

## Strengthening Tourism Human Resource Capacity through Training and Mentoring in Bilebante Tourism Village, Central Lombok Regency

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### ABSTRACT

This community service program aimed to strengthen the capacity of tourism human resources in Bilebante Tourism Village, Central Lombok, Indonesia, through Tourism English training, destination storytelling development, and digital optimization mentoring. The program employed a Participatory Action Research (PAR) approach involving 15 tourism stakeholders, consisting of BUMDes managers, tour guides, Pokdarwis members, and tourism-related MSMEs. Activities were implemented progressively from May to July 2026 through needs assessment, training, field practice, mentoring, and evaluation. The results indicated improvements in participants' English communication skills, storytelling competencies, and digital marketing capabilities. The program also strengthened collaboration among local tourism stakeholders and enhanced the village's readiness to improve destination competitiveness and support its aspiration toward achieving world-class tourism village standards.

## **INTRODUCTION**

Human resources play a fundamental role in tourism village development as they serve as the primary drivers in creating competitive, resilient, and sustainable tourism destinations. The success of a tourism village is determined not only by its natural attractions, cultural assets, and tourism products but also by the capacity of local communities to manage and develop these resources effectively (Pradnyana & Lasmi, 2025; Ramadhan et al., 2023). Therefore, strengthening the quality of human resources has become a crucial aspect of ensuring the sustainability and competitiveness of tourism villages (Nafisyah et al., 2026; Stevano Lepar & Nrimala Sari, 2024). Tourism villages have become one of the key pillars of Indonesia's tourism development strategy, including in West Nusa Tenggara Province. Through the implementation of community-based tourism principles, tourism villages are expected to improve local livelihoods while preserving cultural heritage and environmental sustainability. In addition, tourism villages serve as an effective mechanism for community empowerment by promoting local economic development and encouraging active community participation in tourism activities (Marshendalia et al., 2026; Puttrawandi et al., 2026). The active involvement of local communities is widely recognized as a critical factor in achieving sustainable tourism development and enhancing destination competitiveness in an increasingly global tourism market.

One of the rapidly growing tourism villages in West Nusa Tenggara Province is Bilebante Tourism Village, located in Central Lombok Regency. The village is widely recognized as a successful example of territorial transformation, having evolved from a former sand mining area into a productive green tourism village offering a variety of nature-based, cultural, and community-based tourism attractions (Ayu et al., 2026; Ismawati et al., 2022). Through effective destination management and strong community participation, Bilebante Tourism Village was recognized as one of Indonesia's best tourism villages in 2025. Building on this achievement, the Ministry of Tourism of the Republic of Indonesia proposed Bilebante Tourism Village as Indonesia's representative for the Best Tourism Villages by UN Tourism program. This prestigious international initiative recognizes rural tourism destinations that demonstrate excellence in sustainable tourism development, cultural preservation, community empowerment, and environmental stewardship. Participation in this program provides significant opportunities for international recognition while simultaneously requiring destinations to meet rigorous global standards related to governance, sustainability, visitor experience, and community engagement.

Despite its achievements and strong tourism potential, preliminary evaluations indicated that several aspects still require further improvement to fully meet international assessment standards. In response to these challenges, Bilebante Tourism Village has continued its efforts to strengthen its readiness and competitiveness in preparation for future participation in the Best Tourism Villages by UN Tourism program and its aspiration to become a world-class tourism destination.

Preliminary observations conducted by the Community Service Team of Lombok Tourism Polytechnic revealed that the tourism potential, institutional capacity, and tourism products of Bilebante Tourism Village have developed considerably. However, several human resource-related challenges remain. These include limited English communication skills among tourism stakeholders, insufficient storytelling competencies in delivering destination narratives, and suboptimal utilization of digital technologies for destination promotion and marketing. These challenges may affect the village's ability to provide high-quality tourism services and effectively communicate its unique values to international visitors. English communication skills are increasingly important in tourism destinations due to the growing number of international travelers seeking authentic experiences and meaningful interactions with local communities. Similarly, destination storytelling has emerged as a strategic tool for enhancing visitor experiences by communicating local history, culture, traditions, and community values in an engaging and memorable manner. Furthermore, digital transformation has become a critical component of destination management, enabling tourism stakeholders to expand market reach, improve destination visibility, and strengthen competitiveness through digital marketing and online promotion.

