

THE ROLE OF HUMAN RESOURCE CAPACITY IN ENHANCING THE QUALITY OF COMMUNITY-BASED TOURISM VILLAGE MANAGEMENT: EVIDENCE FROM SRAGEN, INDONESIA

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Abstract

This study aims to analyze the effect of human resource (HR) capacity on the quality of community-based tourism (CBT) village management in Sragen Regency, Indonesia. The background of this research is based on the important role of human resources in supporting successful village tourism management, particularly in addressing the transition from an agriculture-based economy to a more professional and sustainable tourism sector. Although the CBT concept emphasizes community participation, the quality of village tourism management still faces challenges related to limited local human resource capacity. This research employs a quantitative approach with descriptive and verification design. Data were collected through structured questionnaires from 195 respondents consisting of village tourism managers, village officials, and local communities in Sragen Regency, selected using simple random sampling. Data analysis was conducted using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method with SmartPLS version 4 to examine the relationships between the research variables. The results indicate that human resource capacity has a positive and significant effect on the quality of CBT village tourism management. This finding suggests that improvements in knowledge, skills, experience, and managerial capabilities of local communities play a crucial role in enhancing the effectiveness of tourism village management. Furthermore, human resource capacity is proven to be a key determinant in supporting participatory, professional, and sustainable village tourism management. This study implies that strengthening human resource capacity through education, training, and community empowerment should be prioritized in the development of village tourism. Therefore, the findings are expected to serve as a reference for local governments and tourism managers in formulating more effective and sustainable community-based tourism development strategies.

Keywords: *human resource capacity, village tourism, community-based tourism, tourism management.*

BACKGROUND

The rural tourism sector in Indonesia has a complex and dynamic social landscape and plays a crucial role in driving locally driven economic growth. While the sector's development significantly contributes to economic development, it is often met with debate regarding the readiness of local communities to manage these changes (Wahyuningrat & Harsanto, 2025). The transformation from a traditional agricultural economy to the tourism sector, particularly through the *Community-Based Tourism* (CBT) approach, has brought structural changes to the economic activities of rural communities (Hariyani, 2018; Jonathan & Tarigan, 2016). This trend is further reinforced by tourists' increasing preference for authentic, culture-based experiences that directly involve local communities (Mafruhah et al.,

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2020) . In the context of Sragen Regency, developing CBT-based tourism villages is a crucial strategy for improving community welfare while maintaining the sustainability of local culture. However, the implementation of CBT at the local level still faces several fundamental challenges, particularly related to the suboptimal quality of tourism village management. This problem is inextricably linked to the limited human resource capacity of the community, the primary managers. The gap between the competencies of rural communities and the demands of the modern tourism industry is a crucial and recurring issue (Mansur et al., 2017) . Conceptually, human resource capacity encompasses the knowledge, skills, and attitudes necessary to carry out tourism management functions professionally (Tsaur & Lin, 2004) . However, in practice, rural communities are still dominated by agrarian workers who tend to have limitations in aspects of tourism service, management, and innovation. This condition indicates a significant competency gap, which directly impacts the quality of tourism village management. Furthermore, although the literature emphasizes the importance of community participation in tourism development, there is still a lack of practical guidance on integrating human resource capacity building into CBT management strategies (Saufi et al., 2014; Untari & Suharto, 2020) .

Changes in human resource management in the tourism sector also indicate a shift from an informal, family-based system to a more professional and structured approach (Kusluvan et al., 2010) . In the context of CBT, community involvement is not only participatory but also requires adaptive capacity to respond to rapidly changing tourism markets. Unfortunately, the pace of change often exceeds the capacity of local communities to adapt (Baum, 2007; Baum et al., 1997) . This confirms that increasing human resource capacity is no longer an option but rather an urgent necessity for improving the quality of tourism village management. Furthermore, the challenges in managing tourist villages also relate to efforts to maintain a balance between local cultural values and the demands of professionalism in the modern tourism industry (Dahles & Susilowati, 2015) . An imbalance in managing these two aspects can result in a declining quality of the tourist experience and a weakening of local identity. Meanwhile, the significant potential of tourist villages to support the rural economy has not been fully optimized due to weak human resource management practices (Steiner & Atterton, 2015) .

