



LEADERSHIP ROOTED IN COMMUNITY-BASED LOCAL WISDOM VALUES

*Hary Hermawan¹, Dhimas Setyo Nugroho², Fuadi Afif³,
Anita Wijayanti⁴, Albattat Ahmad⁵, Marco Valeri⁶

^{1,3}Sekolah Tinggi Pariwisata AMPTA, Yogyakarta, Indonesia, Email: haryhermawan8@gmail.com

²Universitas Terbuka, Indonesia

⁴Mahakarya Asia University, Indonesia

⁵Management and Science University, Malaysia

⁶Niccolò Cusano University, Italy

*(Correspondence author)

ABSTRACT

Article History

Submitted:

28 August 2024

Reviewed:

01 September 2024

Accepted:

08 October 2024

Published:

15 November 2024

Leadership in tourism villages which implement the community-based tourism governance presents distinct challenges compared to leadership in the companies. Tourism village leaders often encounter complex socio-cultural issues and conflicts, so it is required the leadership strategies and approaches that align with the character and values of the local community. The research focuses on the application of leadership that prioritizes the local wisdom in community-based tourism management in tourism villages. The research method employed is qualitative, utilizing a grounded theory approach. The approach is used to dig the data from nine informants or participants. The participants in this research include heads of tourism villages who have successfully managed their villages for more than five years. The research results indicate that: (1) leadership which based on local community wisdom values is a key element in ensuring the successful management and development of tourism villages. Effective leaders can mobilize and motivate the community, shift the mindsets, accommodate the volunteers, and optimize the community's social role. This leadership fosters a sustainable tourism village, positively impacting the economy and community welfare. (2) Inclusive, participative and deliberation-oriented approach becomes the leadership characteristics which prioritizes local wisdom values. This approach unites the community's vision and mission, listens to and accommodates aspirations, makes decisions democratically, and organizes active community participation effectively. (3) The success of leadership based on local wisdom values is measured not only by financial achievements but also by the ability to enhance community happiness, preserve the environment, ensure active community participation, and achieve predetermined goals. (4) The leadership model which prioritizes local wisdom values reflects a holistic and sustainable approach in tourism management. Local values and community participation are considered as the key success factors. This leadership illustrates the commitment to maintain the local identity while creating sustainable benefits for the community and the surrounding environment.

Keywords: Leadership; Local Wisdom; Tourism Village; Management Community-based



INTRODUCTION

One of the most developed forms of tourism in Indonesia is the tourism village (Istiawan & Nugraha, 2022). There are 1,831 tourist villages listed in Indonesia (Hilman & Putri, 2022). The development of tourism villages is projected to increase the economic growth of these villages (Fitriyah et al., 2022). Tourism villages are encouraged to enhance community empowerment, build capacity, boost economic productivity, and become village icons. Additionally, the development of tourism villages aims to stimulate the local economy, promote environmental sustainability, and strengthen community empowerment (Regulation of the Minister of Tourism of the Republic of Indonesia Number 29 of 2015).

The government envisions tourism villages as a solution to reduce urbanization (Hermawan, 2017), improve the quality of life, and maintain the sustainability of cultural values (Hermawan, 2016). Tourist villages are expected to embody the application of the Sustainable Development Goals (SDGs) related to the sustainability of ecosystems, including natural landscapes, rice fields, rivers, and lakes (Parmentola et al., 2022).

Despite the potential, the development of tourist villages has encountered several challenges nowadays. From about 1,831 tourist villages, only a few are considered successful and well-developed. Notable examples include Panglipuran Tourism Village, Ubud, and Pemuteran in Bali; Sangiran Tourism Village in Sragen Regency; and Karanganyar Tourism Village in Magelang Regency, which have all contributed to regional economic growth. Furthermore, Pentingsari Tourism Village in Sleman Regency and Nglanggeran Tourism Village in Gunungkidul Regency have achieved international recognition. However, many Indonesian tourism villages still bump into management issues that hinder their development.

Tourism villages in Indonesia are generally managed using a Community-Based Tourism approach. This management concept is regarded as effective because it involves the local community not only as beneficiaries but also as primary characters (Tosun et al., 2003). Tourism villages managed under the Community-Based Tourism concept are expected to provide more optimal benefits to the community. However, despite its advantages, Community-Based Tourism management still encounters common challenges (Dogra, 2012; Kishore & Vasanti, 2000; Prasetyo et al., 2024; Scheyvens, 2002).

The management of tourism villages significantly differs from the management of companies which can offer professional contracts to their employees. Tourism village management, based on the concept of Community-Based Tourism Development, relies heavily on community participation (Murphy, 2013). Unfortunately, tourism village management cannot fully bind the community since the village members involved as managers are bound by social norms and local cultural customs. The managers who do not hold on to these local social and cultural norms risk being detested by the community (Burlian, 2022).

The second issue is the frequent rejection of tourism villages by the community. The nature and suitability of the community cannot be easily accommodated within the current tourism development model, which often presents a Western-oriented

perspective (Richards & Hall, 2005). Tourism is also frequently perceived as having negative impacts on the social, economic, environmental, and cultural aspects of the destination, leading to losses for the host community (Caday-Fillone & Villanueva, 2024; A. Dłużewska & Giampiccoli, 2021; A. M. Dłużewska, 2019)

The host community's rejection of tourism villages is often caused by conflicts between individuals in the community and the management of the tourism village. This typically occurs because not all local residents receive equal benefits from tourism development (Richards & Hall, 2005). Consequently, conflicts arise due to jealousy and a sense of competition between members of the tourism village management and ordinary residents. These conflicts hinder cooperation among community elements (web.usd.ac.id, 2021).

