



Strategy Analysis to Improve the Competitiveness of Tourist Villages Using the Analytical Hierarchy Process (AHP) Approach

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ABSTRACT

This study was conducted with the aim of determining the strategies that must be carried out in increasing the competitiveness of tourist villages through several strategies proposed based on the calculation of priority weights including increasing human capital, increasing knowledge of environmental sustainability, increasing the quality of organizational culture, capital management and participatory planning. This research method was carried out using a hierarchy process analysis approach to determine priority strategies from predetermined multicriteria, the data in this study were questionnaires given to key persons based on the level of knowledge about the competitiveness of tourist villages. The findings of this study can be explained that in an effort to increase the competitiveness of tourist villages, it is necessary to consider priority aspects in an effort to improve the strategy for more optimal tourist villages. This study found that the main priority in increasing the competitiveness of tourist villages can be done through a strategy of increasing human capital through training, education and improving skills. In the strategy of increasing the competitiveness of tourist villages, strategic steps in priority levels must be sorted according to the main priorities starting from increasing human capital, participatory planning, increasing the quality of culture and organizations as well as environmental sustainability and capital management. Collaboration between business actors, local governments and stakeholders is known to be very important in implementing the concept of sustainability to achieve highly competitive tourist villages.

Keywords: Tourism Product Diversification; Environmental Conservation; Local Community Involvement; Human Capital; AHP

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INTRODUCTION

Tourism villages play an important role in supporting economic development and improving community welfare. The existence of tourism villages can create new economic opportunities by opening up employment opportunities in the tourism sector. This has a direct impact on increasing community income. Tourism villages encourage the preservation of local culture and traditions so that they can improve the quality of social capital in implementing village development (Susilo et al., 2024). Tourism villages are able to support the development of infrastructure and public facilities, improve community skills and education in the fields of tourism and entrepreneurship so that they have an impact on broader economic activities.

In general, the problems of managing tourist villages include various complex aspects that are interrelated. One of them is the lack of human resources who are experts in the field of tourism and management (Liu & Wall, 2006); (Tosun, 2001). Management of tourist villages without a good development strategy will result in the potential of tourist villages not being maximized (Arintoko et al., 2020). Road infrastructure, transportation and inadequate tourism support services are also obstacles that can influence tourists' interest in traveling to become increasingly low (Wendt et al., 2021); (Wendt et al., 2021); (Rahmiati et al., 2020). This can lead to limited access to tourist destinations. In addition, the development of tourist villages is often hampered by conflicts of interest between local communities and the government or investors and the lack of effective promotion and marketing, so that the development of tourist villages cannot be maximized (Tang & Xu, 2023); (Setokoe & Ramukumba, 2020); (Apostolopoulos et al., 2020).

The main problem of tourist villages in Bojonegoro Regency is related to the lack of adequate infrastructure, such as bad

roads and transportation facilities limited. Thus, it hampers tourist access to tourist villages. Tourist villages in the Bojonegoro area often experience a shortage of skilled workers in the fields of tourism and marketing. This causes tourism management and promotion to be less effective. Therefore, the existing tourism potential cannot be fully utilized (Susilo et al., 2018). Lack of government support and coordination between local governments and local communities is also a major problem that can hinder the process of tourism management and development. This is exacerbated by less than optimal environmental management at tourist locations and the absence of activities that can attract tourists, resulting in a decline in the main attraction of tourist villages. This is what causes tourist villages in Bojonegoro Regency to not be able to develop quickly.

Factors such as infrastructure, quality of human resources and good management strategies are one of the determinants of the success of developing tourist villages (Ariyana et al., 2023); (Wibawa et al., 2020). In addition, workforce training is important to improve the quality of service, management and marketing in tourist villages (Sari et al., 2022). The use of social media and digital platforms can be used to increase the competitiveness of tourist villages and promote local products and culture that can increase the visibility of tourist villages and attract more tourists (Foronda-Robles et al., 2021); (Santoso et al., 2023). To maximize the development of tourist villages, tourism managers can collaborate with various parties or related stakeholders such as the government, local communities, and other private sectors (Graci, 2013). Increasing competitiveness in tourist villages can generate new jobs and increase the income of local people (Wijijayanti et al., 2020); (Streimikiene et al., 2021). This can have a positive impact on the local economy and environmental culture and can produce sustainable tour-

ist destinations. A strategy for improving tourist villages is very necessary to optimize local tourism potential and encourage local economic development (Streimikiene et al., 2021). The strategy to improve tourism villages can not only be done through infrastructure improvements, job training and promotion. However, diversifying tourist attractions, including the development of natural, cultural and culinary tourism, is also an important instrument in attracting tourists (Lubis et al., 2020); (Arvela et al., 2020); (Niedbala et al., 2020).

The growth and sustainability of tourism villages can be ensured through the quality of human resources (SgROI, 2020); (Ngoc et al., 2023). Expert human resources have the ability to produce new tourism products and more attractive attractions, as well as more effective management of tourism businesses (Tien et al., 2021); (Susilo & Agustino, 2022). The existence of programs from various local communities can increase community involvement and responsibility in managing tourism villages, resulting in more competitive and attractive destinations for tourists.