Various previous studies have emphasized the importance of human resource capacity development through education, training, and community empowerment as key to the success of rural tourism (Haber & Reichel, 2007; Sartika & Wargadinata, 2019) . However, there is limited empirical research specifically examining the influence of human resource capacity on the quality of CBT-based village tourism management, particularly in a local context like Sragen Regency. This situation indicates a research gap that needs to be filled. This research is based on the assumption that human resource capacity plays a strategic role in determining the quality of CBT-based tourism village management. Quality management is determined not only by the availability of physical resources but also by the individual and collective abilities of the community to sustainably manage, develop, and maintain tourist attractions (Nugroho et al., 2021) . However, the conflict between traditional lifestyles and the demands of the modern tourism sector remains a major challenge, requiring changes in community mindsets and skills (Ariyani & Fauzi, 2023; Gannon, 1994) . As attention to the concept of sustainable tourism increases, the urgency to improve human resource capacity is growing (Garrod et al., 2006) . Therefore, this study aims to empirically analyze the influence of human resource capacity on the quality of CBT-based tourism village management in Sragen Regency. The results of this study are expected to contribute to formulating more effective and contextual human resource development strategies to support the management of quality, competitive, and sustainable tourism villages (Sartika & Wargadinata, 2019) .

LITERATURE REVIEW

Rural tourism, particularly *Community-Based Tourism* (CBT), has become a strategic approach in encouraging local economic revitalization and sustainable development in Indonesia (Sartika & Wargadinata, 2019) . In this context, the success of tourism village management is not only determined by the potential of natural and cultural resources, but is highly dependent on the capacity of human resources as the main managers (Mansur et al., 2017) . Although the development of CBT is growing, there are still limited studies that specifically analyze the relationship between human resource capacity and the quality of tourism village management, especially at the local level such as in Sragen Regency (Untari & Suharto, 2020) . Therefore, this study is directed to answer the following research questions: (1) What are the main obstacles in human resource capacity in CBT-based tourism village management in Sragen Regency? (2) What skills and abilities are needed to improve the quality of tourism village management? (3) How does human resource capacity affect the overall quality of CBT-based tourism village management?

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This study adopts Human Capital Theory (Becker, 1964) and the Sustainable Tourism Development Framework (STDF) (UNEP & WTO, 2005) as theoretical foundations. Human Capital Theory emphasizes that investment in education, training, and skills development will improve individual productivity and organizational performance (Sweetland, 1996). In the context of CBT-based tourism villages, human resource capacity is a key factor in determining the quality of services, destination management, and the tourism experience offered (Nsengimana, 2017). Meanwhile, STDF emphasizes the importance of balancing economic, social, and environmental aspects in tourism management (Mazilu et al., 2023). In CBT, this principle is realized through the active involvement of the community in the entire management process, so that the quality of tourism village management is not only measured from economic aspects, but also from social and environmental sustainability (Huruta et al., 2024; Riyanto et al., 2023; Tolkach & King, 2015).

The concept of *Sustainable Human Resource Management* (SHRM) is relevant in explaining how human resource capacity can be managed sustainably to support the quality of tourism village management (Baum, 2018). In the context of CBT, SHRM not only focuses on work efficiency, but also on empowering local communities and improving welfare (Nzonzo & Chipfuva, 2013). However, the implementation of SHRM in tourism villages faces various obstacles, such as limited resources, low levels of education, and lack of experience in tourism management (Zhao, 2023). Therefore, a contextual and adaptive approach is needed in developing human resource capacity to be able to improve the quality of tourism village management (Liu et al., 2026).

Skills development and training are key components in improving human resource capacity in CBT-based tourism villages (Ramya, 2016). However, conventional training approaches are often ineffective in rural areas, necessitating more contextual and participatory methods (Mahmoud et al., 2021). In the tourism industry, soft skills such as communication, service, and cultural sensitivity are crucial factors influencing the quality of the tourism experience (Bello et al., 2016). Developing these skills requires a combination of formal training, experiential learning, and ongoing mentoring (Konu, 2015). Furthermore, the use of digital technology can be a solution in increasing access to training and information for tourism village communities (Diantoro, 2025). Therefore, increasing human resource capacity is expected to have a direct impact on improving the quality of tourism village management.

