental sustainability. This theory plays a role in analyzing the challenges faced in the development of tourism villages, including institutional problems, inequality in the distribution of economic benefits, and the potential negative impact of uncontrolled tourism exploitation.

Local Wisdom Theory

Local Wisdom Theory is a concept that highlights the role of local wisdom in shaping the social, cultural, and economic system of the community (Huda et al., 2020). This theory departs from the understanding that every community has values, norms, and practices that are inherited from generation to generation that serve as a guide in living life. Local wisdom not only reflects the cultural identity of a society but also becomes an adaptation mechanism in the face of social, economic, and environmental changes. From the perspective of a tourist village, local wisdom plays a role in maintaining a balance between the use of resources for economic interests and the preservation of sustainable culture and environment.

Some experts give different views on the concept of local wisdom. Zulfadrim et al., (2018) highlighted that local wisdom is a form of social adaptation born from the interaction of the community with the surrounding environment. Experts emphasized that in traditional communities, local values are not only inherited orally but also embodied in the practices of daily life, including in the way they manage natural resources and build social interactions. Experts argue that local wisdom has a dynamic nature, which means that traditional values can evolve along with the changing times without losing their essence. Cvetkovich (2018) provides a more critical perspective by stating that local wisdom is not just a static cultural heritage but a product of the process of interaction between communities and various external influences including modernization and globalization. Local wisdom can be distorted if not properly maintained, especially when people begin to adopt values from outside that are not always in accordance with their cultural context. Experts emphasized the importance of revitalizing local wisdom through education and supportive policies so that traditional values remain relevant in modern life.

Parameswara & Wulandari (2020) highlighted that local wisdom has a central role in sustainable development, especially in the context of a community-based economy. Experts argue that time-tested local practices are often more effective in maintaining ecological balance than modern approaches that tend to be exploitative. For example, in the management of tourist villages, people who still hold fast to local wisdom tend to be more aware of the importance of protecting the environment and maintaining their culture so that tourism can develop without sacrificing the identity and sustainability of the local community. However, not all experts agree with the idea that local wisdom always has a positive impact. Abas et al., (2022) criticized that in some cases, practices based on local wisdom can be an obstacle to innovation if not adapted to the times. Experts point to the example that some local traditions that are too closed to external influences can hinder economic growth and slow down the adoption of technologies that can improve people's well-being. Therefore, experts suggest that local wisdom must be managed adaptively by accommodating changes that remain in line with the basic values that have long been embraced by the community.

The theory of local wisdom has significant utility in this research as it provides a conceptual framework for understanding how traditional values can be integrated into the sustainable management of tourist villages. This theory aids in analyzing how local communities maintain,

adapt, or transform their cultural practices in the face of modernization and tourism dynamics. By employing this perspective, the research can identify the role of local wisdom in shaping management strategies that are not only oriented towards economic growth but also preserve social and environmental sustainability.

Sustainable Theory

Sustainable theory is a concept rooted in the principle of sustainability in various aspects of life including economic, social and environmental (Mensah, 2019). This theory departs from the idea that development must be carried out by considering the balance between meeting the needs of the current generation without sacrificing the ability of future generations to meet their own needs. This concept was first formally introduced in the Our Common Future report by the Brundtland Commission (1987) which emphasized the importance of a holistic development approach so that human welfare can continue to improve without damaging the ecosystem that supports it (Tomislav, 2018). Sustainable theory is relevant because it provides a framework for understanding how tourism can be developed while preserving the culture, environment, and welfare of local communities.

Some experts have different views on the application of sustainability in resource management and development. Yuan et al., (2020) argues that sustainability must have an approach based on economic efficiency and ecological balance. They argue that development can only be said to be sustainable if the negative impact on the environment can be controlled through technological innovation and effective policies. However, criticism of this view comes from Bengtsson et al., (2018) which states that true sustainability cannot be achieved by relying solely on economic efficiency but must involve a paradigm shift in resource consumption and production patterns. Experts emphasized that there are ecological limits that cannot be surpassed, so the concept of sustainability should not only focus on economic growth.