Leadership in a tourism village faces numerous challenges, as the leaders often encounter complex social and cultural conflicts. The dynamics of these conflicts require a management leader who can convince the community that the tourism village aims to empower and foster mutual growth, socio-economically, culturally, and environmentally, rather than to disrupt the local value system.

Previous research demonstrates that effective local leadership is more suitable for mobilizing local resources or communities in the village (Davies, 2009). Good local leadership can foster competitive advantage in rural tourism (Haven-Tang & Jones, 2012). Transformational leadership is identified as the most critical factor in the success of Community-Based Tourism in Thailand (Kontogeorgopoulos et al., 2014)

The ideal leader needs to adapt their approach to the culture in their environment and align with the characteristic culture that merges with the behaviour patterns of followers (Bass, 1997; Den Hartog et al., 1999; Rustan Effendi, 2020). Unfortunately, the leadership theories commonly studied in Indonesia today often orientate to Western leadership theories (Munandar, 2015). There are few experts who study leadership theories tailored to the Indonesian context, particularly those suitable for rural communities. The study of leadership styles reflecting the nation's cultural background needs to be discussed, researched, observed, and developed so that leadership theories with distinct Indonesian characteristics can emerge (Munandar, 2015).

To complement previous research on the local leadership, this study focuses on the extent to which leadership incorporating local wisdom is applied in the management of community-based tourism in tourism villages. The specific focus of this research includes: (1) How tourism village leaders interpret their role in leadership based on local wisdom; (2) Leadership practices derived from local wisdom; (3) Leadership success indicators based on local wisdom; and (4) Leadership models with local wisdom in community-based tourism management in tourism villages.

This research aims to enrich the body of literature related to "leadership theory" by highlighting and revealing leadership styles and practices rooted in culture and local wisdom, which form part of the identity of Indonesia, particularly in the management of leadership in tourism village administration.

METHOD

This research employed a qualitative research method with Grounded Theory approach. The Grounded Theory research looks for to discover theories about patterns or forms of action (Nair & Hamzah, 2015). This research approach was chosen to explore the process of how tourism village management leaders apply leadership based on local wisdom and how their leadership can be the key to success in the development of community-based tourism in the tourism village they manage.

The first step in this research design was to determine the research location and time. The research was conducted from 2023 until 2024. The scope of the research encompassed the Special Region of Yogyakarta, focusing on several tourism villages that have demonstrated excellent performance.

The second step was to select the research subjects, which will be chosen as the key sources purposively. The criteria for selecting subjects included tourism village leaders who have successfully led their villages to national and international level by credible assessment boards. The research subjects are as follows: (1) Chairperson of the Tourism Village Management of Nglanggeran Tourism Village in Gunungkidul Regency; (2) Chairperson of the Tourism Village Management of Pulesari Tourism Village in Sleman Regency; (3) Chairperson of the Tourism Village Management of Garongan Tourism Village in Sleman Regency; (4) Local community representatives from three tourism villages, namely: Nglanggeran Tourism Village, Pancoh Tourism Village, and Garongan Tourism Village

The third step involved determining the data collection methods. The primary data collection method consisted of in-depth interviews with key informants. To reinforce the data, other methods such as observation and documentation (recording, data archiving, and photos) were employed. Moreover, more extensive data collection was conducted using a focus group discussion (FGD) approach with representative participants from various tourism village managers and rural community elements in Yogyakarta.

The fourth step, following data collection, is data analysis. Data analysis involves finding and organizing data, then sorting and grouping it to establish the research focus and theory (Creswell, 2014). The analysis aims to describe the situation or phenomenon that shapes the leader's character in detail. This includes the informants' experiences in leading the management of tourism villages, their behaviour in leadership, the values they embrace, and their overall opinions on leadership activities in community-based tourism management. Other than that, researchers observe interactions and behaviours which demonstrate superior leadership characteristics (Yin, 2018).

In the analysis process, triangulation techniques and data sources are carried out as well to ensure the validity of the research data. The triangulation technique referred to compare the interview data with the data obtained using other data search methods, such as observation, documentation and FGD. All those three must illustrate consistency of meaning. The final step is presenting the data and drawing conclusions by the researcher.

RESULTS AND DISCUSSION

General Overview

This section describes an overview of the implementation of leadership values rooted in local wisdom, which are considered capable of enhancing the success of community-based tourism management in tourism villages. It also explains the rationale behind choosing a tourism village as the research location.

Nglanggeran Tourist Village

Nglanggeran Tourism Village, located in Gunungkidul Regency, Yogyakarta, has received various prestigious awards, such as the ASEAN Sustainable Tourism Award in 2018 and the ASEAN Community Based Tourism (CBT) Award in 2017. In 2021, this village granted the name as the Best Tourism Village by the United Nations World Tourism Organization (UNWTO), together with 44 villages from 32 countries, among the 174 villages proposed from 75 UNWTO member countries. This recognition motivated the researcher to select Nglanggeran Tourism Village as the research locus.