Community involvement is a key principle in the CBT approach and is a determining factor in the quality of tourism village management (Saufi et al., 2014). Active community participation in the planning, implementation, and evaluation of tourism activities can increase a sense of ownership and responsibility for the success of tourism villages (Kontogeorgopoulos et al., 2014). However, in practice, community involvement is often suboptimal due to limited capacity, unequal access to information, and a lack of resources (Razzaq, 2021). Therefore, a participatory approach that prioritizes community empowerment and capacity building is crucial for improving the quality of tourism village management (Tasci et al., 2013).

This study also highlights the importance of developing local potential-based tourism, such as cultural, natural, and culinary tourism, in increasing the attractiveness of CBT-based tourist villages in Sragen Regency. These three types of tourism have great potential in driving local economic growth and creating added value for the community (DANILOSKA & HADZI NAUMOVA-MIHAILOVSKA, 2015). Cultural tourism contributes to the preservation of local traditions and identity (Cetin & Bilgihan, 2016), natural tourism supports environmental conservation (Ningsih & Sudono, 2016), and culinary tourism increases the economic value of the agricultural sector (Miroso & Lawson, 2012). However, the management of these three types of tourism is highly dependent on the capacity of human resources in packaging, marketing, and providing quality tourism experiences.

Based on the literature review, it can be concluded that human resource capacity is a key factor influencing the quality of CBT-based tourism village management. Although various studies have highlighted the importance of human resource development, there is still a gap in studies that empirically test the direct relationship between human resource capacity and the quality of tourism village management, particularly in a local context such as Sragen Regency. Therefore, this study seeks to fill this gap by empirically analyzing the influence of human resource capacity on the quality of CBT-based tourism village management, thereby providing theoretical and practical contributions to the development of sustainable rural tourism.

RESEARCH METHODS

This study uses a quantitative descriptive and verification approach to examine the influence of *human resource capacity on the quality of community-based tourism (CBT) village management*. This approach was chosen to statistically test the hypothesis and explain the causal relationship between variables. The study was conducted with village tourism

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managers and communities in Sragen Regency, Indonesia, with data collection from January to April 2026. The population in this study included all individuals involved in the management of tourism villages in Sragen Regency, including managers, village officials, and local communities participating in tourism activities. The sampling technique used *simple random sampling*, considering that respondents had relatively homogeneous characteristics in their involvement in community-based tourism village activities. Of the total 250 research respondents distributed, 195 respondents were obtained valid and could be analyzed further. Data were collected using a structured questionnaire distributed online via Google Forms, email, and WhatsApp. All measurement items used a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 1. Operational Definition of Variables

| Variables | Definition | Indicator | Source |
|--|---|--|---|
| Human Resource Capacity (X) | Individual ability to manage and develop tourist villages effectively | <ol style="list-style-type: none"> 1. Knowledge, 2. Skills, 3. Experience, 4. Managerial Skills, 5. Communication Skills, And 6. Innovation | Becker (1964); Tsaour & Lin (2004); Nguyen et al. (2016); Mansur et al. (2017) |
| Quality of Community-Based Tourism Village Management (Y) | The level of effectiveness of managing tourist villages that actively and sustainably involve the community | <ol style="list-style-type: none"> 1. Transparency 2. Sustainability 3. Visitor Satisfaction 4. Community empowerment 5. Quality of Service | Saufi et al. (2014); Kontogeorgopoulos et al. (2014); Tolkach & King (2015); UNEP & WTO (2005); Steiner & Atterton (2015) |

Source: Primary data, processed by researchers (2026)

Data analysis in this study was conducted using the *Partial Least Squares–Structural Equation Modeling* (PLS-SEM) method with the help of SmartPLS software version 4. This method was chosen because it has the ability to accommodate latent variables, handle non-normally distributed data, and still provide robust results in a relatively limited sample size. The analysis process is carried out through two main stages, namely the evaluation of the measurement model (*outer model*) and the evaluation of the structural model (*inner model*). The evaluation of the *outer model* aims to test the validity and reliability of the construct through the *factor loading indicators*, *Average Variance Extracted* (AVE), *Cronbach's Alpha*, *Composite Reliability*, and discriminant validity. Furthermore, the evaluation of the *inner model* is carried out to assess the strength of the relationship between latent variables through the coefficient of determination (R^2), *effect size* (f^2), *predictive relevance* (Q^2), *model fit*, and *path coefficient* testing to test the research hypothesis.