The debate on sustainable theory also includes social aspects that are increasingly receiving attention in academic discourse. Haughton (2021) emphasizes that sustainability includes not only economic and environmental dimensions but also social justice that ensures that the benefits of development can be felt by all levels of society. Experts criticize development models that tend to be exploitative and emphasize that sustainability must be measured based on social welfare and economic equity. According to him, rapid economic development can still go hand in hand with environmental improvements if supported by innovation and flexible regulations. This difference in perspective shows that there is a tension between the need for economic development and environmental protection efforts which is the core of sustainability theory.

In the context of tourism, Asmelash & Kumar (2019) develops a sustainability model in tourism with a more specific approach. Experts propose the Tourism Area Life Cycle (TALC) which explains how tourist destinations experience a development cycle from the stages of exploration, growth, consolidation, stagnation to the possibility of decline or regeneration. Experts continue that sustainability in the tourism sector can only be achieved if a destination is able to manage tourism growth carefully so as not to cause environmental degradation and excess tourist capacity. In the context of tourist villages, this model is relevant because it shows that without proper management, tourism villages that initially developed rapidly can actually experience setbacks due to overexploitation of local resources and culture. Wondirad & Ewnetu (2019) added that sustainability in tourism cannot depend solely on government regulations or external interventions but must involve community participation in every stage of management. They

argue that the concept of sustainability in tourism villages must reflect a balance between the economic needs of the community, environmental conservation, and cultural preservation. Sustainability can only be achieved if tourism villages are not only oriented towards economic growth but also take into account the long-term impact on the well-being of communities and the ecosystems that support their lives. Dwyer & Cavlek (2019) highlights that sustainability in tourism is increasingly complex in the era of globalization where market pressures and changing tourist preferences can shift the social and cultural dynamics in tourist destinations. Experts argue that although the principle of sustainability has been widely adopted in tourism policies, there are still many destinations that experience environmental degradation and social inequality due to weak implementation of sustainability policies. Therefore, he emphasized the need for periodic evaluation of the impact of tourism and the implementation of adaptive strategies so that sustainability is not only a theoretical concept, but also applied in practice in the management of tourist destinations. Furthermore, the indicator of sustainable theory used in this study will be presented as follows:

No	Indicator	Sub Indicators
1	Choice matter	<ul style="list-style-type: none"> • It is impossible to maintain everything, everywhere, forever • Transitions and pathways to sustainability are key • Because the system is dynamic, sustainability is a target movement; There is no end point for efforts to achieve or maintain it. • For each identified place or region and for each identified material or condition there will be some parts of a lower or greater sustainability • Gradual changes and sudden shifts in relation to the threshold are both possible
2	Sustainability is a normative concept	<ul style="list-style-type: none"> • The idea of sustainability is closely related to what we want to see • What is desired varies with the frame of reference: People have different desires and assess future possibilities in different ways depending on the situation • Research provides a better understanding that is relevant to normative decisions
3	Sustainability is a fuzzy concept	<ul style="list-style-type: none"> • Sustainability is defined differently by different communities and interest groups • Because this term is applied to many different desires, the meaning is not always clear • Perception is important for sustainability-relevant assessment and management