The development of the Nglanggeran Ancient Volcano ecotourism area began in 1999 by the Nglanggeran Village Karang Taruna Youth Group. By the community's awareness of the importance of environmental preservation, the youth and the village community planted trees in the previously barren and arid mountain area. This proactive environmental activity led the Nglanggeran Village government to entrust the management of 48 hectares of land to the youth of Karang Taruna Bukit Putra Mandiri, formalized through the Nglanggeran Village Head's Decision Letter No.05/KPTS/1999 dated 12 May 1999.

The rapid development of Human Resources (HR) capacity in Nglanggeran Village, through comparative studies, technological learning, and promotion via information technology media, proved in introducing the Ancient Volcano as an attractive tourist area. To support more structured management, the Tourism Village Management Body (BPDW) was established, involving all community components, including Family Welfare Movement (PKK) members, farming groups, village leaders, and youth.

After BPDW was formed, it was agreed that the technical managers in the field would be the members of the youth organization (locally called *Karang Taruna*) who manage the Ancient Volcano Ecotourism Area. The involvement of several management members who were graduated from universities has significantly contributed to the progress of Nglanggeran Tourism Village. This support has enabled Nglanggeran Tourism Village to grow into a sustainable tourist destination, attracting both local and international tourists, and providing economic and social benefits to the local community.

Nglanggeran Tourist Village is now a successful example of community-based tourism management which prioritizes local wisdom and environmental preservation. This achievement not only brought international recognition but also strengthened the community's commitment to maintain and develop rural tourism potential sustainably. Through an inclusive and participatory approach, Nglanggeran Tourism Village has succeeded in creating a holistic tourism

management model that positively impacts the well-being of the community and the surrounding environment (<https://desawisatanglanggeran.id/profil>).

Garongan Tourism Village

Garongan Tourism Village was chosen as a research locus due to its emphasis on local wisdom values. Garongan Tourism Village has become the successful example of revival and resilience in dealing with the great challenges. As one of the tourist destinations pioneered since 2004, this village has demonstrated a unique management dynamic based on local wisdom values.

In 2013, Garongan Tourism Village start to acknowledge rapid progress by the increase of the amount of tourists visiting. However, the COVID-19 pandemic in 2019 had a significant impact on this tourism village. The drastic decrease in tourist visits led to a substantial decline in their income. This situation caused many tourism village managers to abandon their responsibilities due to the lack of income sources. Consequently, less than 30 percent of the tourism village management structure remained from 2019 to 2020.

However, the fighting spirit and strong leadership of the remaining managers were key to the revival of Garongan Tourism Village. Entering 2022, the village began to show signs of recovery. The management structure was revitalized by local community members motivated to rebuild their village. Support and collaboration among residents became the main foundation of this revival effort.

From 2022 to 2024, Garongan Tourism Village experienced a significant surge in tourist visits. This raise not only restored the village economy but also brought various national-level awards. These recognitions are substantial proof of the village's revival and success in overcoming the challenges they faced.

The success of Garongan Tourism Village in recovering from the pandemic's worst effects reflects the strength of leadership based on local wisdom and the spirit of community togetherness. This revival not only reestablished the village as an attractive tourist destination but also strengthened the social and economic bonds among its citizens.

Garongan Tourism Village now stands tall as a symbol of resilience and innovation, becoming an inspiration for other villages facing similar challenges. With commitment and hard work, Garongan Tourism Village continues to advance, creating a brighter and more prosperous future for all its citizens.

Pulesari Tourism Village

Pulesari Tourism Village was chosen as a research locus because it is one of many tourism villages in Indonesia which has succeeded in developing tourism through the community. This success led to its recognition as the best cultural tourism village at the regency level in December 2014 and its establishment as a model village that rose post-disaster through tourism development.

This achievement is largely attributable to the active role of the community involved in the development of the tourism village. The success of Pulesari Tourism Village is due to the hard work of the community and the managers to develop the village. A key factor in this success is the involvement of the entire community, including the Tourism Village management, community leaders, and the youth, in activities aimed at developing the village.

The governance model of Pulesari Tourism Village aligns with the concept of community-based tourism, which emphasizes the active involvement and participation of the local community at every stage of development, from planning, development, and management to monitoring and evaluation. The ultimate goal of tourism development is to improve the well-being and quality of life of the community (Khasanah, S.N, 2024).

The Role of Local Wisdom-Based Leadership in Tourism Village Management

In the context of tourism village management, leadership based on local wisdom plays a crucial role. The three research informants agreed that deep understanding of the leader's role, particularly in maintaining and developing the potential of rural tourism, are the key to success. The following is a description of how tourism village leaders interpret their role in leadership based on local wisdom:

Leadership is characterized by the ability to accommodate and consolidate various activities, including those related to tourism. It is essential because it sets the standard and guidance for all actors in the tourism sector, providing clear direction and expectations for their involvement. Effective leadership ensures that tourism activities are properly managed and coordinated, highlighting its importance in the successful implementation of tourism initiatives (Mursidi, 2023).

