

Strategies For Human Resource Development to Enhance Community-Based Tourism in Bonjeruk Village, Jonggat Sub-District, Central Lombok Regency

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ABSTRACT: This study aims to identify training needs, development strategies, and challenges faced by the community in managing community-based tourism in Bonjeruk Village. The research employed a qualitative approach using in-depth interviews, participatory observation, and documentation. The findings reveal that the community requires training in guiding, local cultural storytelling, homestay management, digital marketing, micro, small, and medium enterprise (MSME) entrepreneurship, as well as basic English proficiency. Human resource development strategies were carried out through tourism awareness campaigns, productive skill training, culinary training, and village evaluation forums. However, these efforts still face obstacles such as low community self-confidence, limited training facilities, and weak inter-institutional coordination. This study recommends the design of contextual, sustainable, and participatory training programs, along with the integration of human resource development into the village's Medium-Term Development Plan (RPJMDes). The findings are expected to serve as a foundation for formulating effective and sustainable human resource capacity-building policies in strengthening tourism villages.

KEYWORDS: Human Resources, Tourism Village, Community Empowerment, Community-Based Tourism.

I. INTRODUCTION

Indonesia is an archipelagic country rich in cultural, ethnic, and linguistic diversity, where each region possesses unique local characteristics in terms of culture, language, customs, and historical heritage. This richness not only shapes national identity but also serves as a key potential for the development of sustainable tourism. From the perspective of the creative economy, tourism is not merely a service sector but also a medium of social transformation that can improve community welfare, particularly in rural areas endowed with cultural and natural wealth. Through a community-based approach, tourism can stimulate local economic growth, preserve cultural heritage, and optimize local resources. Therefore, human resource development strategies play a crucial role in accelerating the advancement of community-based tourism, such as in Bonjeruk Village, Central Lombok Regency. This is relevant since the tourism sector contributes approximately 4.1% to the national Gross Domestic Product (GDP) and generates more than 12 million jobs (Rahma, 2020), underscoring its strategic role in national development as well as in expanding access to infrastructure, education, and community empowerment (Ramdhan Kurniawan et al., 2024).

In recent years, the concept of village tourism or community-based tourism (CBT) has gained popularity as an alternative model for more inclusive and equitable tourism development. This model emphasizes the active participation of local communities as the main actors in managing tourist destinations, with the principle that the economic, social, and cultural benefits of tourism should return to the community itself. Moreover, CBT prioritizes environmental preservation, the strengthening of cultural values, and the development of local economies based on village potential (Nadhifatur Rifdah & Kusdiwanggo, 2024). Along with the growing awareness of sustainability and authentic experiences among tourists, CBT-based village tourism has become increasingly attractive in the global market, particularly after the COVID-19 pandemic, when travelers sought experiences closer to local communities and natural environments (Kurniasari et al., 2023). Therefore, developing CBT-based village tourism is becoming increasingly relevant to create tourism that is inclusive, participatory, and sustainable.

Strategies for Human Resource Development to Enhance Community-Based Tourism in Bonjeruk Village, Jonggat Sub-District, Central Lombok Regency

The development of tourism villages in Indonesia still faces significant challenges, particularly regarding human resource (HR) readiness. Out of 74,953 villages in Indonesia, only around 1,734 have developed into tourism villages, despite many possessing considerable potential. Limited community capacity in tourism management remains a major obstacle, while village institutions such as Village-Owned Enterprises actually hold a strategic role in driving the local economy. By 2022, there were 45,223 active as Village-Owned Enterprises absorbing more than 20 million workers and contributing IDR 4.6 trillion to the village economy. However, only about 10% have legal entity status, reflecting institutional weaknesses at the local level. In terms of education, most tourism workers, especially in rural areas, lack formal academic backgrounds in tourism and therefore require practical training tailored to local needs. The Ministry of Tourism and Creative Economy's target of producing 2,200 vocational tourism graduates annually by 2024 is an important step, yet it remains insufficient to meet the actual demand in frontline tourism villages such as Bonjeruk.

This limitation in human resources is increasingly critical as rural tourism grows into a primary alternative to meet tourist demand for unique, educational, and sustainable experiences. Tourism villages offer distinctive attractions such as serene rural settings, clean air, and direct interaction with the social and cultural life of local communities. They also provide nature- and culture-based activities, including organic farming, handicrafts, traditional cuisine, and preserved local ceremonies. Thus, tourism villages possess not only strong economic potential but also serve as a means of preserving traditional values amid rapid modernization. The key factors influencing their development include unique natural and cultural resources, a clean and tranquil environment, and the community's need to improve livelihoods through economic diversification. Nevertheless, the success of tourism villages strongly depends on human resource preparedness, institutional support, and effective promotional strategies. Therefore, planning and implementing tourism village development must be based on local needs and carried out collaboratively among government, communities, and stakeholders to ensure sustainable benefits.

Central Lombok Regency holds significant potential for the development of community-based tourism, enriched by the cultural heritage of the Sasak people, natural beauty, and local products such as woven ikat textiles, roasted coffee, and jamu serbat. Bonjeruk Village, located in Jonggat District, is one of the villages with distinctive tourism appeal through its rice field landscapes, hills, cultural arts, and traditional culinary experiences. However, this potential has not been fully optimized due to the community's low awareness of the economic value of tourism, limited literacy and skills in hospitality and marketing, as well as inadequate supporting infrastructure. These conditions call for a human resource development strategy that can enhance active community participation in the management of the tourism village.

This study focuses on formulating human resource development strategies in Bonjeruk Village through a participatory approach based on the community's real needs. The novelty of this research lies in the integration of competency mapping, gap analysis, and the SWOT framework in designing relevant interventions, including aspects of local entrepreneurship and digital promotion. Thus, the community is positioned not merely as an object, but as the primary subject in inclusive and sustainable tourism management. The findings are expected to strengthen the capacity of Bonjeruk Village residents in managing tourism potential professionally and to serve as a reference for local government, educational institutions, and stakeholders in designing empowerment programs that directly contribute to improving community welfare.

II. LITERATURE REVIEW

A. Human Resource Development Strategy

According to Yulianah (2021), strategy can be defined as a program to determine and achieve organizational goals and to carry out its mission—in other words, an organization's response to its environment over time or a tool to translate organizational goals, vision, and mission into organized and systematic operational activities. In line with this, Zakiyah Zulfa Rahmah, Yusriyah Rahmah, Chamdan Purnama, and Dinda Fatmah (2022) describe strategy as a process of determining plans by top leaders that emphasizes the organization's long-term objectives, accompanied by the formulation of ways or efforts to achieve those goals. Furthermore, Budio (2019), Juliansyah (2017), and Mustofa (2021) define strategy as a form or plan that integrates the main objectives, policies, and courses of action within an organization into a unified whole.

Kusumawati (2022), Pratiwi et al. (2022), and Syukron et al. (2022) argue that human resource development is an effort to improve the technical, theoretical, conceptual, and moral capabilities of employees in accordance with job requirements or positions. Similarly, Bariqi (2020) and Taufik & Muhamad Badar (2023) define human resource development as a process of preparing individuals to assume different or higher responsibilities within an organization, usually related to enhancing intellectual abilities to carry out more complex tasks. Rohman & Hidayah (2022) further explain that human resource development is an activity that must be carried out by organizations to ensure that employees' knowledge, abilities, and skills meet the demands of their work. Human resource development plays a central role in the success of any initiative, including

Strategies for Human Resource Development to Enhance Community-Based Tourism in Bonjeruk Village, Jonggat Sub-District, Central Lombok Regency

community-based tourism. Conceptually, human resources encompass individuals who serve as drivers, planners, and implementers of organizational activities.

