Tourism village development strategy using Analytic Network Process (ANP)

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ABSTRACT

The purpose of this study is to analyze the problems that occur in the management of tourism villages and develop strategies and solutions to overcome existing problems. This research was conducted in Banjaran Village, Purbalingga Indonesia. The study was conducted using a mixed research method, namely qualitative-quantitative; this method was used to capture the value or view of experts and practitioners about Tourism Villages in Banjaran Village, Purbalingga Regency. The analysis used in this study is the ANP (Analytic Network Process) method. The respondents selected in this study were experts, practitioners, academics, and regulators competent in tourism village management. The results showed that the problems that arise in developing tourism village potential are five main aspects: Human Resources (HR), capital management, institutions, conflicts of interest, and promotion. The priority solutions offered and considered to be able to solve problems in the development of tourism village potential are divided into six keys, namely, for the resolution of HR problems by increasing HR competence and then recruiting competent workers. In capital management, the solution is to do systematic bookkeeping, make appropriate regulations, and carry out regular coordination, communication, and deliberation. The answer to the conflict of interest problem is to put the community’s interests first and then agree. As well as solving problems in the promotion aspect by disseminating event info and publishing management documentation. Strategy Criteria in the Development of Tourism Village Potential is carried out through five primary elements: human resources, financial and capital management, institutional/organizational structure, conflicts of interest, and promotion. Through these five important strategic aspects, it can overcome existing problems.

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Introduction

Based on data from the Covid-19 handling task force, the number of positive confirmed patients recorded from the first case until August 21, 2021, reached 3,967,048 instances. The Covid-19 pandemic in Indonesia impacts public health problems and various sectors, namely the community’s economy, education, and social life. Data presented by the Central Statistics Agency on the impact of the Covid-19 pandemic on employment shows that the working-age population affected by Covid-19 consists of an urban population of 14.29 million and a rural population of 4.81 million in February 2021. Although the number is less than in urban areas, employment is essential to pay attention to, considering that villages have the potential for natural resources and human resources that can be utilized in developing the potential of towns for mutual welfare.

The physical potential of the village in the form of beautiful landscapes is a potential for tourism development that can contribute to the economy and employment of rural communities. A tourist village is defined as an area in the form of a rural environment with a tourist attraction based on local wisdom such as customs, culture, and natural wealth that has uniqueness and authenticity in the form
of characteristics of the rural atmosphere (Hermawan, 2016). Tourism development can provide economic benefits, such as providing opportunities to open businesses and jobs, especially for local communities (Pramusita & Sarinastiti, 2018). Tourism has long been a force to promote socioeconomic development in various countries and regions; tourism has a role in stimulating business growth and job creation, including for local, coastal, rural, and remote communities, as well as in facilitating the development of infrastructure and public services (International Labour Organization, 2022). Meanwhile, many countries depend on the tourism sector of developing countries, small islands, including Caribbean countries. In Indonesia, in 2019, the tourism sector contributed 5.9% of the total GDP, while in 2020, it decreased to 4.1% due to the impact of the COVID-19 pandemic, and in 2021 it rose again to 4.3%. On the other hand, the Tourism sector is also relied upon as one of the sectors that absorbs much labor. Based on BPS data, in 2010, the Tourism industry drank only 7.44 million workers (about 6.88% of the total national workforce), while within years the number of workers in the Tourism sector increased to 13 million workers, and the contribution 10.28% of the total number of national workers. During the COVID-19 period, the Tourism sector experienced a reduction in working hours (work hour losses). Thus, out of 49.50 million workers in 18 subsectors of tourism sector coverage, 939 thousand are temporarily out of work due to pandemic reasons. Meanwhile, 12.91 million people experienced a reduction in working hours compared to before the pandemic (Kemenparekraf, 2020). Economic development in many countries in, highly dependent on the development of the tertiary sector and tourism is one of the most important critical of this sector. Tourism significantly affects GDP growth, export growth, and environmental protection and employs many people. As a result, many developing countries promote tourism as a tool for economic and social development. In our country, tourism development is one of the main ways to reduce the problem of high unemployment (Qi Qi & Rova, 2014).