Community-based leadership typically arises democratically through processes like elections, involving direct participation from the community. In tourist villages, however, mere election does not guarantee effective leadership. Competency plays a crucial role; an effective leader must be able to coordinate and manage the community, earning their trust and demonstrating commitment. This type of leadership is distinct from corporate models, as it relies heavily on the community's engagement and trust (Agus, 2023).

Leadership within community groups is vital for motivating, mobilizing, and addressing social issues, particularly in tourism development. Community members often lack a background in tourism, necessitating a shift from agro-business to tourism through education and a change in mindset. Volunteer involvement is crucial for successful tourism development, as leaders and volunteers work together to overcome challenges and advance their community's tourism potential (Didik, 2023).

Leadership is the key factor in managing tourism villages based on the local wisdom of the community. The leader is expected to accommodate different interests, consolidate resources, and guide tourism activities in the village. Moreover, the leader must serve as a role model for other tourism members, demonstrating integrity and commitment to the development of the tourism village. In the management of tourism villages, the leader's ability to make wise decisions and act as a director is essential. As stated by Yukl (2013), "Effective leadership involves influencing others in a way that helps achieve organizational goals."

The tourism village is managed by emphasizing to the Community-Based Tourism (CBT) management concept. Consequently, leadership in the management of tourism villages is rooted in the values of local wisdom intrinsic to the community.

The concept of leadership based on local wisdom emphasizes the democratic selection of leaders by the local community. However, in the context of a tourism

village, community-based leadership relies not only on the selection process but also on the competence of the individual and the level of trust and support from the community.

A leader must be able to embrace all elements of the community and act as a facilitator in realizing the vision and mission of the tourism village. Participation of the community in decision-making processes is essential for the success of any community development project (*Arnstein, 1969 on Nouvella, 2023*). In general, the role of leaders in community-based leadership includes the following:

Table 1. The Role of Leaders in Leadership Based on Community Local Wisdom

| No | Leader's role | Description |
|----|------------------------|--|
| 1 | Movers and Motivators | Good leaders are those who can motivate the community to actively participate in various tourism activities and build a sense of togetherness in achieving common goals. |
| 2 | Mindset Changer | Leaders must be able to instil awareness that tourism can be a significant and sustainable source of income. |
| 3 | Volunteer role | Leaders should demonstrate a strong dedication to the development of tourist villages and contribute to various activities. |
| 4 | Social Role of Society | Leaders must recognize the importance of the community's social role in the decision-making process, program implementation, and support for tourism development. |

The Role of Leaders as Movers and Motivators

A leader acts as a mover, motivator, and spirit giver for the community in managing and developing the tourism village. They must be able to provide solutions and anticipate various social problems which may arise. The effective leaders are those who can motivate the community to actively participate in various tourism activities and foster a sense of togetherness in achieving common goals. This finding aligns with Kotter's theory (1999) that "Leaders establish direction, align people, and motivate and inspire."

The Role of Leaders as Mindset Changers

Leadership based on local wisdom also involves efforts to change the mindset of rural communities, shifting the focus from agribusiness to tourism. This process includes educating the community about the potential of tourism in their villages and its benefits for economic and social development. Leaders must instil awareness that tourism can be a significant and sustainable source of income while promoting the importance of cultural and environmental preservation. As Schein (2004) stated, "Leadership is about creating an environment where individuals are open to new ideas and approaches."

Leader's Role as Volunteer

Volunteers are an integral part of community-based leadership in managing tourism villages. Leaders of tourism villages must exhibit concern for the villages' development, actively contribute to a variety of activities, and serve as the backbone of the tourism development process. These volunteers assist not only in daily operations but also in fostering the spirit of volunteerism and concern for the tourism village. As stated in the United Nations Volunteers report (2015),

"Volunteers play a crucial role in the social and economic development of communities."

The Social Role of Leaders in Society

Leadership rooted in local community wisdom in managing tourism villages underscores the significance of the community's social role in decision-making, program implementation, and support for tourism development. This leadership involves a desire to learn, contribute, and strive to improve village conditions. Active participation from all societal levels is crucial for achieving sustainability and success in tourism villages. Cohen & Uphoff (1980) noted, "Community involvement in the planning and implementation of development projects is essential for their success and sustainability."

Thus, leadership based on local community wisdom values is essential for the successful management and development of tourism villages. Effective leaders mobilize and motivate people, shift mindsets, accommodate the role of volunteers, and optimize the social role of society. Leadership grounded in local wisdom and active community participation fosters sustainable tourism villages and positively impacts the economy and community welfare.

The research indicates that leadership based on local community wisdom values differs fundamentally from leadership in business organizations in terms of approach, goals, and implementation. Community-based leadership emphasizes management that considers the cultural aspects, customs, and mindsets of diverse communities.

Community-based leadership involves managing a diverse population with various cultures, traditions, and mindsets. Unlike leadership in government institutions or corporations, community-based leadership requires managing these differences wisely to ensure tourism activities and other programs are successful. The focus is on understanding and guiding the community effectively, balancing different cultural expectations to achieve the intended goals of tourism programs (Mursidi, 2023).

In businesses, leadership is profit-oriented, with a focus on hiring competent individuals to meet organizational goals and increase revenue. This contrasts with community-based leadership, where individuals come from diverse backgrounds such as farming or labor. In community settings, rules are more flexible and adapt to the community's contributions. Targets and timelines are longer and less rigid compared to businesses, which have strict deadlines and established resources (Agus, 2023).