RESULTS AND DISCUSSION

Respondent Demographic Profile

Based on the results of data collection, the number of respondents analyzed in this study was 195. people, consisting of tourism village managers and local communities involved in tourism activities in Sragen Regency. Respondent characteristics are described based on gender, age, education level, role in the tourism village, and length of involvement in tourism activities.

Table 2. Demographic Profile of Respondents (n = 195)

| Characteristics | Category | Frequency (n) | Percentage (%) |
|--------------------------|-------------------------------|---------------|----------------|
| Gender | Man | 112 | 57.4 |
| | Woman | 83 | 42.6 |
| Age | 17–25 years | 38 | 19.5 |
| | 26–35 years | 68 | 34.9 |
| | 36–45 years | 54 | 27.7 |
| | > 45 years | 35 | 17.9 |
| Last education | Junior high school/equivalent | 24 | 12.3 |
| | High school/equivalent | 89 | 45.6 |
| | Diploma | 21 | 10.8 |
| | Bachelor degree) | 61 | 31.3 |
| Role in Tourism Villages | Core managers (Pokdarwis) | 74 | 37.9 |
| | Village apparatus | 41 | 21 |
| | Community/business actors | 80 | 41.1 |
| Length of Engagement | < 1 year | 43 | 22.1 |
| | 1–3 years | 72 | 36.9 |
| | 3–5 years | 49 | 25.1 |
| | > 5 years | 31 | 15.9 |

Source: Primary data, processed by researchers (2026)

community-based tourism (CBT) villages in Sragen Regency is dominated by men (57.4%), although female participation is also relatively high (42.6%), reflecting a fairly inclusive involvement. In terms of age, the majority of respondents are in the productive age group, namely 26–35 years (34.9%) and 36–45 years (27.7%), indicating that tourism village management is supported by individuals with a relatively good level of productivity and adaptability to the development of the tourism industry. Meanwhile, in terms of education, the majority of respondents have a high school/equivalent educational background (45.6%) and a bachelor's degree (31.3%), indicating that in general the cognitive capacity of the community is sufficient to support tourism village management, although there is still a need to improve more specific competencies in the tourism sector.

Furthermore, the distribution of respondents based on their roles indicates that the community/business actors (41.1%) and core managers (37.9%) have a dominant contribution, indicating that the principle of participation in CBT has been implemented well. The involvement of village officials (21.0%) also indicates the existence of institutional support in the management of tourism villages. In terms of experience, the majority of respondents have been involved for 1–3 years (36.9%), indicating that most are still in the capacity development stage. However, the presence of respondents with more than 3 years of experience indicates a group that has achieved a level of maturity in management. Overall, this condition reflects that human resources in tourism village management in Sragen Regency have quite good potential, but still need capacity building to improve the quality of management sustainably.

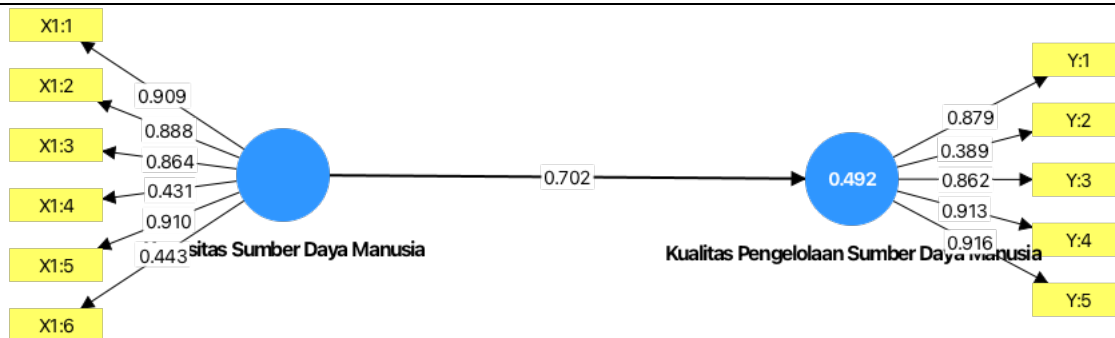


Figure 1. Measurement Model (Outer Model) Before Modification

the outer model evaluation show that there are still several indicators that do not meet the convergent validity criteria, indicated by *factor loading values* below 0.70, such as X1:4 (0.431), X1:6 (0.443), and Y:2 (0.389). This indicates that these indicators are not yet able to represent the construct optimally, so the measurement model cannot be declared valid and needs to be modified.