The potential of tourism villages can be a solution for the community in increasing income and employment. The advantages of tourist attractions are that they can improve the economy directly, increase tourist visits to the village, and increase local product sales. However, various problems often hinder management in developing tourist villages. The problem issues are often faced, first about human resources, because tourism is a labor-intensive industry, HR has an essential promoting sector. This means it is necessary to ensure high standards of quality and efficiency of human resources as well as the specific needs of human resource development in various tourism sectors (Qi Qi & Rova, 2014; Rekha & Reddy, 2013). Human resources in Indonesia still need many adjustments and comments, especially for tourism governance. Skilled human resources not only have not only goods, managerial to create a sustainable tourism industry. Thus, Human Resources (HR) is the primary key to success in implementing the concept of a tourist village. However HR is often is only seen as an asset, so HR cannot contribute optimally (Kusumawardhani et al., 2021; Said et al., 2020). The second problem, namely the lack of equity/capital, the issue of finding funds and the problem of financial management, it is a financial problem for SMEs and the tourism sector (Domazet, 2008). The third problem, poor and weak governance systems, can potentially make tourism controlled by stakeholders or strong parties (Simpson, 2009). Due to different interest groups, the fourth problem is centered on four basic relationship dimensions: the industry with the community, tourists with the district, tourists with tourists, and society with the community (Madurowicz, 2017). The fifth problem, implementing tourism branding that needs to be done jointly, such as promotion, financial support, and the appropriate environment, opens up opportunities to create explosive tourism growth (Irianto, 2017).

Thus, this research is carried out to analyze curs in tourism village management, through the Analytic Network Process, as well as comprehensively analyze strategies and solutions relevant to overcome the problems of tourism village management issues. Research as Research was in Banjaran Village, Bojongsari District, Purbalingga Regency. Geographically, Banjaran Village has the potential as a tourist village, Klawing River Dam, bamboo forest, rice fields, bamboo craftsmen and community arts are local economic potentials that can be integrated into tourist villages. The party in charge of managing this tourist village is the village-owned business entity "Bina Sejahtera". Bina Sejahtera is formed by the village government based on a joint agreement by all village officials and communities. One of the tourist attractions managed by Bina Sejahtera is The Klawing River Dam. The klawing river dam serves as one of the irrigation streams that are very beneficial for the surrounding community and a means of road transportation that connects Banjaran Village with Slinga Village. The location around the dam is increasingly crowded and the natural beauty and river flow become a recreational place for local tourists and front side Banjaran Village.

**Literature Review**

**Human Resources (HR) in Tourism Village Development**

The human resources (HR) referred to here are people who manage tourist villages or called human resource management. Human resources are essential for the success of all types of organizations and industries, a source of competitive advantage that determines new techniques and innovative methods of providing services. In addition, personal characteristics such as emotional intelligence, politeness and friendliness are ways of delivering services in meeting to meet the needs and desires of visitors.

Human resources can create a vision, define the scope of work practice, divide tasks in work, set goals, develop strategic plans, and implement them in occurs values, so human resources should be an integral part of the strategic planning process. Thus, human resources are key to success, competitiveness, and survival in marketing. Tourism will still exist because it is built from tourism actors' knowledge, skills, abilities, and motivations. However, the tourism sector has several human resource challenges, including working conditions. These jobs are synonymous with dirty and difficult, low salaries, seasonal jobs, unclear employment status,
absence of clear career development, and high labor turnover (Butzmann & Job, 2017; Herman & Zoonosis, 2015; Ruhanen et al., 2015; Trivelas & Reklitis, 2014).

Human resource development in tourism focuses on developing a professionally trained and educated workforce. Tourism development includes tourism villages with long-term sustainability goals, so the size of their economic targets must be based on competent human resources. As well as effective and efficient management of human resources socially and economically. In addition, human resource management must also be effective in order to encourage sustainable tourism development (Font et al., 2017; McKercher et al., 2014; Qiqi & Rova, 2014).

Financial and Capital Management in Tourism Village Development

Small and medium-sized enterprises such as tourist villages have an important position in the country's economy because they contribute to employment with lower investment costs and high incomes. However, MSMEs face some problems due to the structure or economic situation. In the tourism sector, financial problems also affect the success of tourism development. Several research results show that the success of MSMEs, including the tourism sector, is influenced by financial problems. In addition to being a success factor, financial problems are the most important factor that hinders business growth. MSMEs have limited capital so they cannot provide the guarantees expected by banks. In addition, the financial statements owned are not those required by the Bank (Parlakayaa et al., 2015).