Social leadership within communities differs from other forms of leadership by its focus on volunteerism and phased planning. In community-based tourism, initial efforts often involve volunteers with genuine intentions. As activities succeed, there is a shift towards achieving economic benefits alongside social goals. Unlike other community groups, which may focus solely on social or economic issues, tourism communities integrate both aspects into their leadership approach, emphasizing the balance between social contributions and economic gains (Didik, 2023).

The goal of leadership based on local wisdom values is the welfare of society as a whole, preserving local wisdom values. This concept aligns with the

transformational leadership theory proposed by Burns (2010) and Bass (1985), which emphasizes inspiring and motivating community members to reach their full potential and enhancing moral awareness and collective motivation. Conversely, leadership in business organizations is more profit-oriented and focused on management efficiency. Business leadership recruits individuals with specific competencies tailored to organizational needs, with the primary objective of achieving financial profits. Business leadership often emphasizes to the transactional leadership theory also posited by Bass (1985), which focuses on supervision, organization, and group performance, using rewards and punishments to motivate employees to achieve set goals.

Regarding the flexibility of rules and regulations, leadership based on local community wisdom values tends to be more adaptable, adjusting rules and regulations according to the community's contributions and capabilities in business. This approach aligns with the complex adaptive systems theory expressed by Uhl-Bien et al. (2007), which illustrates that leadership as a dynamic process capable of adapting to change the environments. In contrast, business organizations typically have stricter rules and regulations set from the outset. A clear and firm structure is necessary to maintain efficiency and consistency in achieving business targets, consistent with Weberian bureaucratic theory, which emphasizes hierarchical structures, clear rules, and specific work divisions to achieve organizational efficiency and effectiveness (Weber & Henderson, 2012).

Another difference lies in the time targets and funding. In leadership based on local community wisdom values, the timeline to achieve organizational goals can be extended as it considers the human and natural resources around the tourism village. Funding typically follows community contributions, relying on local community participation and support. This approach reflects the principles of social capital theory proposed by Putnam et al. (1994), which emphasizes the importance of social networks, norms, and trust that enable effective participation and collaboration in communities. In contrast, in business organizations, target times are usually shorter with funding available from the start, allowing these organizations to achieve goals more quickly and efficiently. This aligns with strategic management theory, which emphasizes the importance of short-term and long-term planning, as well as resource management to achieve a competitive advantage (Porter, 1980).

Besides, leadership based on local community wisdom values highlights the social and economic roles in managing tourism villages. The initial stage focuses on social leadership, such as volunteer work and active community involvement, while the later stage emphasizes improving personal economics through income generated from tourism village businesses. Leadership based on local community wisdom values aligns with the community development theory put forward by Kretzmann et al. (1993), which emphasizes an asset-based approach in community development. The asset-based approach focuses on the strengths and resources existing within the community. In contrast, the primary focus of leadership in business organizations is on economic outcomes and increasing company profitability. Social engagement is usually part of corporate social responsibility (CSR) and not the primary goal of business leadership. This approach supports the stakeholder theory proposed by Freeman (2011), which emphasizes the importance

of considering the interests of various stakeholders in business management to achieve long-term sustainability.

Table 2. Differences in Leadership Based on Community Local Wisdom Values with Conventional Business Leadership

| No | Leadership Aspects | Leadership Based on Community Local Wisdom Values | Conventional Business Leadership |
|----|--------------------------------------|---|---|
| 1 | Approach and Orientation | This leadership model emphasizes management that takes into account cultural aspects, customs, and diverse community mindsets. The primary objective is the well-being of the entire community, achieved by preserving local wisdom. | Leadership in business organizations is primarily focused on profit orientation and management efficiency. |
| 2 | Flexibility of rules and regulations | This leadership model tends to be more flexible in creating rules and regulations, adapting to the community's contributions and abilities in their endeavours. | Rules and regulations are typically stricter and usually established in advance. |
| 3 | Time and funding targets | The timeline to achieve goals may be extended to accommodate the consideration of human and natural resources surrounding the tourist village. Funding typically follows community contributions, relying on local community participation and support. | Timelines are generally shorter, with funding already available from the beginning. |
| 4 | Social and Economic Leadership | The initial stage emphasizes social leadership, focusing on voluntary work and active community involvement. The next stage leads to the improvement of personal economy through income from tourism village business. | The main focus of leadership in business organizations is on achieving economic results and increasing the company's profit. Social involvement is typically part of corporate social responsibility (CSR) initiatives and not the main purpose of business leadership. |

Leadership based on the values of local wisdom in the management of tourism villages adopts more open and inclusive approach, adapting to the needs and capabilities of the local community. This contrasts with the leadership model in business organizations, which tends to be more structured, profit-oriented, and focused on efficiency and achieving financial targets within a shorter timeframe. Understanding these two leadership models can aid in selecting the appropriate approach that aligns with the context and goals desired by the leaders of the tourism village.

Leadership Practices with Community-Based Local Wisdom Values in Tourism Villages

Based on the summary of interview data to the informants, the strategies and approaches applied in managing community-based leadership in tourism villages reflect the importance of a shared vision, listening to aspirations, deliberation, and active community participation.