To address these challenges, the Community Service Team of Lombok Tourism Polytechnic implemented a comprehensive capacity-building program focusing on Tourism English training, destination storytelling development, and digital optimization mentoring. These interventions were designed to strengthen the competencies of tourism stakeholders, including village managers, tour guides, members of tourism awareness groups, and tourism-related micro and small enterprises. Through a participatory and collaborative approach, the program sought to enhance the ability of local stakeholders to deliver high-quality tourism services, communicate destination values effectively, and utilize digital platforms strategically for tourism promotion. The findings from the preliminary assessment and the corresponding capacity-building programs are summarized in Table 1.

**Table 1. Preliminary Assessment Findings and Capacity-Building Programs**

| No. | Preliminary Assessment Findings | Existing Conditions   | Capacity-Building Program                                    | Expected Outcomes   |
|-----|---------------------------------|---|--|---|
| 1   | English Language Skills         | Many tourism stakeholders lacked confidence in communicating with international tourists. Tourism-related vocabulary and service-oriented conversations were limited. | Tourism English training and mentoring for tourism services. | Improved communication skills and service quality for international tourists. |

|   |   |  |  |   |
|---|---|--|--|---|
| 2 | Storytelling Competencies                           | Narratives related to local history, culture, traditions, and tourism attractions were not delivered systematically or engagingly. | Destination storytelling training based on local tourism potential.  | Enhanced ability to communicate tourism information and visitor experiences in an engaging and authentic manner.          |
| 3 | Digital Optimization                                | The utilization of digital media and social media for tourism promotion was not yet optimal and lacked integration.                | Training and mentoring in social media management, digital content creation, and digital marketing.        | Increased visibility and promotion of Bilebante Tourism Village through digital platforms.                                |
| 4 | Readiness for World-Class Tourism Village Standards | Several human resource aspects required further strengthening to meet international tourism destination standards.                 | Integrated mentoring through Tourism English training, storytelling development, and digital optimization. | Enhanced human resource capacity to support Bilebante Tourism Village in achieving world-class tourism village standards. |

*Source: Result of Observation, 2026*

## IMPLEMENTATION AND METHODS

This community service program employed a Participatory Action Research (PAR) approach, which emphasizes the active involvement of community members throughout all stages of the program, including needs assessment, program planning, implementation, evaluation, and reflection (Wahim et al., 2026). The PAR approach was selected because it encourages community participation in identifying problems, formulating solutions, implementing interventions, and collaboratively evaluating program outcomes. Through this approach, community members are not merely treated as beneficiaries but are actively engaged as key actors in the capacity-building and decision-making processes (Rahmat & Mirnawati, 2020). The program was conducted in Bilebante Tourism Village, Central Lombok Regency, West Nusa Tenggara Province, Indonesia, from May to July 2026. The activities were implemented progressively through a series of needs assessments, training sessions, field practices, and intensive mentoring activities tailored to participants' needs. Bilebante Tourism Village was selected as the program site because it is recognized as one of Indonesia's leading tourism villages with

significant potential for community-based tourism development. In addition, the village is actively strengthening its competitiveness to meet national and international tourism standards. Preliminary observations revealed that further enhancement of human resource capacity was needed, particularly in English communication skills, destination storytelling, and the utilization of digital technologies for tourism promotion. The program involved 15 participants representing various tourism stakeholders in Bilebante Tourism Village.