Financial management also considerably massive cases revenue and return on investment and resource allocation (Nobanee, 2021). The tourism sector significantly impacts the sustainability and well-being of the community (Deysahapriya, et al., 2021). Among other factors that influence sustainability and financial management, there are various crises, financial or epidemics such as COVID-19, which have negatively impacted the tourism industry. However, tourism is one of the industries with an essential and contributes significantly to sustainable development. But the tourism industry is considered the most vulnerable. For example, the crisis associated with the COVID-19 pandemic is the most significant problem that has recently affected the tourism industry in the country (Deysahapriya, et al., 2021).

Institutional and Organizational Structure in Tourism Village Development

Institutional management has a vital role in ensuring fair profit sharing for all parties who play a role in tourism management. Proper institutional management must continue to be encouraged to achieve sustainable tourism goals. The existence of tourism has helped generate income for rural communities. Still, the advantages sometimes favor the village elite due to the lack of institutional mechanisms to ensure equality (Badola et al., 2018). A series of vertically integrated and hierarchical institutions that include frameworks such as polycentric governance, then can manage and preserve nature-based tourism villages (Araral, Ed; Hartley, 2013; Roxas & Chadee, 2013; Tumusime & Vedeld, 2012). Thus, tourism villages that utilize landscapes with high dependence on natural resources and local wisdom that involves underprivileged communities and women have the best capacity to ensure sustainable tourism. However, they need support from government agencies and guidance from existing community organizations. Such institutional frameworks can adapt and respond to global economic challenges, but government agencies need to develop more efficiently, with stricter mechanisms to deal with unforeseen challenges (Badola et al., 2018).

Integrating socio-ecological systems and solid local institutions results in effective resource management (Ban et al., 2013; Carlsson & Berkes, 2005). The main reason behind the success of institutions working for tourism is small communities with stable social relationships of trust, reciprocity, general rules, norms and sanctions, and active networks (Barthwal & Mathur, 2012). Local ownership of tourism infrastructure minimizes on-site material leakage and ensures maximum benefits. Institutional governance also involves women actively. Institutions are regulated by the government and managed by the community, with the support of NGOs. Institutional management developed with diverse successes and provided opportunities for monetary benefits for local communities, especially ethnic groups, socially backward classes, and women (Badola et al., 2014).

Conflict of Interest in Tourism Village Development

The important thing in managing tourism development is to recognize the intensity and character of social conflicts that occur as direct or indirect effects of tourism and then order them appropriately. A match is a situation in which two or more collaborating parties feel inappropriate differences or an inability to achieve their aspirations and take action to change this situation. These aspirations may relate to resources, needs or values. As a result of the actions taken, the conflict can be resolved, aggravated or resolved. The match itself has its own dynamics and goes through several phases. The earlier we try to resolve a dispute, the greater the chances of an agreement occurring (Kruczek et al., 2022).

The occurrence of land conflicts in tourism areas is caused by errors in decision making, weak law enforcement, social jealousy, lack of protection of the rights of indigenous peoples, and arrogance of law enforcement officials whose resolution uses unnatural means (Asikin, 2014). Meanwhile, the complexity of interconnections between actors and the dynamics of tourism conflicts are preceded by widespread and increasing claims of ownership and empowerment to obtain management rights leading to the involvement of many actors (Afala, 2017). Another dimension of cultural conflict that is often overlooked is the conflict between tourists with tourists, so it is essential to increase tourist awareness and educate them in reducing conflicts with hosts and fellow travelers (Iverson, 2010). The study of the causes of conflicts outlines the ongoing disputes among interest groups, and the relationships associated with
the development process, and shows how differences in perception are embedded. Structures dominated by power relations create conflicts and emphasize the need for collaborative networks in tourism because institutional structures affect tourism governance; their conditions and dynamics impact institutional functioning, conflict creation, and mitigation (Lee et al., 2010; Solstrand, 2015).