In Nglanggeran, managing community-based tourism differs significantly from managing youth-oriented or attraction-based tourism. The challenge lies in unifying diverse perspectives and visions within the community, which is not easy. Unlike attraction-based tourism, where resources and staff can be directly promoted and sold, community-based tourism requires careful management of the community and its human resources. Integrating various viewpoints and achieving a cohesive vision demands a unique approach, highlighting the complexity of community-based tourism (Mursidi, 2023).

Effective management involves listening to community aspirations while maintaining a clear concept and commitment. Leaders must navigate conflicting desires and pressures, balancing community wishes with practical constraints. Successful leadership requires creating a win-win solution through consensus, blending firm principles with flexibility to adapt to community conditions. The role of a leader is to guide discussions, formulate clear strategies, and align community expectations with feasible outcomes (Kagus, 2023).

Leadership in community organizations plays a crucial role in developing and implementing programs based on community input and initiatives. Ideas often emerge from informal discussions among community members, which are then used to plan and execute programs. Gaining consensus is essential for successful implementation. Committed community members engage in continuous dialogue to plan and develop tourism programs, reflecting the collaborative nature of effective community leadership (Didik, 2023)

The following is the discussion of these strategies:

Unifying the Vision and Mission of the Community

The management of community-based leadership in tourism villages requires efforts to unify the vision and mission of various community members. This reflects the theory of transformational leadership, in which the leaders must inspire and motivate community members to share a common vision and work towards a common goal (Bass, 1985; Burns, 2010).

According to Yukl (2012), "Effective leadership involves influencing others in a way that helps achieve organizational goals." This process involves managing different perspectives, which requires time and patience to reach a mutual agreement.

Listening to Community Aspirations in Decision-Making

It is crucial to always listen to the aspirations and desires of the community. However, leaders must also have clear concept and commitment to carry out the vision. This underscores the importance of two-way communication in effective leadership, as explained Hackman dan Johnson (2013), who emphasized that "Communication is the essence of organizational life and is the foundation for leadership."

Leaders must be able to interpret and formulate the community's aspirations into appropriate decisions, balancing the needs of the community with the sustainability of the tourism village. This aligns with participative leadership theory, where leaders involve team members in the decision-making process to increase their satisfaction and commitment (Vroom & Jago, 1988).

Consultation and Consensus

An emphasized approach is consultation and consensus between the leaders and the community. This ensures that decisions are the result of mutual agreement and accommodate the community's aspirations. This approach aligns with the principle of deliberative democracy, which emphasizes the importance of discussion and consensus in decision-making (Habermas et al., 2007).

Leaders must have the ability to guide the deliberation process and reach a consensus that benefits all parties. According to Cohen and Uphoff (1980), "Community involvement in the planning and implementation of development projects is essential for their success and sustainability."

Community Organization and Participation

The organization of community groups and the active participation of various community members are the key in managing tourism villages. Ideas for the development of tourism villages usually emerge from joint discussions involving many participants. This reflects an asset-based approach in community development, which emphasizes mobilizing local resources and active community participation to achieve development goals (Kretzmann & McKnight, 1993). Community consent is crucial for implementing planned programs.

Thus, managing leadership with the values of local community wisdom in tourism villages involves an inclusive, participatory, and consultation-oriented approach to achieve holistic and sustainable development. This approach ensures that the community's vision and mission are unified, community aspirations are heard and accommodated, decisions are made democratically, and active community participation is well organized. This creates an environment that supports the development of a sustainable and beneficial tourist village for the entire community.

Success Indicators of Leadership Based on Local Wisdom

The leadership based on local wisdom plays a crucial role in the successful management of tourism villages. This approach not only focuses on financial aspects but also emphasizes community well-being and environmental sustainability.

According to my perspective, the measure of success is not merely quantified by financial gains but by how well the leader can create value and bring happiness to both the community and the environment. Success involves maintaining harmony and sustainability within the region. It's about ensuring that the natural resources and the well-being of the people are preserved. True success is reflected in the ongoing preservation of both human and environmental resources, rather than the amount of profit generated. This holistic view of success emphasizes the importance of sustaining communal and environmental well-being over mere economic indicators (Mursidi, 2023).

Success can be demonstrated through genuine community involvement and the ability of individuals to sustain their lives in the area. Winning awards or trophies is not the sole indicator of success; rather, it is the presence of people who thrive in the area and the positive impacts it has on the community and local governance. These are the true indicators of success. Our community members, who evaluate these factors, reflect our performance and the effectiveness of our initiatives. The

real measure is the community's well-being and the tangible benefits realized from our efforts (Agus, 2023).

Success, in my view, is best defined by the satisfaction derived from achieving set goals. If we have not yet reached a state of satisfaction, we have not fully succeeded. Currently, we are not content as there are still many ideas and programs we need to implement. We feel that despite the progress made, with only about 60% of our planned initiatives completed, there is still 40% left to achieve. Even though external evaluations might differ, personally, we believe we have not yet fully realized our potential and must continue working to reach our objectives (Didik, 2023).