Increasing the competitiveness of tourist villages through knowledge of environmental sustainability is very important to ensure that tourism growth does not have a negative impact on local ecosystems (Zhu et al., 2021); (Wardana et al., 2020). Sustainable tourism, such as good waste management, conservation and environmental education for tourists and local communities can help maintain the authenticity and viability of tourist villages in the long term (S. A. Putri et al., 2023). Awareness of environmental sustainability not only protects the natural resources that are the mainstay of tourism, but also improves the image of tourist villages as environmentally friendly destinations in the eyes of global tourists who are increasingly concerned about environmental impacts (Ren et al., 2021). The quality of organizational culture plays an important role in building the identity

and image of the village as a unique tourist destination (Susilo, 2022). A healthy organizational culture includes values such as friendliness, teamwork, innovation and a focus on providing superior customer service (Srisathan et al., 2020). Therefore, by prioritizing this culture, tourist villages can provide a consistent and satisfying experience for tourists. This enhances the professionalism of tourism management, which includes managing reservations, arranging accommodation, and organizing travel programs with great precision. The establishment of a positive and strong organizational culture in a tourist village can increase the number of visitors, increase tourist loyalty and improve the reputation of the tourist village as an attractive and memorable tourist destination (Zhou et al., 2021).

One strategy that can increase the competitiveness of tourist villages is through capital management and making them competitive tourist destinations (Goffi et al., 2019). With good capital management, tourism villages can allocate their resources to improve tourism infrastructure, including road maintenance, improving public facilities and interesting tourism activities. In addition, good capital management can be used for advertising and marketing, human resource training and sustainable tourism development efforts (Nisar et al., 2021). Participatory planning is very important in increasing the competitiveness of tourist villages and ensuring that it is in line with the needs and desires of the local community (Wikantiyoso et al., 2021). In this case, local communities are actively involved in the planning and decision-making process of developing tourism villages. Community involvement not only ensures that policies and programs reflect local values and common interests (Armitage et al., 2020); (Wehn et al., 2020). The role of stakeholders in developing tourism villages is very important for the development of sustainable tourism destinations (Wehn

et al., 2020). Thus, the government has an important role in the process of developing tourism villages through the creation of policies, regulations and infrastructure that support the growth of sustainable tourism (Alfika et al., 2023).

Several previous studies have found that the competitiveness of tourist villages is carried out through good management of natural resources (Purnomo et al., 2020), active participation of local communities in the management and promotion of tourist villages (Wisnumurti et al., 2020), adequate infrastructure (Mamirkulova et al., 2020), diversification of unique tourism products (Romão, 2020), training and skills development for local residents (Jia et al., 2022), the existence of public and supporting facilities (Roman et al., 2020), use of technology and social media (Álvarez et al., 2020), cooperation in market expansion (Komppula, 2014), development of community-based tourism activities (Aji, 2020), government policies that support the development of tourist villages (Roman et al., 2020). Several previous studies have shown that increasing the competitiveness of tourist villages is very important to support local economic development and tourism sustainability (Jia et al., 2022); (Ivona, 2021) ; (Kelic et al., 2020). Thus increasing tourist villages can attract more tourists, increase local community income, and create new jobs. In addition, higher competitiveness encourages innovation in the development of tourism products and services, strengthens cooperation between tourism actors, and improves the quality of infrastructure.

Previous studies also found that tourist villages that have a strong cultural identity are more attractive to tourists (Kaharuddin et al., 2021). Effective promotion through various media channels increases tourist awareness and interest (Hidayat & Hidayat, 2020). Management of environmental impacts from tourism activities and preservation of natural resources are

important for the sustainability of tourism villages (Baloch et al., 2023). Continuous evaluation and improvement of the quality of tourist villages can increase the competitiveness of tourist villages (Demolinggo et al., 2020); (Wikantiyoso et al., 2021). Other research results also found that innovation in tourism development can increase the competitiveness of tourist villages (Dias et al., 2021).

Institutional theory in the context of village tourism management refers to the importance of effective organizational structures and processes in managing aspects of tourism at the local level. Institutional theory emphasizes a clear framework, well-defined roles for various parties, and efficient coordination mechanisms between local governments, local communities, the private sector and non-governmental organizations (Aksom & Tymchenko, 2020); (Barros & Ferreira, 2023). Effective village tourism management through an institutional approach shows the role of active participation of local communities in decision-making (Wang, 2020). Institutional theory also emphasizes the importance of transparency, accountability and continuous involvement of all stakeholders to ensure that tourism development not only provides economic benefits but also preserves local culture and nature (Roxas et al., 2020).

Gaps in previous studies explain several aspects in increasing the competitiveness of tourist villages. In general, not all research results can be applied to other tourist villages. This is influenced by differences in background, characteristics of a region and different challenges. In addition, in previous studies there were limitations in the data used in the study, making it difficult to measure accurately in the context of local tourism. The active involvement of all stakeholders, including local communities, local governments and the private sector is known to not always be achieved optimally in all studies. Meanwhile, there are

still many previous studies that have not considered the aspect of sustainability in environmental and cultural management because of new challenges that continue to emerge along with climate change and the increasingly complex needs of the global market. Through these limitations, it is important to consider when developing a more appropriate and adaptive village tourism development strategy in the future.