Promotion / Marketing in Tourism Village Development

Promotion is part of the marketing mix. The function of promotion is to notify the products offered to potential tourists who will become the target market. Promotion in the tourism sector is part of marketing activities by using the information to create tourist awareness, increase interest, increase desire, and the actions of tourists to visit the destinations offered (Sarma & Baruah, 2013; Sianipar, 2019). If a promotion can take advantage of technology, it can help tourism managers introduce existing goals. Most tourism managers have realized the purpose of promotion by utilizing technology, because it can contribute to the number of visitors or tourists (van Niekerk & Saayman, 2013). Promotional activities should emphasize providing information about tourism activities in a tourist destination area. Sources of information are of strategic importance in marketing to promote tourist destinations. (Sarma & Baruah, 2013). Information can direct the motivation of tourists to visit destinations by evaluating information in deciding on travel plans (Llodrà-Riera et al., 2015).

Tourism promotion is an integral part of the economy in general. This is also important for local communities because tourism can revive the community around these tourist attractions (Buhalís, 2022). To achieve the goal of tourism development, tourism must be promoted so that these tourist attractions can be better known and attract potential tourists. Promotion can be done through media such as information centers (press conferences, press releases, and website services), media centers (personal services, informal sector correspondence, TV coverage), and information services (print promotion, audio-visual promotion) (Zeng & Gerritsen, 2014).

Research Methods

This research uses a mixed research method, namely qualitative-quantitative; this method captures the value or view of experts and practitioners about Tourism Villages in Banjaran Village, Purbalingga Regency. The analysis tool used is the ANP (Analytic Network Process) method with Super Decision software. This method is used as a solution considering adjusting the complexity of the problem by deciphering synthesis accompanied by the existence of a priority scale that produces the most significant priority influence. Respondents in this study were selected by purposive sampling by considering the respondent's understanding of the problems in managing tourism villages. The respondents chosen in this study were experts, practitioners, academics and regulators competent in tourism village management. Respondents in this study consisted of academics, village enterprises managers, tourism awareness group Administrators, Village Governments, academics and regulators represented by the Purbalingga Regency Tourism Office.

Data is collected through in-depth interviews with experts and practitioners who understand the problems discussed. Followed by filling out the questionnaire at the second meeting with respondents. The ANP questionnaire is presented in the form of a pairwise comparison between elements in the cluster to find out the comparison of the magnitude of influence and how much it differs. The scale used is a numerical scale of 1-9 to translate verbal judgments. Furthermore, the data obtained from the research is analyzed with the Analytical Network Process (ANP) method which is a method that can be used in various qualitative studies, such as decision making, forecasting, evaluation, mapping, strategizing, resource allocation, and so on.

The stages of the ANP method for tourism village management problems include: First, building a model, namely the ANP model, is compiled based on theoretical and empirical literature review and provides questions to tourism experts and practitioners through In-depth interviews or Focus Group Discussions. (FGD) to examine information more deeply to obtain information. Second, the quantification of the model uses questions in the ANP questionnaire in the form of pairwise comparison between elements in the cluster to find out which strategies to overcome the problem of managing tourism villages have a more significant influence (more dominant) and how much difference is through a numerical scale of 1-9. Third, data analysis through Geometric Mean, namely to find out the results of individual assessments of respondents and determine the effects of opinions in one group, a check is carried out by calculating the geometric mean. Questions in the form of pairwise comparisons from respondents will be combined to form a consensus. The geometric mean is a type of average calculation that shows a particular tendency or value through the Rater Agreement, which is a measure that indicates the degree of conformity (approval) of the respondents (R1-Rn) to a problem in one cluster. The tool used to measure rater agreements is Kendall's Coefficient of Concordance (W; 0 ≤ W ≤ 1). W =1 indicates a perfect fit. To calculate Kendall's (W), the first is to rank each answer and then add it up (Ascarya, 2015).

Results and Discussion

Problems in managing tourism villages can be divided into five aspects: human resources, capital management, institutions, conflicts of interest and promotion. Based on the results of the study, it can be described as follows:
Problem criteria in the Development of Tourism Village Potential

**Problem Criteria in Development of Tourism Village**

![ANP Network Structure](image)

Based on the diagram above, there are five indicators of problem criteria in the strategy for developing the potential of tourism villages. The results show that HR is the leading indicator with an average value of 0.233. As for the rater agreement value, this criterion is 3.333 (w=3.333). Experts are unanimous in determining the requirements for problems based on the criteria in this goal. This is aimed at a significant p-value of 0.00000 (<0.05).