According to the research sources, the main indicators of success from the application of leadership based on local wisdom in the context of tourism villages are as follows:

The Happiness and Welfare of the Tourism Village Community

One of the primary values of successful leadership based on local wisdom is the leader's ability to ensure the community's happiness and welfare while preserving the environment. This includes efforts to maintain the sustainability of nature and available resources. Effective leadership is measured not only by financial outcomes but also by the leader's efforts in environmental sustainability and community well-being. As Freeman (2011) stated, "Good leaders are those who can combine economic goals with social well-being and maintain environmental sustainability in their actions."

Active Community Involvement in Activities and Management of Tourist Villages

Another indicator of successful leadership based on local wisdom is the active involvement of the community in the activities and management of the tourism village. The interviewees highlighted that "Successful leadership is evidenced by the positive impact, such as the increase in the number of local residents who settle and contribute significantly to the development of tourism villages." Awards or trophies are not considered measures of success; instead, success is determined by the positive impact felt by the community and the village government. Kretzmann et al. (1993) emphasized that "Active participation of the community in the development process is key to achieving sustainable and meaningful results."

Satisfaction in Goal Achievement

The success of a leader is also judged by the level of satisfaction in achieving the set goals and vision. Despite significant progress and achievements, good leaders remain unsatisfied and continually strive to improve the quality of life for the community and the sustainability of the environment. This demonstrates a continuous drive to enhance performance and achieve higher goals. This concept aligns with Burns (2010), who stated that "Transformational leadership involves a process where leaders and followers inspire and motivate each other to achieve higher levels of satisfaction and achievement."

Thus, the success of leadership based on local wisdom in managing tourism villages involves a holistic and sustainable approach. Success is measured not only by financial achievements but also by the leader's ability to ensure community happiness, maintain environmental sustainability, encourage active community

participation, and achieve satisfaction in reaching set goals. This approach reflects effective and responsible leadership, capable of managing tourism villages sustainably and providing real benefits for the community and the surrounding environment.

Efforts to Ensure the Continuity of Leadership Values with Local Wisdom in Tourism Village Management

Leadership based on local wisdom plays a crucial role in maintaining the sustainability and heritage of cultural values in the management of tourism villages. The informants from various tourism villages have demonstrated diverse strategies to ensure that the principles and values of leadership are sustained and passed down to the next generation.

We continuously strive to enhance the capacity of our human resources and encourage them to become the next generation in tourism activities. For instance, I have been involved since 2008, and although I intended to step down in 2021, the village leaders and community members asked me to continue. We hope to have a successful transition by 2026. Currently, my role is to motivate and communicate effectively with the community, as strong communication is crucial in community-based tourism. Ensuring effective communication remains key to our ongoing efforts in developing this sector (Mursidi, 2023).

We are working on a systematic approach to succession planning by integrating new and experienced members into our leadership structure. This year, we are transitioning into a new phase with new leadership roles. Previously, I worked under the chairperson, and now we are involving new personnel who will learn from the experienced members. For example, we have two treasurers: one experienced and one new, to ensure continuous learning. Similarly, the secretaries include both senior and new members. This approach aims to balance experience with fresh perspectives and improve our organizational effectiveness (Didik, 2023).

Human Resource Capacity Development (HR)

One of the primary approaches applied is the development of human resource capacity within the community, particularly related to the tourism sector. This is achieved through training, motivation, and continuous support for community members. According to Schutte et al. (2015), "The development of human resource capacity is the key to ensuring a competent and committed next generation of leadership in maintaining cultural values."

Leadership Regeneration

Sustainable leadership is also ensured through a planned regeneration process. Recent leaders actively identify and develop potential cadres within the community to assume future leadership roles. This approach includes the systematic construction and training of the younger generation to prepare them for leadership responsibilities.

Continuity of Communication

Effective communication with community members is essential for ensuring that the principles and values of leadership keep it up. Through open and continuous communication, the values, vision, and mission of leadership can be preserved and

passed on to the next generation. Continuity of communication allows leaders to stay connected with community members (Haribudiman et al., 2023).

Sustainable Leadership System

Implementing a sustainable management system is also the key strategy for maintaining the stability of leadership values. By emphasizing the principles of sustainable tourism, such as position rotation and cadre building, leaders can create an environment that supports leadership regeneration without compromising stability in community management.

Through HR capacity development, leadership regeneration, continuity of communication, and the implementation of a sustainable leadership system, the principles and values of leadership with local wisdom can be ensured to keep on and be passed on to the next generation within the community. This effort supports not only economic and social sustainability but also preserves cultural and environmental heritage in the holistic management of tourism villages.

Leadership Model with Local Wisdom in Community-Based Tourism Management in Tourism Villages

The leadership model with local wisdom in community-based tourism management in tourism villages refers to an approach which integrates local values, culture, and traditional wisdom in decision-making and managing tourism destinations. This model contrasts with the conventional approach, which emphasizes purely profit-oriented management. Fundamentally, the leadership model with local wisdom strives to fulfil the following aspects:

Respect and Utilize Local Wisdom

This involves utilizing local wisdom, traditions, and cultural values to develop a tourism management strategy that aligns with the unique characteristics and needs of the local community.

Prioritize Sustainability

Sustainability is prioritized in tourism management, focusing on both environmental and social aspects. This includes efforts to protect the local ecosystem, preserve cultural heritage, and enhance the well-being of the local community.

Community Participation

Active community participation in decision-making related to tourism management is encouraged. This participation involves community members not only as contributors but also as stakeholders who can share their voice in the decision-making process.