		<ul style="list-style-type: none"> • Utilitarian and humane values tend to be the primary concerns, but a single concern on a narrow definition can lead to serious harm
4	Scale matters in both space and time	<ul style="list-style-type: none"> • What is sustainability on one scale may struggle on a small scale or a large scale, to be sustainable, a city needs connections to support sustainable rural areas • Conditions change over time and trends affect progress with respect to sustainability goals from local to global scale
5	Place matters	<ul style="list-style-type: none"> • Places (at any scale) are different: Fundamentally the characteristics of the physical environment available to maintain are also different • Culture differs from place to place and greatly influences people's efforts to move forward along the path to sustainability
6	Systems thinking is an organizing concept	<ul style="list-style-type: none"> • The system of concern for sustainability and sustainable development efforts is connected and embedded • Dependencies between systems vary in space and time • Both the nearest and major drivers of conditions and changes are important
7	Limits exist	<ul style="list-style-type: none"> • The earth is limited and although humans have the capacity to modify conditions and resource production, there are physical limits to how far various aspects of the system can be pushed • Feedback affects system resilience and proximity to thresholds • Renewable resources should be removed and used no more than the update level
8	Sustainability is interconnected with other essential concepts	<ul style="list-style-type: none"> • Practitioners must be aware of resilience, adaptive capacity and vulnerability
9	Change is an essential consideration and challenge for sustainability	<ul style="list-style-type: none"> • Environment (climate and marine systems, land use and land cover), economic and socio-cultural changes are factors in sustainability • Changes in one location or scale can spread through the system at different scales

		<ul style="list-style-type: none"> • Unexpected changes are what are known as "surprises" and require an adaptive approach to management.
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Table 2. Sustainable theory indicators

Source: (Harrington, 2016)

The sustainable theory has a crucial utility in this research as it provides an analytical framework for understanding how tourist villages can be developed without compromising environmental, social, and economic sustainability. The use of this theory allows for the exploration of management strategies for tourist villages that ensure a balance between resource exploitation and conservation, so that tourism becomes not only a tool for short-term economic growth but also capable of providing benefits to local communities sustainably. This approach enables the identification of factors that support or hinder the implementation of sustainability principles in the management of tourist villages, including regulatory aspects, the role of the community, and government policies.

Methods

This study uses qualitative research methods because it aims to deeply understand social, cultural, and institutional dynamics in the management of sustainable tourism villages. This method allows for the exploration of the experiences, perceptions, and practices of local communities in managing tourist villages that cannot be fully disclosed through a quantitative approach (Wasiaturrahma et al., 2022). Qualitative research provides flexibility in exploring social phenomena contextually so that it can capture complex and dynamic realities in community empowerment and the application of sustainability principles in tourism villages. This approach is very much in line with the research objectives which focus on understanding the process, interaction and meaning constructed by the community in developing tourism villages based on local wisdom.

The data collection technique in this study was carried out through in-depth interviews which aimed to obtain richer and more comprehensive information from informants who had direct involvement in the management of tourist villages (Putra et al., 2023). In-depth interviews allow researchers to explore perspectives, experiences and challenges faced by communities and other stakeholders in managing tourism villages sustainably. This technique provides flexibility for informants to express their views openly and deeply so that researchers can capture social nuances and qualitative aspects that cannot be revealed through quantitative data. Furthermore, the informants of this study are:

No	Research Informant	Position
1	First Informant	Head of Destination and Tourism
2	Second Informant	Economic Sector of East Java Province Bappeda
3	Third Informant	Head of Culture of East Java Province
4	Fourth Informant	Economy and Human Resources
5	Fifth Informant	Non-Governmental Mobilizer of Gresik Regency
6	Sixth Informant	Gresik Regency Tourism and Culture Office
7	Seventh Informant	Head of Hendrosari Village

8	Eighth Informant	Secretary of Hendrosari Village
9	Ninth Informant	Menganti District Officer
10	Tenth Informant	Chairman of BumDesa Hendrosari
11	Eleventh Informant	Hendrosari Tourism Village Manager
12	Twelfth Informant	Employee of Hendrosari Tourism Village
13	Thirteenth Informant	Ticketing Employee of Hendrosari Tourism Village
14	Fourteenth Informant	Local "Dilan" MSME Owners
15	Fifteenth Informant	Local "Batik" MSME Owners
16	Sixteenth Informant	Local "Hawker" MSME Owners

Table 3. Research informant

This study uses a purposive technique based on certain criteria that are relevant to the research objectives. This technique was chosen because this study does not aim to obtain statistical generalizations, but rather to understand the experiences and insights of individuals who have knowledge and direct involvement in the management of tourist villages. The informants in this study include tourism village managers, local communities who play an active role in the tourism sector, and other stakeholders such as local governments and academics who have expertise in the field of sustainable tourism. The use of purposive sampling ensures that the data obtained is relevant and in-depth so that it is able to provide richer insights in analyzing factors that affect the sustainability of tourism villages.