According to Maulyan (2019), the definition of human resources is distinguished between, at the micro level, the workforce employed within an organization, and at the macro level, the entire working-age population, both employed and unemployed. Thus, human resource development does not only focus on enhancing technical capabilities but also on shaping work ethic and adaptive capacity to support the achievement of shared goals.

B. Community-Based Tourism

Experts define tourism from various perspectives, yet essentially share similar meanings. According to Tati Haryati and A. Gafar Hidayat (2019), tourism refers to a series of activities that include the provision of services to support travel needs, such as tourist attractions, transportation, accommodation, and other services aimed at fulfilling the needs of travelers, whether individually or in groups. Such travel is temporary in nature and is undertaken for purposes of leisure, business, or other specific interests.

In practice, the concept of Community-Based Tourism (CBT) has been widely implemented in developed countries as a strategic approach to tourism development that is community-oriented. One tangible form of CBT implementation is the establishment of tourist villages, where local communities serve as the main actors in every stage of tourism development, from planning to evaluation. Tamianingsih and Eprilianto (2022) argue that tourist villages not only contribute to improving the community's economic conditions but also serve as a medium for self-actualization and the enhancement of local social quality. Beyond that, CBT also functions as a means of strengthening community organizations, positioning the local community as the primary manager of all tourism activities in their area. Therefore, community empowerment through the CBT approach encompasses social, economic, and cultural preservation aspects in an integrated manner.

C. Development Strategy Based on SWOT Analysis

One of the strategic approaches in formulating effective human resource development is the use of SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). This analysis serves as a tool to identify internal and external conditions that influence a program or policy (Hadiyat et al., 2024). In the context of this study, SWOT analysis is employed to understand the dynamics of human resource development in the community-based tourism sector in Bonjeruk Village.

As a conceptual foundation, SWOT analysis assists researchers in identifying key factors that need to be considered before formulating strategies, with the aim of ensuring that the resulting strategies are realistic, applicable, and aligned with field conditions. The analysis reveals that community-based tourism development in Bonjeruk Village possesses strengths in the form of authentic natural, cultural, and traditional tourism potential, supported by community enthusiasm and initial commitment from the village government. However, the weaknesses include limited access to formal training, underdeveloped local institutions, and a lack of awareness regarding tourism service standards. On the other hand, opportunities arise from the growing interest in community-based and eco-tourism, the support of government and non-government programs, and the utilization of information technology for promotion. The main threats, however, involve competition with more established destinations, dependency on external policies, and the risk of environmental and cultural degradation due to unsustainable tourism management.

III. METHODOLOGY

This study employs a descriptive qualitative approach aimed at illustrating the phenomenon of community-based tourism human resource (HR) development in a factual and contextual manner (Sugiyono, 2022). Data were collected through participatory and non-participatory observation, semi-structured interviews, documentation studies, and focus group discussions (FGDs). The research informants were selected using purposive sampling, consisting of 13 individuals categorized into three groups: key informant (the Head of Bonjeruk Village); main informants (five individuals, including the head of the village-owned enterprise, micro, small, and medium enterprise [MSME] actors, homestay managers, local trainers, and community leaders); and supporting informants (five individuals from the tourism awareness group, housewives, village youth, and one local teacher). Primary data were obtained directly from community activities, while secondary data were derived from official documents, tourism village activity reports, village profiles, and relevant scientific references.

Data analysis was conducted interactively using the Miles, Huberman, and Saldaña model, which includes data reduction, data display, and conclusion drawing and verification. Data validity was strengthened through source triangulation, method triangulation, and member checks, supported by adequate references from field data and scientific literature. To identify human resource development needs, the study applied needs analysis through competency mapping, gap analysis, and training

Strategies for Human Resource Development to Enhance Community-Based Tourism in Bonjeruk Village, Jonggat Sub-District, Central Lombok Regency

prioritization based on the local context. Furthermore, the findings were examined using SWOT analysis to formulate alternative strategies relevant to the strengths, weaknesses, opportunities, and threats faced by Bonjeruk Village in developing sustainable community-based tourism.

IV. RESULT AND DISCUSSION

A. Human Resource Development Needs in Community-Based Tourism Sector

The research findings indicate that the need for human resource development in Bonjeruk Village is a fundamental aspect that must be addressed immediately to support the sustainable management of tourism destinations. Based on in-depth interviews with the village head, the head of the Village-Owned Enterprise, local micro, small, and medium enterprises (MSMEs), and youth leaders, various challenges were identified regarding the community's role as the main actors in village tourism development.

The Village Head of Bonjeruk stated that although the community has begun to recognize the economic potential of the tourism sector, there are still limitations in knowledge and technical skills. He remarked,

"We realize that tourism can become a new pathway to improve the community's economy, but many of our residents still do not understand how to manage guests and are not confident in acting as hosts."

This highlights the need for basic training in tourism services and in fulfilling the role of host. Similarly, the Head of the Village-Owned Enterprise emphasized the lack of access to relevant training, stating,

"There has never been training that truly equips the community with skills on how to manage homestays or how to promote village tourism through social media. We urgently need such training."

This statement indicates that homestay management and digital promotion are priority needs. Local micro, small, and medium enterprises actors also face similar challenges. One entrepreneur explained,

"I produce roasted coffee and traditional herbal drinks. In the past, I only sold them to neighbors. Now they are being offered to tourists, but we do not yet know how to package them properly and we do not understand digital marketing."

This suggests the need for training in product packaging and digital marketing strategies to support the involvement of micro, small, and medium enterprises in the tourism ecosystem. Meanwhile, a village youth leader expressed the readiness of young people to support tourism promotion but stressed the need for technical support:

"The young people here are ready to help promote the village through social media, but we need specific training. If possible, the training should be regular and adapted to our conditions."

This emphasizes the importance of continuous, locally oriented training programs. From interviews with the Village Head, it was also revealed that residents still have limited basic understanding of community-based tourism. He reiterated,

"We realize that tourism can become a new pathway to improve the community's economy, but many of our residents still do not understand how to manage guests and are not confident in acting as hosts."

This indicates that the general community requires basic tourism awareness training and the *Sapta Pesona* (seven charms) program, so that they can become more confident in welcoming guests and embrace their role as hosts. An interview with a roasted coffee micro, small, and medium enterprises owner further confirmed limitations in marketing, as he said,

"Now it is already being offered to tourists, but we do not yet know how to package it properly and we do not understand digital marketing."

This finding implies that local micro, small, and medium enterprises require training in product packaging, branding, digital marketing, and access to online markets so that their products can be better accepted by tourists and broader markets. Meanwhile, the village youth leader reaffirmed the enthusiasm of the younger generation in supporting village promotion, stating,

"The young people here are ready to help promote the village through social media, but we need specific training. If possible, the training should be regular and adapted to our conditions."

This indicates the need for training in guiding, cultural storytelling, digital literacy, and foreign languages. With such support, village youth can be positioned as the driving force of digital promotion as well as local cultural tour guides.