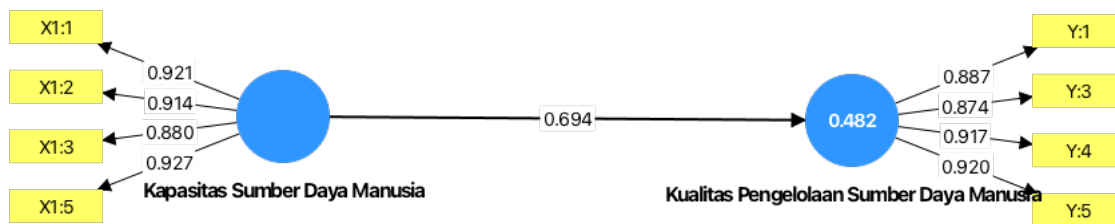


Figure 2. Measurement Model (Outer Model) After Modification

After eliminating invalid indicators, all indicators had *factor loading values* above 0.70, indicating that the model met convergent validity. Furthermore, the relationship between human resource capacity and the quality of tourism village management was strong, with a path coefficient of 0.694 and an R² value of 0.482. Thus, the measurement model was declared valid and suitable for further analysis.

Table 3. Results of Reliability Test, Convergent Validity, and Discriminant Validity

| Variables | Cronbach's Alpha | Composite Reliability (pc) | AVE | Human Resources Capacity | Management Quality |
|---|------------------|----------------------------|-------|--------------------------|--------------------|
| Human Resource Capacity | 0.647 | 0.66 | 0.576 | 0.759 | |
| Quality of CBT-Based Tourism Village Management | 0.64 | 0.656 | 0.562 | 0.515 | 0.75 |

Description: Results of processed research data (2026).

Based on Table 3, the test results indicate that all constructs have met the reliability and convergent validity criteria. The Composite Reliability (pc) values for both variables are above 0.60, indicating adequate internal consistency. The Average Variance Extracted (AVE) value is also above 0.50, thus concluding that each construct is able to explain more than 50% of the variance in its indicators. Furthermore, discriminant validity was tested using the Fornell-Larcker criterion, which showed that the square root of the AVE value for each construct (0.759 and 0.750) was greater than the correlation between constructs (0.515). This indicates that each construct has good discrimination and is able to

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differentiate itself from other constructs. Thus, the measurement model in this study is declared valid and reliable, and is suitable for use in further testing of the structural model.

Table 4. Results of the Coefficient of Determination (R²) Test

| Dependent Variable | R-square | Adjusted R-square |
|---|----------|-------------------|
| Quality of CBT-Based Tourism Village Management | 0.482 | 0.479 |

Description: Results of processed research data (2026).

Based on Table 4, the R-square (R²) value of 0.482 indicates that the *human resource capacity variable* is able to explain 48.2% of the variation in *the quality of community-based tourism (CBT) village management*, while the remaining 51.8% is influenced by other variables outside the research model. The *adjusted R-square value* of 0.479 indicates that after adjustment for the number of variables, the model remains stable and does not experience significant bias. Referring to the PLS-SEM criteria, the R² value is included in the moderate category, which indicates that the model has quite good explanatory ability and is relevant in explaining the relationship between human resource capacity and the quality of village tourism management.

Table 5. Effect Size (f²) Test Results

| Independent Variables | Dependent Variable | f-square (f ²) |
|-------------------------|---|----------------------------|
| Human Resource Capacity | Quality of CBT-Based Tourism Village Management | 0.93 |

Description: Results of processed research data (2026).

Based on Table 5, the effect size (f²) value of 0.930 indicates that the *human resource capacity variable* has a very large influence on *the quality of community-based tourism (CBT) village management*. Referring to the criteria in PLS-SEM, an f² value of 0.02 is categorized as small, 0.15 as medium, and 0.35 as large. Therefore, a value of 0.930, which far exceeds the 0.35 limit, indicates that human resource capacity makes a very strong contribution to improving the quality of village management. This confirms that increasing human resource capacity is a key factor in supporting the success of community-based village management.

Table 6. Path Coefficient Test Results

| Relationship between variables | Original Sample (O) | Sample Mean (M) | STDEV | T-statistics | P-values |
|---|---------------------|-----------------|-------|--------------|----------|
| Human Resource Capacity → Quality of CBT-Based Tourism Village Management | 0.694 | 0.696 | 0.065 | 10.65 | 0 |

Description: Results of processed research data (2026).