The novelty in research on the competitiveness strategy of tourist villages through the analysis of the hierarchy process (AHP) provides a systematic and structured approach to evaluate the factors that influence the competitiveness of tourist destinations. This method allows researchers to focus on various important aspects in the development of tourist villages such as infrastructure, environmental management, tourism product development, and local community involvement and education. By using the AHP approach, this study can identify the relationship and relative weight of each factor, so that it can help in designing a development strategy that is evidence-based and reliable. The application of AHP in this study not only increases the effectiveness and accuracy of the tourism village development strategy, but also helps improve the competitiveness and sustainability of tourism destinations at the regional and global levels.

The purpose of this study is to identify and analyze effective strategies in improving the competitiveness of tourist villages using the analytical hierarchy process (AHP) approach, and to identify the main factors that influence the attractiveness and sustainability of tourist villages, especially in the aspects of infrastructure, environmental management, tourism product development, local community involvement and tourism education. In addition, this study also aims to evaluate the relative value and relationship between each aspect, and aims to develop evidence-based and reliable development strate-

gies. Through the results of the study, it is hoped that this study can provide concrete and practical recommendations to local governments, the tourism industry and local communities to improve the competitiveness of tourist villages, promote sustainable economic growth, and preserve natural and cultural resources that are important for tourist villages, especially in the Bojonegoro district area. Therefore, this study is expected to provide a significant contribution to the development of sustainable and competitive tourism management strategies.

METHODOLOGY

This research approach uses a quantitative method through the Analytic Hierarchy Process (AHP). AHP is an effective method and is often used for complex decision making, especially in determining strategies for increasing the power of tourist villages. One of the advantages of AHP is its ability to handle the complexity and uncertainty associated with the analysis in this study. AHP has several weaknesses that need to be considered. One of them is subjectivity, where the assessment of criteria and alternatives is very dependent on individual opinion, so it can cause bias in the final results. In addition, when many criteria and alternatives are involved, the AHP hierarchical structure can become very complex, making effective decision making difficult. This method allows decision making to evaluate various criteria in tourism development, including aspects of environmental sustainability, capital management, cultural and organizational quality and human capital.

By considering these factors simultaneously, AHP helps identify priorities that need to be considered in determining strategies to improve the power of tourist villages. In addition, AHP allows stakeholders to measure their preferences quantitatively, thus supporting more data-based and measurable decision-making. Therefore,

AHP can help achieve consensus among the various parties involved and reduce potential conflicts related to strategic decisions in strategies to improve the power of tourist villages. AHP is a quantitative analysis method used in decision making to solve complex problems by helping decision makers prioritize and select the best alternative from several different criteria. This method focuses on decision making from various interrelated criteria, considering the relative preferences of the criteria.

With this principle, pairwise comparisons will be made of all existing elements with the aim of producing a scale of the relative importance of these elements. Assessment produces an assessment scale in the form of numbers. Pairwise comparisons in matrix form when combined will produce priorities. Pairwise comparison matrix that includes the level of stakeholder preferences in making decisions about alternatives based on available

criteria. The scale used to express the level of preference is the Saaty scale, where scale 1 indicates "equally important", scale 3 indicates "slightly more important", scale 5 indicates "very important", scale 7 indicates "very important" and scale Number 9 indicates "very important" level.

In AHP, the most important first step is to determine clear goals. This goal is the basis for the entire decision-making process, because all criteria and alternatives to be evaluated must be directly related to achieving this goal. By setting specific objectives, decision makers can direct the focus of analysis, ensuring that all comparisons and evaluations carried out will be relevant to achieving the desired results.

The location of this research was conducted in Bojonegoro Regency. Currently, Bojonegoro Regency is known to be experiencing a significant increase in infrastructure development and the tourism industry. Bojonegoro Regency is ranked

Table 1.
Paired Comparison Rating Scale

Intensity of interest	Information
1	Both elements are equally important
3	One element is slightly more important than the other elements
5	One element is more important than the other elements
7	One element is clearly more important than the other elements
9	One element is absolutely more important than the other elements
2,4,6,8	Values between two adjacent value judgments
The opposite	If activity <i>i</i> gets one number compared to activity <i>j</i> , then <i>j</i> has the opposite value compared to <i>i</i>

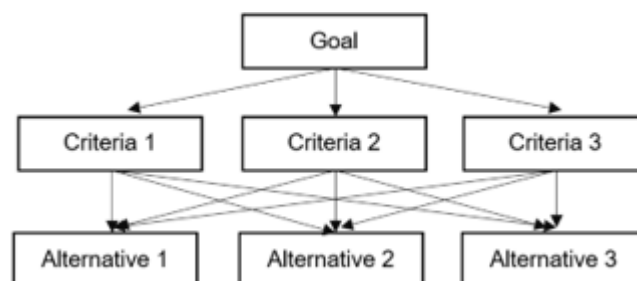


Figure 1.
AHP Framework

first out of the top three regencies in East Java Province with the largest number of tourist villages, namely 32 tourist villages, showing great potential in the tourism sector (Bojonegorokab.go.id, 2023). The data used in this study are primary data obtained through questionnaires collected directly by researchers from previously determined key persons.

In AHP analysis, selecting respondents as key persons requires consideration of several important criteria. Respondents must have in-depth knowledge of the tourism industry and a comprehensive understanding of related sustainability issues. Experience in managing sustainable tourism projects or involvement in previous sustainability initiatives is also very valuable in the decision-making process. Respondents who have interests aligned with the goals of sustainable tourism development and are actively involved in the tourism industry will increase the credibility and relevance of their contributions in the AHP analysis. In addition, the respondent's ability to communicate well and work collaboratively with team members and other stakeholders is also an important criterion. The following are the key persons who were respondents in this study in table 2.