Furthermore, the diagram below shows the sub-criteria of each problem criteria in the tourism village potential development strategy:

**Human Resources**
Figure 3: Problem Sub Criteria: Human Resources

Based on the diagram above, two leading indicators influence the sub-criteria of problems in the criteria for human resource problems in developing tourism village potential. The results showed that the limited member indicator became the leading indicator with an average value of 0.488 followed by the HR and technology indicator with an average value of 0.488. As for the rater agreement value, this criterion is 2.575 (w=2.575) or experts agree in determining the factor criteria with the indicators above. This is aimed at a significant p-value of 0.00000 (<0.05).

Capital Management

Figure 4: Problem Sub Criteria: Capital Management

Furthermore, the diagram above shows related capital management, which plays a role in developing the potential of tourism villages. The chart shows that investor profit sharing is the leading indicator that plays a role in developing the potential of tourism villages with an average value of 0.583 followed by financial books with an average value of 0.417. As for the rater agreement value, this criterion is 2.575 (w=2.575) in other words, experts agree in determining the sub-criteria for the requirements for capital management problems. This is aimed at a significant p-value of 0.00000 (<0.05).

Institutional

Figure 5: Problem Sub Criteria: Institutional

The sub-criteria in the criteria for the diversity problem related to the development of tourism village potential are presented above. The diagram shows that the indicators of coordination of institutional structure and product communication are equally vital in the institutional sub-criteria with an average value of 0.500. As for the rater agreement value, this criterion is 2.575 (w=2.575). That is,
experts agree in determining indicators based on the subcriteria of the problem criteria in the development of the potential of tourist villages. This is aimed at a significant p-value of 0.00000 (<0.05).

**Conflict of Interest**

![Figure 6: Problem Sub Criteria: Conflict of Interest](image1)

Furthermore, the diagram above shows the sub-criteria of maslach, namely conflicts of interest that play a role in developing the potential of tourist villages. In the chart, it can be concluded that conflict of benefits is the leading indicator that plays a role in developing the potential of tourism villages with an average value of 0.602 followed by conflict of management with an average value of 0.398. As for the *rater agreement* value, this criterion is 2.575 (w=2.575) in other words, experts agree in determining the sub-criteria for the requirements for capital management problems. This is aimed at a significant p-value of 0.00000 (<0.05).

**Promotion**

![Figure 7: Problem Sub Criteria: Promotion](image2)

The last is the sub-criteria for promotion problems in developing tourism village potential. The results show that the event promotion indicator is the leading indicator with an average value of 0.740 followed by tourism promotion with an average value of 0.260. As for the *rater agreement* value, this criterion is 2.575 (w=2.575) or experts agree in determining the problem of sub-criteria for promotion with the indicators above. This is aimed at a significant p-value of 0.00033 (<0.05).

**Solution Criteria in Developing Tourism Village Potential**

![Figure 8: Solution Criteria in the Development of Tourism Village Potential](image3)

Based on the diagram above, there are five indicators of solution criteria in the strategy for developing the potential of tourism villages. The results show that HR and Institutional are the two leading indicators with an average value of 0.221. As for the *rater agreement* value, this criterion is 2.121 (w=2.121).
agreement value, this criterion is 3.289 (w=3.289). Experts are unanimous in determining the solution criteria based on the above indicators in these solution criteria. This is aimed at a significant p-value of 0.00000 (<0.05).

Furthermore, the diagram below displays the sub-criteria of each solution criteria in the tourism village potential development strategy:

**Human Resource**

![Solution Sub Criteria: Human Resources](image)

Based on the diagram above, two leading indicators influence the resource solution criteria in developing the potential of tourism villages based on the solution sub-criteria. The results show that the HR competency indicator is the leading indicator, with an average score of 0.683, followed by the labor recruitment indicator with an average value of 0.317. As for the rater agreement value, this criterion is 2.575 (w=2.575) or experts agree in determining the solution sub-criteria indicator with the indicators above. This is aimed at a significant p-value of 0.00000 (<0.05).

**Capital Management**

![Solution Sub Criteria: Capital Management](image)

Furthermore, the sub-criteria for solutions in the solution criteria for developing the potential of tourism villages are presented above. The diagram shows that systematic accounting indicators are the leading indicators in the sub-criteria for capital management with an average value of 0.44. As for the rater agreement value, this criterion is 2.575 (w=2.575). That is, experts agree in determining indicators based on subcriteria of solution criteria in developing tourism village potential. This is aimed at a significant p-value of 0.00000 (<0.05).