From an institutional perspective, the Head of the Village-Owned Enterprise highlighted the lack of technical training relevant to institutional needs. He explained,

"There has never been training that truly equips the community with skills on how to manage homestays or how to promote village tourism through social media. We urgently need such training."

Strategies for Human Resource Development to Enhance Community-Based Tourism in Bonjeruk Village, Jonggat Sub-District, Central Lombok Regency

This points to the necessity of training in homestay management, event planning, institutional governance, and cross-sectoral coordination, enabling village institutions such as *Pokdarwis* (Tourism Awareness Groups) and Village-Owned Enterprise to perform more professionally.

Overall, the interviews demonstrate that community-based village tourism development in Bonjeruk still faces major challenges in human resources. The general community needs basic tourism awareness; MSME actors require support in marketing and branding; village youth are ready to lead digital promotion but need continuous training; and local institutions require strengthened managerial and technical capacity. These findings underline the need for a comprehensive, targeted, and participatory human resource development strategy to ensure sustainable village tourism development that delivers real benefits to all layers of the community.

The qualitative findings are reinforced by quantitative data showing that guiding and local cultural storytelling training is the most urgent need, with an urgency level of 88%. This is followed by homestay management training (76%), hospitality training (68%), and digital marketing training (64%). Figure 1 below illustrates the distribution of community training needs:

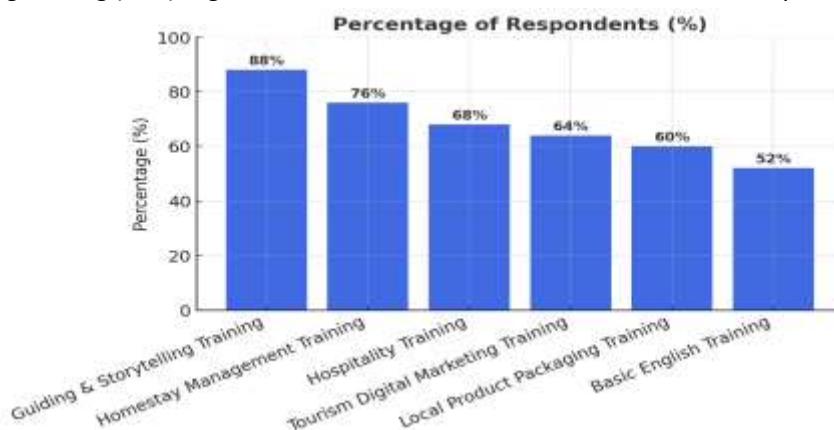


Figure 1. Priority Training Needs for Human Resource Development in Bonjeruk Village

In addition to these technical skills, the community also expressed the need for entrepreneurship training to further develop local products such as roasted coffee and traditional herbal drinks (*jamu serbat*). Although these products are already recognized within the local area, limitations in packaging, promotion, and distribution remain major obstacles in accessing the tourism market.

Regarding training methods, the community prefers a practical, adaptive, and sustainable approach. They expect training not to be limited to one-time sessions but to take the form of tiered programs with direct mentoring from practitioners or competent institutions. This highlights the importance of multi-stakeholder collaboration among village authorities, the tourism office, higher education institutions, and civil society organizations in designing and implementing contextual training programs that are oriented toward strengthening local capacities.

Therefore, the need for human resource development in Bonjeruk Village not only encompasses improving technical competencies in tourism but also involves shaping the community's mindset as the primary actors in community-based tourism development. This holistic approach is expected to establish a tourism ecosystem that is professional, inclusive, and sustainable, while simultaneously empowering the local community economically, socially, and culturally.

To provide a comprehensive overview of the strengths, weaknesses, opportunities, and threats related to human resource development needs in the context of community-based tourism in Bonjeruk Village, the following SWOT analysis was prepared.

Table 1. SWOT Analysis

Strengths	Weaknesses
Growing community awareness of the importance of tourism training.	Limited understanding of the basic concept of community-based tourism.
Enthusiasm for practical training such as guiding, storytelling, and local culinary skills.	Lack of self-confidence, particularly in serving foreign tourists.
Existence of MSME actors who already have potential local products such as herbal drinks (<i>jamu</i>) and coffee.	Limited training infrastructure (learning spaces, internet, visual aids).
Strong support from community leaders and local	Lack of continuous training programs and absence of post-

Strategies for Human Resource Development to Enhance Community-Based Tourism in Bonjeruk Village, Jonggat Sub-District, Central Lombok Regency

institutions (BUMDes, Pokdarwis).	training mentoring.
Opportunities	Threats
Access to training programs from local government, universities, and NGOs.	Dependence on external programs without local initiative may weaken self-reliance.
Potential for developing e-commerce and digital marketing for local products.	Competition with other tourist villages that are more advanced in terms of human resources and promotion.
Increasing trend of community-based tourism and local cultural tourism (CBT).	Low digital and foreign language literacy, limiting promotional reach and tourism services.
Opportunities to establish collaborations with professional training partners.	Fragmentation among local institutions (BUMDes, Pokdarwis, village authorities) in preparing a coherent training roadmap.

The SWOT analysis illustrates that the potential of Bonjeruk Village’s community in developing human resources for tourism is quite significant, yet it remains constrained by structural limitations and personal capabilities. Strengths such as high interest in practical training and strong community support can serve as an entry point for human resource development. However, fundamental weaknesses, including a lack of basic understanding, low self-confidence, and inadequate training infrastructure, must be addressed immediately to ensure that opportunities can be utilized optimally.

The wide-ranging opportunities, such as government support and the growing trend of local tourism, can be leveraged to design training programs that align with the community’s needs. Nevertheless, the success of this strategy may be undermined if there is no institutional synergy and if the community continues to rely on ceremonial training without sustainability and proper evaluation.

B. Human Resource Development Strategies to Enhance Community Involvement in Community-Based Tourism Management

Human resource development strategies to support the involvement of Bonjeruk Village’s community in managing community-based tourism require a systematic, participatory, and needs-based approach. Based on the research findings, various training and community empowerment programs have been implemented, serving as an important foundation for designing future strategies to strengthen human resources. These programs include tourism awareness campaigns, creativity training, training for Micro, Small, and Medium Enterprises (MSMEs), waste management, tour guiding, digital promotion, and culinary skills. However, the effectiveness of these programs still faces several challenges, particularly regarding sustainability, broader participation, and impact evaluation.

One of the initial strategies applied is the tourism awareness program, aimed at fostering community understanding of the benefits of tourism as well as the elements of *Sapta Pesona* (seven charms of tourism). Residents who participated in this program were expected to recognize the importance of hospitality, cleanliness, and safety in creating tourist attractions. During an interview, the head of *Pokdarwis* (Tourism Awareness Group) stated:

“This awareness program helps residents realize that tourism can be profitable, but they must still preserve the village’s cultural values and environment.”

The next strategy involves creativity and productive skill training, such as batik-making and embroidery, which specifically target women and youth. These trainings not only enhance individual skills but also open up opportunities for local handicraft businesses. The head of *Pokdarwis* explained:

“The creativity training involved village tourism managers and local residents, especially women and youth. The training was carried out by teaching basic techniques of batik and embroidery, as well as providing knowledge on how to develop handicraft businesses. The outcomes of this training include improved skills in making batik and embroidery, as well as the emergence of new business opportunities in the handicraft industry of Bonjeruk Village.”