Analytic Hierarchy Process (AHP) consists of several important steps that are structured in the decision-making process. The first step is to clearly define the problem or decision-making objective. Next, the decision maker creates a hierarchical

structure of the problem by establishing the main objective, criteria, and relevant alternatives. Once the hierarchy is formed, the decision maker assigns relative weights to each criterion to reflect its level of importance. Then, the decision maker makes pairwise comparisons between each criterion or alternative to determine the relative preference between them. After a number of comparisons are made, the priority score of each criterion or alternative is calculated using mathematical calculations that have been established in the AHP. The final step involves consistency checks and sensitivity analysis to ensure that the results obtained are consistent and reliable.

RESULTS AND DISCUSSION

Analytic Hierarchy Process (AHP) can be used to make decisions more complexly, making it easier to understand the relationship between the main criteria and sub-criteria. In addition, AHP is used to determine the priority strategy in multi-criteria based on the results of the questionnaire from the whole obtained from key persons which are converted into a matrix, thus minimizing the risk of making inappropriate decisions based on subjective preferences.

Based on the research results table 3 shows that the results of the Consistency Ratio (CR) calculation of all key persons are known to be consistent, because the Consistency Ratio (CR) value is less than 0.1 or 10% ($CR \leq 10\%$). From the results

Table 2.
Key Person Process Hierarchy Analysis

No.	Key Person	Amount
1	Local Government	2 key persons
2	Industry	2 key persons
3	NGO	2 key persons
4	Village Government	2 key persons
5	Academics	2 key persons
Total Key Person	10 key persons	

Source: AHP Analysis Results (2024)

of the questionnaire of 10 key persons, the level of importance was obtained which was then converted and combined through aggregation. The following are the results of the matrix aggregation calculation for each aspect that can describe the level of priority in the strategy to increase the competitiveness of tourist villages:

the fourth and fifth priority aspects, namely environmental sustainability and capital management, each have a percentage of 17.49% and 9.76.

Based on the results of table 5, the results of the Consistency Ratio calculation show that each aspect has a value below 0.1, which means that the results of the in-

Table 3.
Aspect Matrix (Environmental Sustainability, Capital Management, Participatory Planning, Cultural and Organizational Quality and Human Capital)

Key Person	Eigenvalue	Consistency Index	Consistency Ratio
1	5.337202	0.084301	0.094417
2	5.333415	0.083354	0.093356
3	5.336819	0.084205	0.094309
4	5.30778	0.076945	0.086178
5	5.191995	0.047999	0.053759
6	5.349578	0.087395	0.097882
7	5.22845	0.057112	0.063966
8	5.338267	0.084567	0.094715
9	5.249573	0.062393	0.06988
10	5.342553	0.085638	0.095915

Source: AHP Analysis Results (2024)

Table 4.
Aspect Matrix Aggregation

Aspect	Environmental Sustainability	Capital Management	Participatory Planning	Cultural and Organizational Quality	Human Capital	Amount	Priority Weight	Percentage Weight	Ranking
Environmental Sustainability	0.1650	0.1981	0.1200	0.1285	0.2626	0.8743	0.1749	17.49%	4
Capital Management	0.0753	0.0905	0.0698	0.1708	0.0818	0.4882	0.0976	9.76%	5
Participatory Planning	0.3214	0.3283	0.2534	0.1575	0.2239	1.2845	0.2569	25.69%	2
Cultural and Organizational Quality	0.2732	0.0926	0.2595	0.2128	0.1692	1.0073	0.2015	20.15%	3
Human Capital	0.1650	0.2905	0.2973	0.3303	0.2626	1.3457	0.2691	26.91%	1

Source: AHP Analysis Results (2024)

Based on the calculation results of the aspect matrix aggregation in table 4, it shows that human capital is the first priority aspect with a percentage of 21.91%, the second priority is participatory planning with a percentage value of 25.69%, the third priority is cultural and organizational quality with a percentage of 20.15%. While

depth interview of 10 key persons are consistent. The final result of this study aims to improve the competitiveness strategy in tourist villages.

Based on table 6, it shows that the highest priority weight of each main criteria, the environmental sustainability aspect is Ecological Awareness of 36.49%, the

Capital Management Aspect is Financial Planning of 32.41%, the Participatory Planning Aspect is Stakeholder Involvement of 35.69%, the Cultural and Organizational Quality Aspect is Teamwork of 37.35% and the Human Capital Aspect is Education of 40.41. Alternative aspects can be used as a basis for implementing strategies to increase the competitiveness of tourist villages and used as an empirical measuring tool in the development of tourist villages. Determining clear criteria will ensure that all aspects considered are consistent with the main objectives of the study, so that the results obtained are more accurate and reliable.

increasing the competitiveness of tourism villages. This is in line with research conducted by Sari et. al (2022) which shows that quality human resources can provide better services to tourists which have a direct impact on increasing customer satisfaction and strengthening the image of tourism villages as more attractive destinations. Previous research by Tien et. al (2021) also explains that quality human resources can help in the development of more attractive and innovative tourist attractions and increase the competitiveness of tourism villages such as creating new tourism products such as local products, playgrounds, museums or special events.