Based on Table 6, the path coefficient value of 0.694 indicates that human resource capacity has a strong positive influence on the quality of *community-based tourism (CBT) village management*. The T-statistics value of 10.650, which is greater than 1.96, and the P-value of 0.000, which is less than 0.05, indicate that the influence is statistically significant. Thus, the research hypothesis stating that human resource capacity has a positive influence on the quality of CBT-based village management is accepted. These results indicate that the higher the human resource capacity, the better the quality of village management in Sragen Regency.

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Discussion

The results of this study indicate that human resource (HR) capacity has a positive and significant influence on the quality of *community-based tourism* (CBT) village management in Sragen Regency. This finding is evidenced by a *path coefficient value* of 0.694 with high significance (p-value 0.000), which indicates that the higher the HR capacity, the better the quality of village tourism management. Theoretically, these results reinforce the Human Capital Theory (Becker, 1964) which states that investment in knowledge, skills, and experience will improve individual and organizational performance, including in the context of community-based tourism management. These results are also consistent with previous research conducted by Tsaur & Lin (2004), which found a gap between local human resource competencies and the needs of the tourism industry, making capacity building a crucial factor in improving service quality. Furthermore, in line with Mansur et al. (2017), limited human resource capacity in rural areas remains a major obstacle to effective tourism management. These findings also support Ramya's (2016) study, which emphasized that training and skills development are key factors in increasing the competitiveness of rural tourism destinations. Furthermore, the R^2 value of 0.482 indicates that human resource capacity can explain 48.2% of the variation in the quality of tourism village management, which is included in the moderate category. This indicates that although human resource capacity is a dominant factor, there are still other factors outside the model that also influence management quality. This finding is in line with Baum (2007) and Baum et al. (1997) who stated that the dynamics of change in the tourism sector often exceed the adaptive capacity of local communities, so additional support such as policies, infrastructure, and institutional systems is needed.

Furthermore, the effect size (f^2) value of 0.930 indicates a significant impact of human resource capacity on management quality. This reinforces the findings of Sartika & Wargadinata (2019) and Nugroho et al. (2021), which assert that the success of tourism villages is largely determined by the quality of human resources as the primary actors in management. In the context of CBT, these results also support Saufi et al. (2014) and Kontogeorgopoulos et al. (2014), who emphasized the importance of community involvement supported by adequate capacity so that participation is not only formal but also functional and productive. Thus, this study confirms that human resource capacity is not only a supporting factor, but also a key determinant in improving the quality of CBT-based tourism village management in Sragen Regency. These findings extend previous studies by providing empirical evidence in the local context, while also confirming that strengthening human resource capacity through training, education, and community empowerment is the most relevant strategy in promoting the success of sustainable tourism village management.

CONCLUSION

This study concludes that human resource (HR) capacity plays a crucial role in determining the quality of *community-based tourism* (CBT) village management in Sragen Regency. In the context of village tourism management, the ability of the community, as the primary administrators, to understand, manage, and develop tourism potential is a key factor influencing overall management effectiveness. The better the human resource capacity, the more optimal the quality of village tourism management. Furthermore, this study confirms that village tourism development is inseparable from efforts to increase community capacity through education, training, and ongoing empowerment. Strengthening human resource capacity is the primary foundation for creating professional, participatory, and sustainable village tourism management. Therefore, improving human resource quality needs to be a primary focus in the CBT-based village tourism development strategy in Sragen Regency to provide broader benefits to the local community.

RESEARCH SUGGESTION

Based on the research results, strengthening human resource (HR) capacity needs to be a top priority in the development of *community-based tourism* (CBT)-based tourism villages in Sragen Regency through ongoing training, education, and mentoring programs, particularly in the aspects of managerial skills, tourism services, communication, and innovation based on local potential so that the community has adequate capabilities in managing tourist villages professionally and sustainably. In addition, it is necessary to strengthen collaboration between the government, academics, and local communities in building a more structured, adaptive, and sustainable tourism village management system, while further research is recommended to add other variables such as institutional support, utilization of digital technology, and social capital to provide a more comprehensive picture of the factors that influence the quality of CBT-based tourism village management.

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