To enhance household economic capacity, the next strategy is the development training of Micro, Small, and Medium Enterprises, particularly targeting housewives. This training covers techniques for processing liquid herbal drinks into powder, packaging, and product marketing. As expressed by a resource person from *Pokdarwis*, The implementation of the micro, small, and medium enterprises development program involves various stakeholders with expertise in the field, including experienced trainers in microenterprise development. In addition, the training is supported by institutions such as universities, the local Tourism Office, and the regional government, which play a strategic role in providing support. The participants consisted mainly of local communities, especially housewives, who are the primary target in capacity

Strategies for Human Resource Development to Enhance Community-Based Tourism in Bonjeruk Village, Jonggat Sub-District, Central Lombok Regency

building. The training was conducted face-to-face, and the results indicated an increase in participants' knowledge, particularly in developing more innovative and marketable micro, small, and medium enterprises products.

The strategy for strengthening ecotourism and environmental cleanliness has also been realized through waste management training, covering both organic and inorganic waste processing. Training participants came from various age groups and backgrounds. According to interview results, the training method was conducted directly through a combination of lectures, discussions, and practice. This training effectively raised community awareness about maintaining the environment as part of the tourism attraction.

In terms of tourism services, tour guiding training has been carried out. This activity provided local youth with knowledge of basic guiding techniques, tourist service ethics, and field practice. Participants were directly guided by facilitators to understand the role of a tour guide as the face of the tourism village. As stated by the Chairman of Pokdarwis,

“Regarding the guiding training held in Bonjeruk Village, the parties involved included tourism village managers, local communities, and Bonjeruk youth. The training was carried out by inviting participants, giving them an understanding of proper guiding methods, and engaging them in direct practice. As a result, the training helped participants become more skilled, and some youths are now permanent guides for visiting tourists.”

Furthermore, digital promotion training has become a key strategy in the technological era. Residents were taught how to create digital content, design promotional plans, and use social media platforms to showcase the village's potential. An interview with a manager revealed,

“Young people had already started making TikTok and Instagram videos, but with this training, their work became more structured. They learned what message they wanted to deliver.”

In the culinary sector, training on food and beverage product development was also carried out. Participants were directly trained by professional chefs, covering topics such as beverage mixing, food plating, and local menu innovation. According to one participant from Pasar Bambu Bonjeruk,

“We were taught how to make desserts and herbal drinks that attract tourists. These have now become favorite menu items in our food stalls.”

Finally, to strengthen coordination and ensure the sustainability of human resource development strategies, the village holds monthly evaluation meetings for tourism activities. These meetings serve as a discussion forum among managers, community leaders, and tourism entrepreneurs. The outcomes of these forums are not only reflective but also generate new strategic ideas sourced directly from the community. As stated by Ms. Rahmi, a food stall owner:

“Although I am not directly involved in tourism activities, I still had the opportunity to participate in various training programs, such as MSME development and other practical skills training. Through these programs, I was able to open a food stall that provides both basic necessities for the locals and services for visiting tourists.”

Overall, the human resource development strategies in Bonjeruk Village have progressed in a positive direction. However, to ensure sustainability, improvements are needed in post-training evaluations, more regular scheduling, and systemic support from policymakers. Synergy between village governments, village-owned enterprises, Pokdarwis, universities, and non-governmental organizations is crucial to ensure that capacity-building efforts are not merely ceremonial but become the main driving force in strengthening competitive community-based tourism villages.

The human resource (HR) development strategies in Bonjeruk Village are directed toward increasing the active involvement of the community in managing community-based tourism. Various strategies have been implemented, including tourism awareness campaigns, productive skills training, micro, small, and medium enterprises training, tour guiding training, digital promotion training, and institutional strengthening through monthly forums. These strategies have proven effective in enhancing the capacity of both individuals and the community to contribute directly to village tourism activities.

Nevertheless, the implementation of these strategies also faces several challenges, ranging from unequal community participation, limited professional trainers, to suboptimal inter-agency coordination. On the other hand, support from local governments, the enthusiasm of the younger generation, and the growing trend of culture-based tourism present significant opportunities to be maximized. Therefore, a SWOT analysis is required to identify the strengths, weaknesses, opportunities, and threats of these HR development strategies in a more structured way.

Strategies for Human Resource Development to Enhance Community-Based Tourism in Bonjeruk Village, Jonggat Sub-District, Central Lombok Regency

Table 2. SWOT Analysis: Human Resource Development Strategy for Community Engagement

Aspect	Analysis Content
Strengths	<ul style="list-style-type: none"> • Integrated training initiatives already implemented by Pokdarwis and BUMDes • Strong support from community leaders and the village head • Active participation of youth in digital marketing and guiding training • Training programs are based on local potential
Weaknesses	<ul style="list-style-type: none"> • Unequal community participation (not evenly distributed) • Limited professional trainers and training resources • Weak follow-up after training sessions • Suboptimal coordination among institutions
Opportunities	<ul style="list-style-type: none"> • Support from the local government and Tourism Office (Dispar) • Potential collaboration with universities and non-governmental organizations • Growing market demand for culture- and nature-based tourism • Availability of village funds that can be allocated for sustainable training
Threats	<ul style="list-style-type: none"> • Dependence on external programs without strengthening internal empowerment • Shifting interest of young generations toward non-tourism sectors • Limited training infrastructure (internet access, training facilities) • Risk of training being ceremonial and unsustainable

Based on the results of the SWOT analysis, it is evident that the human resource development strategy in Bonjeruk Village possesses significant strengths, particularly in terms of institutional commitment and community involvement, especially among youth groups. The existence of training programs that focus on strengthening capacity based on local potential indicates that the village is on the right track in building a participatory foundation for tourism management.

Nevertheless, this strategy still faces several structural and technical weaknesses. The lack of professional trainers, unequal community participation, and weak post-training evaluations are challenges that must be addressed immediately to ensure program sustainability. In addition, the absence of cross-institutional integration has caused some programs to run partially and lack coordination.

On the other hand, opportunities for collaboration with external parties such as universities, non-governmental organizations, and support from local government create substantial room for improving the quality and outreach of training. The growing demand for culture- and nature-based tourism also provides a strategic incentive to expand the benefits of training for the community.

Meanwhile, threats such as dependency on external programs and the low interest of younger generations in the tourism sector could undermine the strategies that have already been designed. Therefore, an approach that is not only technical but also transformative is required—one that can foster collective spirit and awareness among the community to become active subjects in village tourism management.

Overall, the human resource development strategy in Bonjeruk Village will be more effective if implemented collaboratively, sustainably, and based on a genuine mapping of community needs. By leveraging existing strengths and opportunities while systematically mitigating weaknesses and threats, the village can establish a tourism human resource ecosystem that is resilient, independent, and highly competitive in the long term.

C. Barriers to Human Resource Development in Realizing Sustainable Community-Based Tourism Management

Although various human resource development strategies have begun to be implemented in Bonjeruk Village to support community involvement in community-based tourism management, their execution still faces several significant obstacles. These barriers are structural, cultural, and technical in nature, directly affecting the effectiveness and sustainability of the empowerment programs that have been carried out.