Table 5.
Consistency Ratio Matrix for Each Aspect

Key Person	Consistency Ratio Environmental Sustainability Aspects	Consistency Ratio Capital Management Aspect	Consistency Ratio Participatory Planning Aspects	Consistency Ratio of Culture and Organization Quality	Consistency Ratio Human Capital Aspect	Consistency Ratio Alternative Strategy to Increase Competitiveness of Tourism Villages
1	0.0521	0.0866	0.0997	0.0390	0.0879	0.0188
2	0.0086	0.0728	0.0997	0.0775	0.0540	0.0352
3	0.0603	0.0467	0.0540	0.0981	0.0933	0.0451
4	0.0926	0.0259	0.075	0.0805	0.0775	0.0771
5	0.0373	0.0586	0.0771	0.0707	0.0805	0.0707
6	0.05	0.0707	0.071	0.0784	0.0886	0.0378
7	0.0919	0.0571	0.0484	0.0781	0.0595	0.0798
8	0.0860	0.0454	0.0564	0.0338	0.0964	0.0694
9	0.0521	0.041	0.0111	0.0390	0.0385	0.0908
10	0.0925	0.0527	0.0829	0.0775	0.0925	0.0771

Source: AHP Analysis Results (2024)

Priority Strategies in Increasing the Competitiveness of Tourism Villages

The challenge of increasing the competitiveness of Tourism Villages requires a clear and planned priority strategy. The results of the study show that the first priority strategy in increasing the competitiveness of tourism villages is directly influenced by improving the quality of human resources (Human Capital). Improving the quality of human resources is known to have a significant influence and impact on

Quality human resources can utilize modern technology such as social media and websites to effectively promote tourism villages in reaching more tourists.

Participatory planning has a second important role in the strategy to increase the competitiveness of tourist villages in this study. Participatory planning involves local residents, tourism entrepreneurs and local governments in the planning process, where the decisions taken can reflect the needs and aspirations of the local commu-

nity. This is in line with research conducted by Wikantiyoso et al., (2021) which shows that participatory planning not only builds a strong sense of ownership of destination development but also allows for the optimization of sustainable destination management by considering aspects of nature conservation and environmental sustainability, so that tourist villages can maintain their attractiveness in the long term.

The impact of participatory planning is seen in improving the quality of tourism products that involve local communities in the identification and development of tourism products, such as the promotion of local products, cultural activities or unique memorable experiences offered to tourists

(Chan et al., 2021). In addition to increasing the attractiveness of tourist villages, this participation is also known to have a positive impact on the local economy and social empowerment of local communities. Participatory planning is not only a development strategy, but also a strong foundation for the success of tourist villages in facing global competition in maintaining their authenticity and sustainability as sustainable and attractive tourist destinations for international and domestic tourists.

This study shows that aspects of cultural and organizational quality play the third important role in the strategy to increase the competitiveness of tourist villages. This is in line with research conduct-

Table 6.
Results of Determining the Priority Weight of Each Aspect

No.	Strategy	Criteria	Priority Weight	Percentage Weight	Ranking
1.	Environmental Sustainability Aspects	Ecological Awareness	0.3650	36.49%	1
		Understanding Global Environmental Issues	0.3068	30.68%	2
		Environmentally Friendly Practices	0.1716	17.16%	3
		Participation in Environmental Policy	0.1664	16.64%	4
2.	Capital Management Aspects	Financial planning	0.3241	32.41%	1
		Financial performance analysis	0.2945	29.45%	2
		Risk control	0.2160	21.59%	3
		Investment	0.1654	16.54%	4
3.	Participatory Planning Aspects	Stakeholder engagement	0.3570	35.69%	1
		Local community involvement	0.2702	27.02%	2
		Local resource analysis	0.2602	26.02%	3
		Transparency of communication	0.1126	11.26%	4
4.	Aspects of Cultural and Organizational Quality	Teamwork	0.3735	37.35%	1
		Values and Ethics	0.3084	30.84%	2
		Social relations in society	0.2289	22.89%	3
		Inspirational leadership	0.0796	7.96%	4
5.	Human Capital Improvement Aspects	Education	0.4041	40.41%	1
		Skills/expertise	0.3736	37.36%	2
		Training	0.1271	12.71%	3
		Experience Enhancement	0.1080	10.81%	4
6.	Alternative Strategies to Increase the Competitiveness of Tourism Villages	Local government	0.2469	24.68%	1
		Local Community	0.2236	22.35%	2
		Private Sector	0.2093	20.93%	3
		Non-Governmental Organizations	0.1727	17.26%	4
		Academics	0.1476	14.75%	5

Source: AHP Analysis Results (2024)

ed by Muntiyas et al., (2024) which shows the importance of aspects of cultural and organizational quality in local tourism development. Unique and well-maintained cultural characteristics not only increase tourist attraction, but also create a unique identity that becomes an icon that distinguishes it from other places. In addition, an effective organization in the management and development of tourist villages is very important to ensure a sustainable visitor experience (Margaretha, 2024). This includes good infrastructure management, adequate public services, effective promotion, sustainable environmental management and maintaining cleanliness. With well-coordinated management, tourist villages can create a friendly environment, so that they can guarantee safety and comfort for tourists, and support local economic growth through job creation and business opportunities. High cultural quality and effective organizational integration are the keys to the success of increasing the competitiveness of tourist villages. This is in line with research conducted by Zhou et al., (2021) which shows that villages that are able to preserve their cultural uniqueness while maintaining good infrastructure and services are able to attract and maintain tourist interest, as well as actively contribute to regional economic growth and the preservation of cultural heritage.