**Institutional**
Furthermore, the diagram above shows the sub-criteria for capital management solutions that play a role in developing the potential of tourism villages. In the chart, it can be concluded that routine coordination are the leading indicator that plays a role in developing the potential of tourism villages with an average value of 0.443 followed by communication and deliberate with an average value of 0.206. As for the rater agreement value, this criterion is 2.575 (w=2.575) in other words, experts agree in determining the sub-criteria for capital management solution criteria. This is aimed at a significant p-value of 0.00000 (<0.05).

Conflict of Interest

Furthermore, the diagram above shows the solution of the sub-criteria related to conflicts of interest that play a role in developing the potential of tourism villages. The chart shows that community benefit is the leading indicator that plays a role in developing the potential of tourism villages with an average value of 0.512 followed by an agreement with an average value of 0.488. As for the rater agreement value, this criterion is 2.575 (w=2.575) in other words, experts agree in determining the sub-criteria for conflict of interest solution criteria. This is aimed at a significant p-value of 0.00000 (<0.05).

Promotion

The last is the sub-criteria for promotional solutions based on solution criteria in developing the potential of tourism villages. The results showed that the event info indicator became the leading indicator with an average value of 0.560 followed by the manager's documentation with an average value of 0.440. As for the rater agreement value, this criterion is 2.575 (w=2.575) or experts agree.
in determining the solution of the sub-criteria for promotion with the indicators above. This is aimed at a significant p-value of 0.00033 (<0.05).

**Strategy Criteria for Developing Tourism Village Potential**

**Human Resources**

The criteria strategy in the Development of Tourism Village Potential through human resources can be carried out with several efforts including improving members’ work ethic and discipline, training to increase human resources, and recruiting competent people in their fields.

**Financial and Capital Management**

Strategy criteria in the Development of Tourism Village Potential through financial and capital management can be carried out by holding workshops on making revenue-sharing memorandum of association and conducting financial bookkeeping training with a simple system.

**Institutional/Organizational Structure**

Criteria strategy in developing tourism village potential through institutions/organizational structures can be carried out with several efforts, including making guidelines and SOP (Standard, operating, and procedure) for corporate/institutional structures and inviting all institutions to implement tourism villages.

**Conflict of Interest**

The criteria strategy in developing the potential of tourism villages through conflicts of interest can be carried out with several efforts including holding regular meeting meetings for plans and evaluations and involving all levels of society in the implementation of tourism villages.

**Promotion**

The criteria in the Development of Tourism Village Potential through promotion can be done with several efforts including having its tools/cameras for maximum results and installing event posters close to the counter so that it is easily accessible to visitors.

**Conclusion**

Based on the study’s results, it was explained that the problems that arise in the development of tourism village potential are five main aspects, namely Human Resources (HR), capital management, institutions, conflicts of interest, and promotion. Overall, the description of the problem aspect gets a priority order, namely 1) HR, where the main priority is the limited member indicator, followed by the HR and technology indicators. 2) Capital Management, with the priority of the main issue being the investor's profit sharing, continued with financial bookkeeping. 3) Institutional, with indicators of coordination of institutional structure and communication of development, are both top priorities in the institutional sub-criteria. 4) Conflict of interest, the leading priority indicator is the alignment of benefits, followed by the partiality of the organizers. 5) Promotion, event promotion becomes the leading indicator, followed by tourism promotion.

Based on the existing problems, the priority solutions offered and considered to be able to solve problems in the development of tourism village potential are divided into six solutions, namely 1) On HR problems, can improve HR competence and then recruit workers, 2) Capital Management, make systematic bookkeeping and then make regulations, 3) Institutional, carry out regular coordination, and communication and deliberation, 4) Conflict of Interest, putting the interests of the community first, who then agree, 5) Promotion, dissemination of event info, and managing documentation.

In this study, there were several evaluations such as the possibility of biased answers due to a lack of knowledge by the tourism village managers and practitioners' understanding of the location of the tourist village. For further research, it is better to compare the analysis of the development strategy of the Banjaran tourism village with other tourist villages where the tourism village is under development. This is done to find out how similar or strategic factors are applied by other tourist villages to achieve successful management of tourist villages. It would be interesting to compare our results with the findings of a statistical survey.

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