One of the fundamental barriers is the community's limited understanding of the concept of community-based tourism. Based on an interview with the Village Head of Bonjeruk, it was revealed that most residents have not yet realized the importance of their active role in ensuring the success of village tourism. He stated, *"We understand that tourism can open new opportunities to improve the community's economy, but many of our residents still do not know how to manage guests and lack*

Strategies for Human Resource Development to Enhance Community-Based Tourism in Bonjeruk Village, Jonggat Sub-District, Central Lombok Regency

the confidence to act as hosts." Field observations confirmed that community involvement remains passive, especially during tourist visits. Many residents hesitate to greet or welcome tourists because they feel they lack sufficient knowledge and skills.

Another obstacle is the limited access to continuous training and mentoring. The head of the village-owned enterprise explained that the training provided so far tends to be one-way, ceremonial, and not tailored to the real needs of the villagers. He noted, *"There has not been any training that truly equips the community on how to manage homestays or promote village tourism through social media. We really need that kind of training."* Observations showed that the training sessions conducted had not addressed practical aspects and were not followed up with field mentoring, which hindered participants from developing their skills to the fullest.

Another major challenge is the community's low level of self-confidence and lack of professionalism in serving tourists. A local youth leader shared, *"The young people here are ready to help promote the village through social media, but we need special training. If possible, the training should be regular and adapted to our conditions."* The lack of direct experience has made residents feel awkward and anxious about making mistakes when interacting with tourists. This has weakened the village's readiness to project its image as a friendly and professional destination.

The limitation of training support facilities is also a technical obstacle that cannot be overlooked. During observations at the village office and other public facilities, it was found that meeting spaces are very limited and not equipped with learning aids such as LCD projectors, stable internet, or other practical tools. A village official stated, *"We don't have a proper training venue, especially when training requires computers or internet access."* This condition clearly restricts digital-based training and technical skill development that requires adequate facilities.

In addition, the lack of coordination and synergy among stakeholders worsens the situation. The head of the village-owned enterprise added, *"External programs come independently without coordination. Sometimes the training provided does not match our needs."* Observations revealed that there has not yet been a collaborative forum that brings together the village government, tourism office, universities, and community institutions to jointly develop a structured and integrated roadmap for tourism human resource training.

Finally, a crucial obstacle lies in the community's low level of digital literacy and foreign language proficiency, particularly in the context of digital promotion and serving international tourists. A local micro, small, and medium enterprise (MSME) actor shared, *"I produce roasted coffee and herbal drinks. They are now being offered to tourists, but we don't know how to package them properly, nor do we understand digital marketing."* Meanwhile, village youth also complained about their limited ability to create engaging promotional content, and nearly all informants admitted they lacked even basic English communication skills. Observations confirmed that village promotion activities through social media were still carried out sporadically and lacked effective communication strategies.

Thus, the barriers to human resource development in Bonjeruk Village are not only limited to the absence of training, but also extend to the quality of training, program sustainability, residents' mental readiness, and weak support systems. Overcoming these barriers is key to building a human resource development strategy that is more responsive, participatory, and sustainable. Cross-sectoral collaborative efforts are needed to strengthen synergy among stakeholders and to develop a locally tailored training system that not only focuses on knowledge transfer, but also on transforming community mindsets and character as the main actors in community-based tourism.

To gain a comprehensive understanding of the challenges faced in community-based tourism human resource development in Bonjeruk Village, as well as the strategies that have been or could be implemented as solutions, a mind mapping diagram has been created. This diagram visually illustrates the two key aspects of human resource development: barriers (obstructing factors) on one side and strategies (solution efforts) on the other. The visualization is intended to facilitate the identification of relationships between problems encountered in the field and the intervention strategies needed in a more focused and integrated manner.

Strategies for Human Resource Development to Enhance Community-Based Tourism in Bonjeruk Village, Jonggat Sub-District, Central Lombok Regency

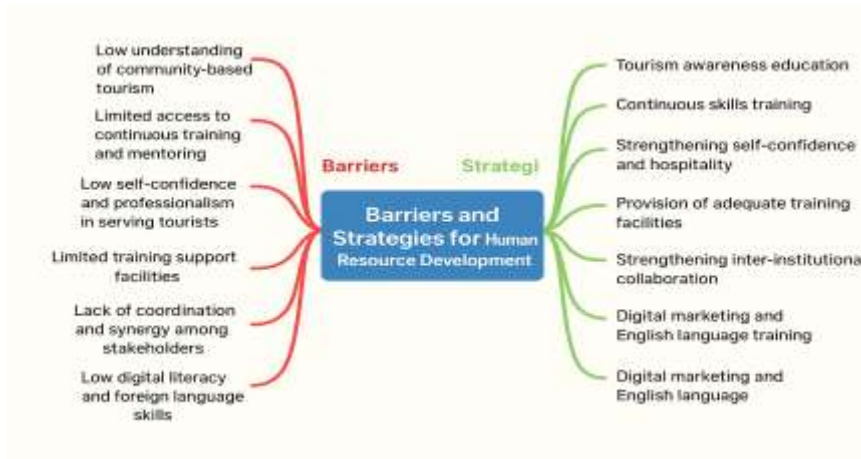


Figure 2. Barriers and Strategies for Human Resource Development

Figure 2 above shows that the main barriers to human resource development in Bonjeruk Village include eight aspects, ranging from the community’s limited understanding of the concept of community-based tourism to the lack of digital literacy and foreign language proficiency. These barriers do not stand alone but are interconnected, affecting the effectiveness of training programs as well as community participation in village tourism activities.

In response to these barriers, the human resource development strategies listed on the right side of the mind map are directed toward specific and sustainable interventions. Strategies such as tourism awareness education and continuous skills training aim to build community understanding and technical capacity. Meanwhile, strategies such as strengthening self-confidence, providing adequate training facilities, and offering digital marketing and English language training are intended to address challenges related to attitudes, facilities, and global communication skills.

By applying a systemic and participatory approach as illustrated in this mind map, human resource development in Bonjeruk Village is expected not only to resolve short-term problems but also to establish a long-term foundation for the sustainability of community-based tourism management.

Human resource development in the community-based tourism sector of Bonjeruk Village faces several barriers, both internal and external. Identifying these barriers is crucial to understanding the root causes and formulating appropriate strategic actions. Through SWOT analysis, we can identify the Strengths that can be maximized, the Weaknesses that need improvement, the Opportunities that can be seized, and the Threats that must be anticipated systematically. This analysis provides a comprehensive perspective on the challenges hindering the progress of sustainable tourism management based on active community participation.

Table 3. SWOT Analysis – Barriers to Human Resource Development

Strengths	Weaknesses
Enthusiasm of young residents to learn and be involved	Low self-confidence and limited tourism literacy among the community
Support from the village government for human resource programs	Lack of continuous training and limited mentoring
Availability of local potential as training material	Inadequate training facilities (learning space, internet, visual aids)
Initial awareness of the importance of <i>Sapta Pesona</i> and Community-Based Tourism (CBT)	Absence of a training roadmap or coordination system among local institutions
Opportunities	Threats
Potential partnerships with training institutions, NGOs, and universities	Dependence on external parties (government/external stakeholders)
Growing trend of cultural and community-based tourism	Low interest from the older generation and part of the youth in the tourism sector

Strategies for Human Resource Development to Enhance Community-Based Tourism in Bonjeruk Village, Jonggat Sub-District, Central Lombok Regency

Availability of national/district-level training programs	Influx of external culture that may threaten local values if not accompanied by cultural literacy
Digitalization of marketing that opens wider markets	Lack of synergy among local stakeholders, leading to overlapping programs

Based on the SWOT analysis above, the barriers to human resource development in Bonjeruk Village appear to stem from internal factors, such as low tourism literacy, lack of self-confidence, and inadequate supporting infrastructure. These challenges constitute the main obstacles in preparing the community to become the key actors in tourism management. This weakness is further compounded by the absence of a structured training system and the fragmented coordination among village institutions.