One of the priority strategies that plays an important role in this study is environmental sustainability. Environmental sustainability has a positive impact both directly and indirectly. Research conducted by Ma'arif et al., (2023) explains that directly, environmental conservation efforts through sustainable management will maintain the quality of air, water and soil around tourist villages. This is important because a clean and healthy environment provides a positive experience for visitors and supports various tourism activities. In addition, environmental sustainability also has a significant indirect impact, one of

which is maintaining the sustainability of the ecosystem which is essential to maintain local biodiversity (Madjid et al., 2023). Environmental sustainability in the strategy of developing tourist villages is not only about maintaining the physical environment, but also about building a sustainable reputation and appeal for the destination. By utilizing and conserving natural resources wisely, tourist villages can not only increase competitiveness in the tourism industry, but also provide a sustainable positive contribution to the local economy and the welfare of the local community.

Capital management is known to be very important in the development of tourist villages to increase competitiveness. This is in line with research conducted by (Goffi et al., 2019) which explains that the development of tourist villages can be achieved with the influence of capital management, where well-managed capital allows investment in tourism infrastructure such as transportation, accommodation and public facilities. Investment in training and education for local communities can affect the tourism industry which has a direct impact on increasing income and strengthening community integration.

Through wise financial management, tourism villages can build green infrastructure such as wastewater management systems and renewable energy, which are not only environmentally friendly but also attractive to tourists who care about sustainability. Overall, effective capital management in tourism village development not only optimizes the use of financial resources but also plays an important role in creating a sustainable environment (Machfuzhoh et al., 2020). A sustainable and planned approach, tourism villages can build a strong foundation for local economic growth and provide meaningful tourism experiences for visitors.

Priority Criteria in Increasing the Competitiveness of Tourism Villages

Improving the quality of human

resources has a significant impact on increasing the competitiveness of tourist villages. Quality human resources can help tourist villages to be more innovative in developing tourism products by utilizing local potential more effectively and can compete in the global market. This study found that the criteria that must be prioritized to support the success of the strategy for improving tourist villages in terms of human capital include education, skills or expertise, and training and increasing experience. Through education, people can gain the knowledge or skills needed to improve tourism management, encourage innovation, and improve the management of cultural heritage and the local economy in a sustainable manner. This is in line with research conducted by (Zunaidi et al., 2022) which shows that education is important in developing tourism in Indonesia, including improving the management of tourism and cultural heritage and the local economy. In addition, good skills and expertise not only increase professionalism and efficiency in tourism services, but can also encourage and strengthen the active involvement of local communities in tourism development (Bangsawan et al., 2021).

As global competition becomes more competitive, training becomes the key to updating local community skills, such as tourism services, destination management, digital marketing and other technical expertise in line with current developments. This study found that training can improve community experience in efforts to improve local tourism. Communities can improve their experience by gaining in-depth knowledge of the needs and expectations of tourists, which can have an impact on improving the quality of tourist destinations. Research conducted by Martínez et al (2022) shows that the more experienced a person is in managing tourism, the better the quality of service, operational efficiency and ability to face industry challenges and changes. This experience can

help understand tourist needs by creating a more satisfying and sustainable tourism experience.

In the participatory aspect, it is known that priority criteria including stakeholder involvement, local community involvement, local resource analysis and communication transparency play an important role in ensuring sustainable development. Stakeholders such as government, business actors, local communities and non-governmental organizations have an important role in planning and implementing tourism village strategies. This is in line with research conducted by Paluseri et al (2023) which shows that support from stakeholders is very important to improve the community's ability to face challenges, as well as create opportunities for success in the tourism sector. In addition, local community involvement is also important to maintain the sustainability and authenticity of tourism villages (Chan et al., 2021). Communities who are actively involved will be more committed to maintaining and developing the tourism potential of their village. Interaction between local communities with visitors and other stakeholders can create a more interesting and authentic tourism experience. Community participation can also increase a sense of ownership and responsibility for the development of tourism villages and ensure that the economic benefits generated can be felt evenly.

Analysis of local resources that includes identification and mapping of natural, cultural and village infrastructure potential is important for developing unique and attractive tourism products. This can be the basis for designing development programs that are in accordance with the characteristics and needs of the village and minimize negative impacts on the local environment and culture. Research conducted by López-Sanz et al (2021) found that by understanding and optimally utilizing local resources, tourist villages can of-

fer unique and different experiences from other tourist destinations, so that tourist villages can increase their attractiveness and competitiveness. Transparency in communication between stakeholders and local communities is known to be very important for building trust and ensuring active and effective participation. Open and honest communication can reduce conflict and misunderstandings, and encourage better cooperation. This is in line with research conducted by Rahmatillah et al (2019) which shows that with transparent communication, all parties involved can have a clear understanding of the goals, processes and expected results, so that the strategy to increase the competitiveness of tourist villages can run smoothly and effectively. Overall, stakeholder involvement, community involvement, local resource analysis and communication transparency are important factors in efforts to improve the competitiveness of tourism villages.