The data analysis technique in this study is carried out qualitatively with an interpretive approach to deeply understand the phenomena that occur in the management of sustainable tourism villages. The data analysis process starts from the data reduction stage, where information obtained from in-depth interviews, observations and related documents is selected, categorized and arranged based on themes relevant to the research objectives. This data reduction aims to filter the most significant information and avoid redundant data. Furthermore, the reduced data is organized and presented in the form of a descriptive narrative that systematically describes the main findings.

The validity of the data of this study uses the source triangulation and data triangulation methods. Source triangulation is carried out by comparing information obtained from various informants, such as tourism village managers, local communities, and other stakeholders, to ensure consistency and credibility of the data (Natow, 2020). Using this method, the research can identify similarities and differences of views that arise in the context of community empowerment and the application of sustainability principles in tourist villages. Meanwhile, data triangulation is carried out by verifying the results of interviews through other sources, such as policy documents, official reports, and direct observations in the field. This process aims to ensure that the data collected is not only based on the subjectivity of the informant, but also has a relationship with empirical evidence that can strengthen the interpretation of the research results. Through the application of this analysis technique, the research is expected to be able to produce findings that are more accurate, contextual, and have academic and practical contributions in the development of tourism villages based on local wisdom and sustainability.

Results and Discussion

Dynamics of Tourism Village Management Based on Local Wisdom

The results of the interview with the First Informant, who serves as the Head of the Destination and Tourism Division, indicate that local wisdom plays a very significant role in the management of tourist villages. A tourist village manager stated:

"We always adhere to the values of our ancestors in managing this tourist village. Every decision taken must go through deliberation with residents so that no one feels disadvantaged. The principle of mutual cooperation is part of our identity, so in tourism management, all elements of society must be involved." (Interview conducted on September 23, 2024 at 12.00 WIB)

This shows that community involvement in decision-making is the main principle that continues to be maintained to ensure the sustainability of tourism villages. The second informant who was also interviewed emphasized the importance of preserving cultural heritage in every aspect of tourism management. The informant says:

"Tourism must not erase our traditions. Traditional ceremonies, local arts, and rules inherited by ancestors must remain respected. We always remind the younger generation to continue to uphold these values even though our village is increasingly known to tourists." (Interview conducted on September 23, 2024 at 13.00 WIB)

This statement indicates that the local community has concerns about the loss of cultural identity due to tourism modernization. Therefore, indigenous communities play an active role in overseeing every policy implemented in the tourism village so that it remains in line with local values. The third informant as the Head of Culture of East Java Province revealed:

"Tourists come here not only to enjoy the scenery, but also to experience our life. The products we offer, from handicrafts to culinary, are all based on traditions that have been passed down from generation to generation. That's what makes this tourist village different." (Interview admitted on September 27, 2024 at 12.00 WIB)

However, the informant also acknowledged the challenges in maintaining traditional values in the midst of the times. In line with this, the fourth informant as the Economic and Human Resources Division of East Java Province explained:

"Young people are now more influenced by outside culture. If there is no effort to preserve this cultural heritage, over time the identity of the village can be lost". The interview was conducted on September 27, 2024 at 13.00 WIB)

The fifth informant as a Non-Governmental Mobilizer of Gresik Regency gave the view that tourism villages based on local wisdom must be able to adapt without losing their identity. The informant further stated:

"The sustainability of tourism villages depends not only on how strongly communities maintain traditions, but also on the extent to which they are able to manage change. Some successful tourist villages actually make local wisdom an effective marketing strategy. They package cultural experiences to be the main attraction for tourists." (Interview conducted on September 30, 2024 at 12.00 WIB)

The concept of sustainability in the management of tourism villages still faces major challenges,
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especially in balancing economic interests and environmental sustainability. The Sixth Informant revealed:

"We are aware that it is impossible to keep everything forever. We have to choose priorities in the management of this tourist village. If we only focus on attracting tourists without protecting the environment, then in the long run, the attractiveness of this village will be lost". (Interview conducted on October 4, 2024 at 12.00 WIB)

This statement illustrates that sustainability is not a statically achievable end goal, but a process that is constantly moving and requires adjustment along with social and economic dynamics. The Seventh Informant highlighted that the concept of sustainability often has different meanings for each interest group, further stating:

"For local communities, sustainability may mean preserving their traditions and livelihoods, while for tourists, sustainability may mean access to destinations that remain attractive. Therefore, the alignment between these various perspectives is a challenge in itself". (The interview was conducted on October 4, 2024 at 13.00 WIB)

This shows that sustainability is not a uniform concept, but is influenced by various normative factors that depend on the interests and backgrounds of each party. The Eighth Informant as the Secretary of Hendrosari Village expressed his views on the difference in scale in the application of the sustainability concept, further explaining:

"If we talk about sustainability in this village, then what must be considered is how the village can continue to develop without losing its natural resources. But if we talk on a larger scale, there may be other factors such as the linkage of this village with the wider tourist market". (Interview conducted on October 9, 2024 at 12.00 WIB)

This statement is in line with the theory that sustainability at one scale is not always easy to apply at different scales, so a more flexible approach is needed in sustainable tourism management. The results of the interview of the Ninth Informant as an Employee of Menganti District emphasized that change is a big challenge in an effort to maintain the sustainability of the tourist village, further explaining:

"The environment, economy, and even tourist visit patterns are always changing. Sometimes tourists prefer tranquility, sometimes they are looking for more modern entertainment. We must be able to adapt to these changes without sacrificing the character of the village". (Interview conducted on October 21, 2024 at 12.00 WIB)

This illustrates that sustainability is not only related to environmental aspects, but also to the ability of people to adapt to changes that occur globally and locally. The Tenth Informant as the Chairman of Bumdesa Hendrosari emphasized the limitations of existing resources as follows:

"Not all aspects of the village can be developed without limits. There are physical and social limits that must be taken into account. For example, if the number of tourists is too large, the carrying capacity of the village will decrease and actually harm the community". (Interview conducted on October 18, 2024 at 13.00 WIB)

The results of the interviews show that sustainability in tourism villages is a complex concept and cannot be applied uniformly. The community, tourism managers, academics, and policy makers have different perspectives in understanding and implementing the principles of sustainability (Guo et al., 2019). Therefore, the strategies implemented must be adaptive,

participation-based, and consider the linkages between various economic, social, and environmental aspects so that tourism villages can survive in the long term. The dynamics of tourism village management based on local wisdom are inseparable from the challenge of maintaining a balance between cultural preservation and modernization (Kaunaen et al., 2024). The community tries to maintain their identity by remaining open to changes that can bring benefits to the development of tourist villages. Therefore, the strategy applied in the management of tourist villages must be able to accommodate these two aspects so that tourist villages continue to have a unique attraction without losing their cultural roots.