Nevertheless, there are several strengths, such as the enthusiasm of local youth, support from the village government, and untapped local potential. These strengths can serve as a starting point to address internal barriers if developed strategically. External opportunities also provide positive signals for the potential strengthening of human resources, particularly through collaboration with universities and the utilization of digital marketing. However, these opportunities can only be maximized if internal barriers are effectively addressed. Threats such as dependency on external assistance and the community’s low interest in the tourism sector demand a holistic approach based on education and the transformation of social values.

Thus, the strategy for human resource development must be directed at overcoming internal weaknesses while capitalizing on external opportunities through strengthened synergy among stakeholders. This approach will ensure the sustainability of community-based tourism management in Bonjeruk Village in an inclusive, adaptive, and sustainable manner.

D. Research Discussion

1. Types of Human Resource Training Needed by the Community of Bonjeruk Village in Managing Community-Based Tourism

The research findings show that the development of community-based tourism in Bonjeruk Village still faces significant challenges, particularly in terms of human resources. These challenges arise due to the community’s limited understanding of the basic concept of community-based tourism, the low marketing capacity of Micro, Small, and Medium Enterprises (MSMEs), as well as the lack of technical and managerial skills within local institutions. This condition is consistent with the findings of Utama & Kotabumi (2025), who emphasized that human resource capacity is a determining factor in the success of community-based tourism management.

The general community in Bonjeruk Village essentially demonstrates enthusiasm for the village’s tourism potential, yet they still require increased knowledge and understanding of the fundamental principles of tourism, including the importance of *Sapta Pesona* as the foundation of tourism services. This indicates that community empowerment through tourism awareness programs must be carried out continuously to cultivate the mentality of hosts who are ready to serve visitors. During an interview, the Chair of *Pokdarwis* stated: *“Most of our residents have never attended tourism training. We still feel confused when welcoming guests, especially foreign visitors.”* This statement highlights that the training needs not only involve technical skills but also the mentality and professional mindset of the community.

The types of training most needed include guiding, cultural storytelling, homestay management, digital marketing, and hospitality. Guiding and storytelling training rank the highest (88%), followed by homestay management training (76%) and digital marketing (64%). These findings are in line with the study of Kurniati et al. (2022), which emphasized that the effectiveness of training depends on the contextuality of the material and its relevance to local needs. The community does not prefer general training but rather practical and applicable training, such as creating village promotional content or welcoming tourists with local stories. This is reinforced by the statement of Mrs. Yosi, a local culinary entrepreneur: *“I joined training held by a university and a hotel; they directly taught us how to do food plating and make desserts. That’s what I remember most and what I could immediately apply.”*

For MSME actors, the main obstacles lie in aspects of marketing, branding, and product packaging. Local products such as roasted coffee and herbal drinks (*jamu serbat*) actually have strong appeal, but they have not yet been developed to meet tourism standards. Therefore, training in digital marketing and brand development is crucial so that local products can penetrate wider markets and gain added value. This aligns with the research of Firdaus et al. (2025), which stressed that village-based micro, small and medium enterprises require interventions in marketing and product innovation in order to contribute significantly to the local economy.

In addition to technical skills, language competence has also become a key concern. Many residents struggle to communicate with foreign visitors due to their limited command of English. Basic English training is urgently needed to enable

Strategies for Human Resource Development to Enhance Community-Based Tourism in Bonjeruk Village, Jonggat Sub-District, Central Lombok Regency

cross-cultural interactions and enhance tourism appeal. This corresponds with the Community-Based Tourism (CBT) approach outlined by Dewi et al. (2024) and Mardiyantoro, C., Herlina, H., & Mulyeni, S. (2023), which underscores the importance of empowering communities through direct ownership and management of tourism. Without basic communication skills, the potential of the community to participate in sustainable tourism will remain constrained.

Village youth also possess significant potential as drivers of digital promotion. Their enthusiasm for social media can be directed towards creating creative content that supports the branding of Bonjeruk Village as a tourism destination. However, this potential can only be maximized if supported by continuous training that includes digital literacy, guiding skills, cultural storytelling, and foreign language proficiency. In this way, village youth can not only serve as digital promoters but also transform into professional tour guides.

On the other hand, local institutions such as *Pokdarwis* (Tourism Awareness Groups) and village-owned enterprises still face managerial and technical capacity limitations in managing homestays as well as organizing village tourism promotion. The lack of inter-institutional coordination and weak governance systems remain obstacles to achieving professional and sustainable tourism management. Therefore, strengthening institutional capacity should be directed toward improving organizational management, homestay governance, and community-based event planning.

From the overall interviews, it can be concluded that the development of community-based tourism in Bonjeruk Village still faces major challenges in the aspect of human resources. The general community requires a basic understanding of tourism, micro, small, and medium enterprises (MSMEs) need support in marketing and branding, village youth are ready to become the driving force of digital promotion but require continuous training, while local institutions need to strengthen their managerial and technical capacities. These findings indicate the necessity of a comprehensive, targeted, and participatory human resource development strategy to ensure that the tourism village can grow sustainably and provide tangible benefits for all segments of society.

These findings carry several important implications. First, for the local government, systematic and continuous training planning is required, rather than incidental programs. The government should design programs based on field needs, involving the tourism office, the cooperative and MSME office, as well as higher education institutions to support training and mentoring processes. Second, for the people of Bonjeruk Village, the results show great opportunities for development, provided that they are given access and motivation to learn. Strengthening organizations such as *Pokdarwis* and community-based tourism groups (*Pokmasdarwis*) becomes essential as the driving force of the community. Third, for private partners and educational institutions, this study opens up opportunities for collaboration in developing locally based training curricula and mentoring programs oriented toward strengthening capacity and improving the quality of tourism products.

Thus, human resource development in Bonjeruk Village is not merely a technical need but represents a key strategy in reinforcing the foundation of community-based tourism. This requires multisector collaboration, participatory and contextual training approaches, as well as policies that support long-term sustainability. Without a clear and relevant training strategy, tourism village development will find it difficult to reach its optimal potential.

2. Strategies for Human Resource Development to Enhance Community Involvement in Tourism Management in Bonjeruk Village

Human resource development strategies to support community involvement in managing community-based tourism in Bonjeruk Village must be carried out systematically, participatively, and sustainably. The research findings reveal that the community has participated in various training programs such as tourism awareness counseling, batik and embroidery skills, micro, small, and medium enterprises (MSMEs) development, waste management, tour guiding, digital promotion, and culinary training. These programs have, in principle, enhanced individual capacities and opened up new business opportunities that contribute to the village economy. However, their effectiveness is hindered by several challenges, including low continuity of training, uneven community participation, limited access to professional trainers, and weak follow-up after training.