The third priority criteria in this study shows that the strategy to increase the competitiveness of tourist villages involves aspects of cultural and organizational quality including teamwork, values and ethics, social relations and inspirational leadership. This is in line with research conducted by (Zajac et al., 2021) which shows that good teamwork allows various parties to work effectively to achieve common goals with good communication, mutual trust and clear division of tasks, so as to create a harmonious and productive work environment and increase the efficiency and effectiveness of tourist village operations. Values and ethics are also important in forming the basis of organizational culture, with values such as honesty, responsibility and integrity increasing the trust and reputation of tourist villages. The application of values and ethics in all aspects of operations creates a positive and professional environment and influences the interaction between local communities and tourists (Cheng & Chen, 2022). This

can affect the level of trust and loyalty of tourists.

Good social relations between local communities can create a friendly environment and support the development of tourism villages. Solid communities are more likely to collaborate and participate in tourism initiatives, reduce conflict, increase cooperation and ensure that economic and social benefits can be felt by all community members. Meanwhile, inspirational leadership can motivate and direct the community and stakeholders to work towards a shared vision, foster innovation and creativity. This is in line with research conducted by (Ratnasari et al., 2020) which shows that transparent, responsive leadership and can provide positive examples have an impact on creating a healthy organizational environment that focuses on increasing the competitiveness of tourism villages.

This study also shows that in terms of environmental sustainability, priority criteria that must be carried out in implementing strategies to increase the competitiveness of tourist villages include ecological awareness, understanding global environmental issues, environmentally friendly practices and participation in environmental policies. This study found that ecological awareness can motivate individuals and groups to sustainably protect natural resources, including through waste management and nature conservation. This is supported by (Zajac et al., 2021) research which shows that ecological awareness is important in the development of Tourism Villages including in waste management and nature conservation which can improve community welfare and sustainably protect natural resources. Understanding global issues such as climate change also influences local policies, such as the use of renewable energy and ecosystem preservation.

Environmentally friendly practices reflect the commitment of tourism villages to preserving the environment which can

attract positive responses from the community and visitors. Meanwhile, community participation in environmental policies can help create policies that have a positive impact on the local environment. By involving the community in decision-making, it can increase the sense of ownership and support the sustainability of tourism villages as a whole. Research by Wulandari & Sari (2022) shows that active participation can encourage success in implementing policies that can meet community needs and support environmental conservation efforts in the long term.

In this study, the last priority criteria that must be considered is the aspect of capital management which includes financial planning, financial performance analysis, risk control and investment. This is in line with research conducted by (Karadag, 2015) which shows that good financial planning is the basis for strategic decision making in allocating financial resources efficiently which includes planning income, expenditure and allocation of funds for various needs, as well as ensuring the availability of funds for future investments. Financial performance analysis helps tourism villages evaluate their financial health and identify improvement strategies needed to increase operational efficiency.

Risk control is a crucial step in identifying, evaluating and managing financial risks to protect the assets and finances of tourism villages. By implementing effective risk control strategies, tourism villages can maintain financial stability and increase the trust of related parties (Rosalina et al., 2023). Carefully selected investments help tourism villages in developing infrastructure and increasing their attractiveness as tourist destinations. Investment decisions are based on comprehensive financial analysis to achieve sustainable growth and provide greater economic benefits to local communities.

Alternatives That Must Be Done As A Micro Small Business Development Strategy

Increasing the competitiveness of tourist villages needs to be done to develop tourism. Increasing tourism can be achieved quickly through several alternatives to implement strategies to increase the competitiveness of tourist villages. This study found that there are five priority alternatives that can be carried out to support increasing the competitiveness of tourist villages, including local governments, local communities, the private sector, non-governmental organizations and academics. This study found that increasing the competitiveness of tourist villages requires involvement from local governments, local communities, the private sector, non-governmental organizations and academics. This is in line with research conducted by Sentanu & Mahadiansar (2020) which shows that the role of local governments is important because they have the capacity to coordinate various aspects of the development and management of tourist destinations. Local governments can prioritize the development of basic infrastructure such as roads, electricity, clean water and sanitation in tourist villages. Good infrastructure is an important prerequisite for attracting tourists and supporting local economic development. For example, good roads will facilitate tourist access to tourist destinations, while stable electricity supply will support accommodation operations and small and medium enterprises.

Local governments have a role in providing clear and supportive regulations for the development of tourist villages. This includes tourism business licensing, safety and hygiene standards, and environmental regulations. With good regulations, the government can create a conducive environment for private investment and the development of micro, small and medium enterprises (MSMEs). A previous study by Suwarso (2021) explained that local governments can take an active role in the promotion and marketing of tourist destinations. This includes developing brand-

ing campaigns, participating in national and international tourism exhibitions, and using social media and digital platforms to increase the visibility of tourist villages. Effective promotion and marketing are essential to increasing interest and awareness of sustainable tourism, which in turn ensures balanced and sustainable growth for destinations and local communities (Susilo et al., 2023).

Local governments can initiate human resource training and development programs in the tourism sector which include job skills training such as tour guides, tourism business management, and customer service (Sari & Kagungan, 2016). By improving the quality of local human resources, the government can help ensure that the services provided to tourists are professional and friendly. Local governments can provide fiscal incentives through tax exemptions or other financial assistance to tourism businesses and MSMEs operating in tourist villages. This financial support can help improve the competitiveness and sustainability of the local economy and encourage innovation in the development of tourism products and services. Through these alternatives, local governments can play an important role in creating a conducive environment for the development of sustainable and highly competitive tourism villages. Good collaboration between local governments, the private sector and local communities is the main key to achieving common goals to advance the tourism sector sustainably (Goffi et al., 2019).