Supporting and Inhibiting Factors for the Sustainability of Tourism Villages

The discussion of supporting and inhibiting factors for the sustainability of tourism villages in this study will be reviewed through the use of SWOT analysis based on the results of interviews that have been conducted. SWOT analysis was used in this study to identify internal and external factors that affect the sustainability of Hendrosari Tourism Village. This approach allows mapping strengths and weaknesses as internal factors that play a role in the management of tourist villages, as well as opportunities and threats originating from the external environment (Puyt et al., 2023; Vladoš, 2019). The SWOT analysis provides a clearer picture of the extent to which the potential of tourism villages can be maximized and what challenges must be overcome so that sustainability can be realized (Kiři, 2019). This analysis is also the basis for formulating a more adaptive and contextual strategy so that Hendrosari Tourism Village can develop while maintaining a balance between economic, social, cultural, and environmental aspects. Regarding the tourist village Strengths indicators, they contain: 1) Diversity of Local Resources, the uniqueness of local culture such as the tradition of earth almsgiving, regional art performances, and palm tree-based products; 2) High Community Participation, the community is actively involved in the management of tourist villages, including in the maintenance of public facilities and the development of tourist attractions; 3) Strong Local Identity, Hendrosari Tourism village has a distinctive cultural character; 4) Support from the Government and External Parties, the existence of policies that support the development of tourist villages; 5) Awareness of Sustainability, the community has a high commitment to preserving the environment and local culture.

Regarding the Weakness indicator, it contains: 1) Lack of Transparency in Finance, limited public access to financial information causes distrust that can hinder their participation in the management of tourist villages; 2) Limited Human Resource Skills, lack of expertise in the fields of tourism management, digital marketing, and customer service limit people's competitiveness; 3) Low Involvement of the Young Generation, lack of interest of the young generation in the local tourism industry resulting in a regeneration gap in the management of tourist villages; 4) Inadequate Infrastructure, tourism support facilities such as sanitation and waste management systems, still need to be improved to make the tourist experience more comfortable; 5) Promotion that has not been maximized, undirected and sporadic marketing strategies are obstacles in reaching a wider market. Regarding the Opportunities indicator, it contains: 1) Increasing Interest in Community-Based Tourism, tourism trends that focus on authentic experiences and direct interaction with local communities are opportunities; 2) Development of Digital Technology, the advancement of digital technology opens up opportunities for wider promotion at a more cost-effective rate; 3) Government Policy Support, increasing government attention to community-based tourism development can be an opportunity to obtain funding and technical assistance; 4)

Potential for the Development of New Tourism Products, villages can enrich tourist attractions by offering educational programs based on local culture; 5) Collaboration with External Parties, partnerships with academics, the private sector, and non-governmental organizations can provide benefits.

Regarding the Threats indicators, we will review them as follows: 1) The Impact of Modernization and Commercialization, efforts to meet the expectations of modern tourists risk sacrificing the authenticity of local culture and traditions; 2) Potential Conflicts of Interest Between Stakeholders, differences of interest between communities, village governments, and external partners in terms of benefit distribution; 3) Environmental Impact due to the Surge in Tourists, an increase in the number of tourists can put pressure on the local ecosystem; 4) Competition with Other Tourist Destinations, the increase in tourist villages with similar attractions increases the level of competition; 5) Dependence on External Funding Sources, funding from external parties without sustainability can weaken the independence of tourism villages in the long term.

Tourism Village Management Strategy in Maintaining Local Culture

The strategy for managing Hendrosari Tourism Village in preserving local culture is based on a SWOT analysis that identifies strengths, weaknesses, opportunities, and threats in the management of the tourism village. In maintaining cultural sustainability, the strategies implemented focus on strengthening the role of the community as the main actors in preserving traditions, optimizing local potential as tourist attractions, and utilizing opportunities from the development of community-based tourism. More details will be presented in Table 4 as follows:

SW OT	<p>Strengths</p> <ol style="list-style-type: none"> 1. Rich Local Resources 2. High Community Participation 3. Strong Local Identity 4. Government Support and External Partners 5. Sustainability Awareness 	<p>Weakness</p> <ol style="list-style-type: none"> 1. Lack of Transparency in Financial Management 2. Limited Capacity of Human Resources 3. Lack of Participation of the Young Generation 4. Inadequate Infrastructure 5. Non-Optimal Promotion
<p>Opportunity</p> <ol style="list-style-type: none"> 1. Increased Interest in Community-Based Tourism 2. Advancement of Digital Technology 3. Government Policy Support 	<p>Strategy S-O</p> <ol style="list-style-type: none"> 1. Integrating the Wealth of Local Resources with Community-Based Tourism Trends 2. Optimizing Government Support 3. Using Digital Technology 	<p>Strategy W-O</p> <ol style="list-style-type: none"> 1. Training the Young Generation through Partnerships with Academics and Non-Governmental Organizations 2. Utilizing Digital Technology

<ol style="list-style-type: none"> 4. Potential for Diversification of Tourism Products 5. Collaboration with External Partners 	<ol style="list-style-type: none"> 4. Leveraging Partnerships with External Parties 5. Using Sustainability Awareness 	<ol style="list-style-type: none"> 3. Developing Infrastructure with Government Support 4. Diversify Tourism Products 5. Improving Infrastructure with Technology Support and External Partners
<p>Threats</p> <ol style="list-style-type: none"> 1. Pressure from Modernization and Commercialization 2. Conflicts of Interest Between Stakeholders 3. Environmental Impact of the Surge in Tourists 4. Competition with Other Tourist Destinations 5. Dependence on External Funding Sources 	<p>Strategy S-T</p> <ol style="list-style-type: none"> 1. Managing Conflicts of Interest by Prioritizing Local Values and Solidarity 2. Using Local Identity to Compete with Other Destinations 3. Integrating Sustainability Awareness into Promotion Strategies 4. Leveraging Partnerships to Address Environmental Pressures 5. Using Local Traditions to Attract Tourists 	<p>Strategy W-T</p> <ol style="list-style-type: none"> 1. Overcoming Human Resource Capacity Limitations 2. Strengthening Conflict Resolution Mechanisms 3. Integrate Data-Based Evaluation 4. Securing Sustainable Funding 5. Building an Incentive System to Increase the Participation of the Young Generation

Table 4. SWOT analysis strategy

Conclusion

This research demonstrates that the empowerment of local communities plays a highly significant role in the sustainable management of tourist villages. The dynamics of managing the Hendrosari Tourist Village reveal that local wisdom is a key element in preserving the village's cultural identity, while also being a determining factor in the success of community-based tourism strategies. The sustainability of tourist villages relies not only on the preservation of traditional values but also on how communities can adapt to the changing times without losing the cultural essence that has been inherited. Through strategies based on community participation and strong institutional support, Hendrosari Village is able to maintain a balance between economic, social, and environmental interests in managing its tourism potential.

The SWOT analysis conducted in this research identifies the supporting and inhibiting factors for the sustainability of tourist villages. The main strength lies in the active involvement of the community in preserving and managing cultural assets, while the primary challenge arises from modernization that can shift local values and dependence on the tourism sector, which is

vulnerable to market changes. To address these challenges, the management strategies implemented emphasize institutional strengthening, optimization of local resources, and capacity building for the community in managing changes occurring in the tourism sector. An approach based on local wisdom not only serves as a tool for cultural preservation but also as a strategy that can enhance the competitiveness of tourist villages in an increasingly competitive tourism industry.

This research provides insights into the management strategies of tourist villages based on local wisdom and sustainability, and there are several limitations that need to be considered. First, this study focuses solely on one tourist village, thus generalizing the research findings to other tourist villages requires further investigation. Second, the data obtained primarily comes from in-depth interviews and observations, which, while providing a rich understanding of the local context, still have limitations in measuring the long-term impacts of the strategies implemented. Therefore, further research with a comparative approach to several tourist villages, as well as the use of quantitative methods to measure economic and social impacts more comprehensively, could be a direction for future research development.

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