Another major challenge lies in institutional aspects. *Pokdarwis* and *BUMDes*, which are expected to act as the driving forces of village tourism, still lack adequate managerial capacity. This is reflected in the limited coordination between institutions, as well as the weak integration in managing homestays and promoting village tourism. Furthermore, the availability of training infrastructure—such as internet access and learning spaces—is still insufficient, limiting the development of human resources. On the other hand, the potential shift in young people's interest toward non-tourism sectors poses a serious threat to the regeneration of tourism actors in the village.

To address these issues, human resource strengthening strategies are directed toward several key areas. First, tourism awareness counseling must be implemented continuously to foster public understanding of *Sapta Pesona* values, including

Strategies for Human Resource Development to Enhance Community-Based Tourism in Bonjeruk Village, Jonggat Sub-District, Central Lombok Regency

hospitality, cleanliness, and safety as tourism attractions. Second, productive skills training such as batik-making, embroidery, and local culinary processing should be oriented toward establishing independent businesses that expand local employment opportunities. Third, MSME development should focus on improving product quality through attractive packaging, branding, and digital marketing to reach wider markets. Fourth, tour guide training is needed to prepare village youth to become professional guides equipped with guiding techniques, cultural storytelling, and foreign language skills. Fifth, digital promotion training must be fully optimized, considering the strong enthusiasm among young people in promoting the village through social media. In addition, institutional strengthening—such as homestay management, event planning, and regular cross-institutional evaluation meetings—is crucial to enhance professionalism in tourism management.

The human resource development strategy in Bonjeruk Village also emphasizes the dissemination of tourism awareness values, strengthening of local institutions, and cultivating professional attitudes among villagers. In practice, this strategy aligns with the concept of Community-Based Tourism (CBT), which places the community as the primary actor in tourism development. As stated by Astuti et al. (2025) and Pauzi (2024), the success of CBT is determined by the extent to which communities collectively own and manage destinations. Through tourism awareness counseling, villagers are introduced to the principles of *Sapta Pesona* such as cleanliness, safety, hospitality, and cultural preservation. In an interview, the head of *Pokdarwis* remarked, “This counseling helps residents understand that tourism is not only about money, but also about how we preserve the face of our village.” This finding also supports Missouri et al. (2023), who emphasized that changes in local community attitudes and behavior are key prerequisites for successful participatory tourism.

Productive skills training such as batik-making, embroidery, and processing of local products also provides opportunities for economic empowerment, particularly for women and youth. Interviews with training participants indicated that the programs increased their confidence in starting home-based businesses. As one participant noted, “I used to be just a housewife, but now I run a small embroidery business for tourists.” This supports the argument of Wawuru & Aryaningtyas (2024), who stated that training based on local potential enhances self-confidence and economic independence while simultaneously preserving cultural heritage.

Micro, Small, and Medium Enterprises (MSME) training also constitutes an essential component of this strategy. This activity not only focuses on production, but also on packaging, digital marketing, and branding. One concrete outcome of this strategy is the online marketing of *jamu serbat* by women’s groups, which had previously only been sold locally. This strategy supports the findings of Firdaus et al. (2025), which highlight that tourism-based MSME training strengthens the integration of local products into the tourism ecosystem.

Tour guide training plays a crucial role in improving direct services to tourists. In this program, village youth are trained in guiding techniques, local wisdom-based storytelling, and service ethics. Interviews revealed that several training participants have now become permanent tour guides. “In the past, I was too shy to speak in front of many people, but now I can share the village’s history with tourists,” said a young guide. These findings are consistent with studies by Ananda et al. (2024) and Anggara et al. (2024), which state that local guides play a strategic role in creating authentic tourist experiences.

In addition, digital promotion training targeting the youth represents an adaptive step in responding to the era of tourism digitalization. The village tourism managers reported that this training has produced creative promotional content that increases Bonjeruk Village’s visibility on social media platforms. This strategy underscores the relevance of digital marketing approaches in strengthening destination branding, as emphasized by Anisa & Irfani Lindawati (2024) and Salsabila & Amali (2025), who found that community-based digital promotion strategies expand market reach and reinforce destination identity.

Strengthening the culinary sector is also an integral part of human resource development strategies. By inviting professional chefs, villagers were taught recipe innovation, plating techniques, and kitchen hygiene. Today, several village food stalls serve dishes resulting from the training, which have become tourist favorites. This strategy supports the study of Berybe et al. (2024), which highlights that local cuisine is an effective medium for enhancing the cultural appeal of tourism.

To ensure program sustainability, institutional strengthening is carried out through monthly evaluation forums involving tourism managers, community leaders, and business actors. These forums provide a platform for dialogue to evaluate ongoing programs and formulate future strategies. This practice supports the recommendations of Wali (2023), who emphasizes the importance of cross-actor dialogue as the foundation of sustainable community-based tourism governance.

The SWOT analysis shows that Bonjeruk Village’s strengths include the support of the village head and community leaders, the commitment of the tourism awareness group (*Pokdarwis*) and the village-owned enterprise, as well as active youth participation in digital promotion. Major opportunities also exist through local government support, potential collaboration with universities and non-governmental organization, and the growing trend of culture- and nature-based tourism. However, weaknesses remain, such as unequal community participation, limited professional trainers, weak post-training evaluation, and

Strategies for Human Resource Development to Enhance Community-Based Tourism in Bonjeruk Village, Jonggat Sub-District, Central Lombok Regency

suboptimal institutional coordination. Threats to anticipate include dependence on external programs, limited training infrastructure, and declining youth interest in the tourism sector.

Therefore, human resource development strategies need to be directed toward participatory approaches by expanding the involvement of all community members, multi-stakeholder collaboration to strengthen training capacity, and continuous monitoring and evaluation to ensure that acquired skills are implemented effectively. Internal institutional strengthening should also be prioritized so that the village does not rely solely on external programs. Furthermore, empowering youth as the driving force of digital promotion, guiding, and local cultural product innovation must be continuously reinforced to guarantee the sustainability of village tourism. With strategies that are collaborative, sustainable, and based on the community's real needs, Bonjeruk Village has the potential to build a resilient, independent, and highly competitive tourism human resource ecosystem.

Through these strategies, the human resources of Bonjeruk Village will not only become more competent technically and managerially, but also play a significant role in strengthening the sustainability of community-based village tourism. This ensures that the community serves as the main subject, not merely the object, in tourism development.

Table 4. Summary of Human Resource Development Strategies in Bonjeruk Village.