Local communities in the strategy of increasing the competitiveness of tourist villages are known to play an important role in maintaining and protecting local cultural and natural wealth and are one of the key figures in creating authentic and attractive tourism experiences for tourists. This is in line with research conducted by Putri et al., (2024) which shows that training is important for local residents to maintain and

understand cultural and historical values that can increase tourist appeal and the importance of collaboration between government, community and private sector in cultural preservation and tourism development. With in-depth knowledge of cultural heritage and local wisdom, communities are able to identify unique tourism potentials and develop more innovative tourism products. Active participation of local communities in the planning and decision-making process is crucial to ensure that tourism destination development not only meets economic needs, but also maintains the cultural and environmental values that are the main attractions. Through involvement in policy-making, local communities can ensure that tourism development is sustainable, balancing economic growth and the preservation of natural resources and local wisdom. The success of strategies to increase the competitiveness of tourist villages depends heavily on the ability of local communities to collaborate, innovate and maintain environmental and cultural sustainability sustainably (Amrullah et al., 2023).

study also shows the importance of the private sector for the strategy of increasing the competitiveness of tourist villages. This is in line with research conducted by (Trusova et al., 2020) which shows that the private sector can play a role in direct investment in tourism infrastructure which includes the development of accommodation, restaurants, transportation and other supporting facilities. Companies in this sector can help improve the quality and quantity of tourism services, thereby increasing the attractiveness of tourist villages for tourists. Another alternative involving the private sector is in the development and marketing of local products which have an impact on increasing income for local communities and also strengthening the cultural identity of the village as a unique tourist destination. In addition, the private sector can also play a role in sup-

porting training and development of human resources in tourist villages. Companies can provide training programs to improve local skills in customer service, cleanliness management or even special skills such as guiding nature tours or traditional cooking. This will increase professionalism in tourism services and improve the tourist experience.

In addition, non-governmental organizations (NGOs) provide essential technical support in tourism destination management, including training, technical assistance and capacity building for local communities (White et al., 2022). This study found that collaboration between NGOs and local communities can strengthen tourism infrastructure and improve the quality of services provided to visitors, which is very important to improve the competitiveness of tourist villages in the competitive global market. NGOs also play a role in promoting sustainable and responsible management practices, helping tourist villages to implement policies that support environmental and social conservation. With technical support from NGOs, tourist villages can develop sustainable tourism products and build environmentally friendly infrastructure. In addition, NGOs also contribute to increasing the capacity of financial management and tourism marketing, helping tourist villages to reach a wider market and strengthen branding as a competitive destination.

Unlike other criteria, this study found that academics provide a detailed understanding of tourism industry trends, latest technologies and best management practices that can be applied in tourism destination development. By conducting in-depth research, academics can help tourist villages to design effective evidence-based strategies that can increase destination attractiveness and meet global standards. Academics play a role in providing education and training to local communities in relevant areas such as environ-

mental management, tourism marketing, and financial management. Previous research conducted by Setyara et al (2024) also explained that collaboration between academics and local communities can help build management capacity and improve the ability to innovate in developing sustainable and competitive tourism products. By utilizing scientific insights from academics, tourism villages can create unique and value-added tourism experiences for tourists, while still considering the sustainability of the environment and existing culture.

CONCLUSION

The conclusion of this study shows that increasing the competitiveness of tourist villages requires a clear and planned priority strategy, with a primary focus on improving the quality of human resources through education, training and experience. Participatory planning involving local residents and stakeholders is important to create sustainable development and meet community needs. Good cultural and organizational quality aspects, including effective management of infrastructure and public services and environmental preservation, are essential to attract and retain tourists. Wise capital management allows investment in infrastructure, education and training that supports the overall development of tourism villages, increasing the attractiveness of destinations and encouraging sustainable local economic growth.

Increasing the competitiveness of tourist villages also depends heavily on the quality of human resources, stakeholder involvement, cultural and organizational quality, environmental sustainability and effective capital management. Quality human resources through education and training can manage tourism more innovatively and efficiently. Active involvement of stakeholders and local communities is important to create positive synergies and ensure sustainable development. Optimal analysis and utilization of local resources,

as well as transparency in communication, help in proper planning and reduce conflict. A good organizational culture with ethical values and inspiring leadership increases collaboration and tourist loyalty. Ecological awareness and environmentally friendly practices are important to maintain sustainability and attract tourists. Good capital management through financial planning, performance analysis, risk control and investment supports infrastructure development and economic sustainability of tourist villages.

Increasing the competitiveness of tourist villages requires effective collaboration between local governments, local communities, the private sector, non-governmental organizations (NGOs) and academics. Local governments play a role in coordinating the development of basic infrastructure and providing supportive regulations, while local communities maintain cultural and natural riches and create authentic tourism experiences. The private sector channels investment in tourism infrastructure and local product development. Meanwhile, NGOs play a role in providing technical support and advocacy for sustainable management practices. Finally, academics provide the scientific basis for highly competitive development strategies. With this collaboration, tourism villages can increase their attractiveness sustainably and provide economic benefits and sustainable environmental conservation.

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