Inclusivity and Empowerment

Tourism management ensures fair and inclusive involvement of all societal levels. This includes local empowerment through skill development, job opportunities, and economic benefits for local communities.

Sustainable Tourism Development

The aim is to develop tourism that provides long-term ecological and social sustainability, rather than just short-term economic benefits.

The leadership model with the value of local wisdom reflects a holistic and sustainable approach to tourism management, where local values and community participation are considered as the key factors for success. Thus, leadership with local wisdom in the management of community-based tourism in tourism villages demonstrates a commitment to preserve local identity while creating sustainable benefits for the community and the surrounding environment.

CONCLUSIONS

This research studied the important role of leadership based on local wisdom values in the successful management and development of tourism villages. The main findings of this research are divided into four main points:

Leadership Based on Local Wisdom: Key Elements of Success

Leadership based on local wisdom values has proven to be the key element in mobilizing and motivating village communities. Effective leaders are able to change people's mindsets, accommodate the role of volunteers, and optimize people's social roles. This contributes to the creation of sustainable tourism villages and has a positive impact on the economy and community welfare.

Inclusive, participatory and deliberation-oriented approach

Leadership that prioritizes local wisdom values tends to apply an inclusive, participatory and deliberation-oriented approach. This approach succeeded in uniting the community's vision and mission by listening to and accommodating their aspirations. The decisions are taken democratically, and active community participation is well organized, thereby creating a sense of ownership and shared commitment to the development of tourism villages.

Success That Goes Beyond Financial Achievement

The success of leadership with local wisdom values is not only measured by financial achievements only. More than that, success is also seen from the leader's ability to create happy community, preserve the environment, ensure active community participation, and satisfaction in achieving the goals that have been set. This holistic approach emphasizes the importance of balance between economic, social and environmental aspects.

Holistic and Sustainable Leadership Model

A leadership model based on local wisdom values reflects a holistic and sustainable approach in tourism management. Local values and community participation are considered as the key success factors. This leadership illustrates the commitment to maintain local identity while creating sustainable benefits for the community and surrounding environment.

Overall, this research confirms that leadership based on local wisdom values is a strong foundation for the development of successful and sustainable tourism villages. By prioritizing inclusivity, participation and environmental sustainability, this leadership model not only improves the economic well-being of the community, but also strengthens social ties and maintains local cultural identity.

This research provides recommendations for tourism village managers and other stakeholders to adopt and strengthen a leadership style based on local

wisdom values. Concrete steps that can be taken include: Training and capacity building for village leaders to implement inclusive and participatory approaches, ensuring active community involvement in every stage of tourism village development, maintaining and promoting local values and traditional practices that can strengthen cultural identity village. In this way, tourism villages can develop sustainably, improve economic prosperity, strengthen social ties, and preserve the environment.

ACKNOWLEDGEMENTS

This research could not have been carried out without support from various parties. We would like to express our deepest gratitude to the Board of Research and Community Service of AMPTA Yogyakarta Tourism College for their invaluable assistance and funding support.

Our sincere thanks go to the respected sources: Mr. Mursidi from Nglanggeran Tourism Village, Mr. Agus from Garongan Tourism Village, and Mr. Didik from Pulesari Tourism Village. Their participation and insights have been invaluable in the preparation of this research.

We also extend our thanks to the research support team: Lalu Abdul Azus, Bulqis Purnama Dewi, and Agnestasya Monica Putri Hendrajaya, who have diligently assisted the data collection process in the field. Their assistance and hard work have been helpful in ensuring the smooth conduct of this research. We hope that the results of this research provide significant benefits and contributions to the development of tourism in Indonesia.

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AUTHOR BIOGRAPHY

Hary Hermawan is a lecturer and researcher at Sekolah Tinggi Pariwisata AMPTA Yogyakarta, specializing in community-based tourism. He is also the Head of LPPM and an editor for several tourism journals. Email: haryhermawan8@gmail.com. ORCID: <https://orcid.org/0000-0002-0948-3307>

Dhimas Setyo Nugroho is a faculty member at Universitas Terbuka, focusing on tourism management. Email: dhimas.nugroho@ecampus.ut.ac.id. ORCID: <https://orcid.org/0000-0002-5745-1836>

Fuadi Afif is a lecturer at Sekolah Tinggi Pariwisata AMPTA Yogyakarta, specializing in tourism development and sustainability. His work empowers local communities through responsible tourism initiatives. Email: fuadiafif@gmail.com. ORCID: <https://orcid.org/0005-5568-0677>

Anita Wijayanti is a lecturer at Mahakarya Asia University, focusing on tourism management and community empowerment. Her research bridges academic theory and practical tourism applications. Email: anitawijayanti.jogja@gmail.com

Albattat Ahmad is an academic at Management and Science University, Malaysia, with expertise in business management, hospitality, and tourism. His research focuses on consumer behavior and service quality. Email: dr.battat@msu.edu.my. ORCID: <https://orcid.org/0000-0002-3127-4405>

Marco Valeri is a faculty member at Niccolò Cusano University, Italy, specializing in economics and sustainable tourism development. His research examines the economic impact of tourism and destination management. Email: marco.valeri@unicusano.it. ORCID: <https://orcid.org/0000-0002-9744-506X>