Problems	Strategies	Expected Outcomes
Low public understanding of tourism values	Tourism awareness campaigns based on <i>Sapta Pesona</i> principles (cleanliness, safety, hospitality, cultural preservation)	Greater community awareness of the importance of protecting the environment and culture; increased participatory attitudes in supporting tourism
Limited productive economic skills among villagers	Training in batik making, embroidery, and local culinary processing	Establishment of self-reliant businesses based on local culture; increased economic independence, especially for women and youth
Micro, Small, and Medium Enterprises (MSMEs) products are not yet competitive	Micro, Small, and Medium Enterprises training: packaging, branding, and digital marketing	More innovative local products with higher market value, capable of entering wider markets (local–national)
Tourism services lack professionalism	Tour guiding training (guiding techniques, local cultural storytelling, foreign languages)	Village youth become professional tour guides; tourists gain authentic and high-quality experiences
Village tourism promotion remains limited	Digital promotion training (creative content on TikTok, Instagram, etc.)	Broader recognition of the village; increased tourist visits through effective digital promotion
Local culinary quality is less attractive to tourists	Culinary training with professional chefs (recipe innovation, plating, hygiene)	Village food stalls serve high-quality signature dishes; culinary products become new tourism attractions
Institutional coordination is not yet optimal	Strengthening <i>Pokdarwis</i> and Village-Owned Enterprises through monthly evaluation forums, homestay management, and village events	More professional village tourism institutions; better integrated tourism management
Limited trainers and training facilities	Collaboration with local government, universities, and non-governmental organizations	Improved training quality and sustainable resource support
Threat of declining youth interest in tourism	Transformation of youth as drivers of digital promotion, tour guiding, and product innovation	Maintained regeneration of tourism actors; stronger sustainability of village tourism

3. Main Obstacles in the Process of Human Resource Development in Bonjeruk Village in Efforts to Realize Sustainable Community-Based Tourism Management

Human resource development in Bonjeruk Village still faces a number of multidimensional obstacles, ranging from psychological, technical, to institutional aspects. The main obstacle identified in this study is the low level of community

Strategies for Human Resource Development to Enhance Community-Based Tourism in Bonjeruk Village, Jonggat Sub-District, Central Lombok Regency

understanding regarding the concept of community-based tourism. Although the village has considerable tourism potential, most residents do not yet understand their role as the main subjects in tourism development. In an interview, the Village Head stated, *“The term Sapta Pesona is still unfamiliar to many residents. They do not yet realize that they are part of the village’s image that should be presented to visitors.”* This statement reflects the gap between the ideal concept of developing a tourist village and the actual understanding of the community.

Furthermore, psychological barriers such as low self-confidence represent a significant hindrance. Many residents, especially women and the older generation, feel reluctant to actively participate in tourism activities. They expressed fear of speaking with tourists, particularly when they have to use a foreign language. This is reinforced by the findings of Hutagalung & Hermawan (2021), who explained that social anxiety and lack of cross-cultural communication experience often hinder community participation in tourism. A housewife stated, *“I’m afraid of making mistakes when talking to foreigners. Sometimes I would rather avoid them than say something wrong.”* This phenomenon highlights the need for training that goes beyond technical skills to also build residents’ confidence.

From a technical perspective, limited access to training is the next challenge. The head of the village-owned enterprise stated that the training previously conducted was ceremonial in nature and not sustainable. *“There was training, but only once. After that, there was no follow-up, no evaluation, no mentoring,”* he said. This is consistent with the findings of Nugrahanti et al. (2025), who emphasized that training without follow-up tends not to have a significant impact on improving human resource competencies. When training is not accompanied by mentoring, skills do not develop and eventually fade away.

This condition is worsened by the lack of training infrastructure. Observations showed that there are no representative training rooms, visual aids, or adequate internet networks. Yet, visual and digital aspects are highly important in tourism-based training. Mayadi et al. (2024) emphasized that supporting infrastructure is a vital component in delivering effective training. Without supporting facilities, training becomes not only suboptimal but also fails to attract residents’ interest.

From an institutional perspective, weak coordination among stakeholders also poses a serious challenge. The village government, the village-owned enterprise, and the Tourism Awareness Group (Pokdarwis) work separately, without a roadmap or joint training plan. This results in overlapping programs and resource inefficiency. As stated by Sugiat (2020), human resource development strategies will only be effective if supported by synergy and collaboration among institutions within an integrated framework. Good coordination also enables proportional and accountable distribution of roles.

Low digital literacy further hinders the promotion of the tourist village through social media. Although young people have already used digital platforms, the content they produce is still random and less engaging. A Pokdarwis manager mentioned, *“The youths have made videos, but they don’t yet understand how to create narratives or market them through Instagram or TikTok.”* Haerah & Arifin (2024) stressed the importance of systematic digital marketing training, covering content planning, platform mastery, and audience management to produce effective and impactful promotion.

Lastly, limited foreign language proficiency, especially English, represents a significant barrier in establishing communication with international tourists. Residents admitted difficulty in understanding questions from foreign visitors or responding in a polite and informative manner. As noted by Maricar et al. (2024) and Putri et al. (2023), language is the primary bridge in building productive interactions between tourists and local communities. Without sustainable basic English training, the community will continue to be marginalized from direct service to tourists.

Overall, these obstacles show that human resource development cannot rely solely on one-off training but requires a systematic, holistic, and sustainable approach. Such an approach must simultaneously consider psychological, social, technical, and institutional aspects. The implication is that local governments need to design tiered training strategies with regular evaluation and continuous mentoring. Educational institutions and non-governmental organizations can also be involved to strengthen local capacities. For the community itself, it is important to foster a culture of learning that is inclusive and encourages every individual to become an active part of the tourism ecosystem. In this way, existing obstacles can gradually be overcome toward sustainable and inclusive community-based tourism management.

V. CONCLUSIONS

1. Human Resource Training Needs in Bonjeruk Village

Based on the findings of this study, it can be concluded that the community of Bonjeruk Village requires practical, relevant, and sustainable human resource training to support community-based tourism management. The main needs include training in tour guiding and cultural storytelling, homestay management, hospitality, digital marketing, and packaging skills for Micro, Small, and Medium Enterprises (MSMEs) products. In addition, there is a need for basic English language training to strengthen cross-cultural communication. These needs reflect the importance of enhancing residents’ capacity in technical skills,

Strategies for Human Resource Development to Enhance Community-Based Tourism in Bonjeruk Village, Jonggat Sub-District, Central Lombok Regency

professional attitudes, and adaptive abilities toward technological developments and tourist demands. Therefore, strengthening community capacity through thematic and contextual training constitutes a strategic step in building competent and competitive tourism human resources in the village.

2. Strategies for Human Resource Development to Enhance Community Engagement

The human resource development strategies implemented in Bonjeruk Village encompass various approaches, ranging from tourism awareness campaigns to technical skill training and productive economic activities. These strategies reflect a participatory pattern that involves diverse community groups, including youth, women, and MSME actors. Training in tour guiding, digital promotion, and local culinary processing have become essential instruments in strengthening community engagement. Furthermore, evaluation forums and coordination among stakeholders have served as supporting elements in ensuring program sustainability. These strategies demonstrate that contextual and locally-based approaches are effective in encouraging communities to actively participate in village tourism development. Therefore, efforts to strengthen human resources must continue to be developed systematically and inclusively.

3. Challenges in Human Resource Development for Tourism in Bonjeruk Village

The development of human resources for tourism in Bonjeruk Village faces various challenges that include psychological, technical, institutional, and structural aspects. The main challenges consist of the community's limited understanding of community-based tourism concepts, low self-confidence, as well as limited facilities and access to quality training. In addition, low digital literacy and foreign language proficiency further hinder the community's capacity to interact with tourists. These challenges are exacerbated by weak institutional coordination and the absence of an integrated training roadmap. Therefore, effective human resource development requires a comprehensive and collaborative approach that focuses not only on improving technical skills but also on shaping mindsets, providing adequate facilities, and strengthening village institutions.

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Strategies for Human Resource Development to Enhance Community-Based Tourism in Bonjeruk Village, Jonggat Sub-District, Central Lombok Regency

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