The participants consisted of three Village-Owned Enterprise (BUMDes) managers, five tour guides, and seven members representing the Tourism Awareness Group (Pokdarwis) and tourism-related Micro, Small, and Medium Enterprises (MSMEs). Participants were selected purposively based on their involvement in tourism services, destination management, promotional activities, and community-based tourism development initiatives. The implementation process consisted of four main stages. The first stage involved preliminary observation and needs assessment. During this stage, the community service team conducted field observations, focus group discussions, and interviews with tourism village managers to identify the existing conditions of tourism human resources and the challenges faced in destination management. The assessment findings indicated that English language proficiency, storytelling skills, and digital media utilization required further improvement to support the enhancement of tourism service quality and destination competitiveness. The second stage was Tourism English Training, which aimed to improve participants' communication skills when interacting with international tourists.

The training materials included basic tourism conversations, greeting and welcoming visitors, providing destination information, handling tourist inquiries, and practicing communication in various tourism service situations (Fatsah et al., 2023; Junaid, 2023; Samodra & Tondoyekti, 2024). The training was delivered through interactive methods such as simulations, role-playing activities, group discussions, and practical exercises, enabling participants to apply the acquired knowledge in real tourism service contexts. The third stage involved destination storytelling training, which focused on enhancing participants' ability to develop and deliver compelling narratives about the history, culture, traditions, and tourism attractions of Bilebante Tourism Village. Storytelling has become an essential competency in destination management because it enhances visitor experiences through meaningful, informative, and authentic interpretations of local heritage (Adhrianti & Aditia, 2026; Hardyanti et al., 2025). During this stage, participants received training on story development techniques, destination interpretation, public speaking, and practical storytelling exercises conducted directly at selected tourism attractions within the village.

The fourth stage consisted of digital optimization mentoring, which was implemented progressively throughout the program period. This activity aimed to strengthen participants' capacity to utilize digital technologies for destination promotion and marketing. The mentoring covered social media management, digital content creation, basic photography and videography techniques, digital marketing strategies, and the effective use of online platforms to enhance destination visibility. Continuous assistance was provided through consultations, hands-on practice, content evaluation, and regular monitoring of participants' progress. All program activities were conducted using participatory learning methods, including lectures, discussions, simulations, case studies, practical exercises, and intensive mentoring (Harahab et al., 2020; Winda et al., 2026). This approach enabled participants to acquire both theoretical knowledge and practical competencies relevant to tourism destination management. Program evaluation was carried out throughout each stage using participatory observation, activity documentation, focus group discussions (FGDs), and reflective discussions with participants. The indicators of program success included improvements in English communication skills, destination storytelling competencies, digital promotion capabilities, and participant engagement throughout the implementation process.

The collected data were analyzed using a descriptive qualitative approach involving data reduction, data presentation, interpretation, and conclusion drawing. The evaluation results were subsequently used to formulate recommendations and future strategies for strengthening tourism human resource capacity to support the sustainable development of Bilebante Tourism Village.



Figure 1. Conceptual Framework

## RESULTS AND DISCUSSION

The community service program conducted in Bilebante Tourism Village from May to July 2026 produced positive outcomes in strengthening the capacity of tourism human resources through a series of training and mentoring activities. The program was implemented progressively based on the needs identified during the preliminary assessment stage, focusing on Tourism English, destination storytelling, and digital optimization. These three aspects were selected because they represent key competencies required to support the readiness of Bilebante Tourism Village in improving its competitiveness and preparing for international tourism standards.

### *Strengthening Tourism English Competencies*

The first activity focused on strengthening participants' English communication skills for tourism services. The training covered basic conversations with tourists, greeting and welcoming visitors, providing destination information, handling tourist inquiries, and guiding practices. Interactive learning methods such as role play, simulations, and group discussions were used to encourage active participation and practical application of the material.

The implementation of Tourism English training showed positive responses from participants. Most participants demonstrated increased confidence in communicating with international tourists and improved understanding of tourism-related vocabulary and expressions. These competencies are important because effective communication is one of the key determinants of service quality in tourism destinations. Previous studies have highlighted that English proficiency contributes significantly to visitor satisfaction and destination competitiveness (Fatsah et al., 2023; Junaid, 2023).



**Figure. 2 Presents the Implementation of Tourism English Training Activities Conducted for Tourism Stakeholders in Bilebante Tourism Village**

### ***Strengthening Destination Storytelling Skills***

The second activity involved destination storytelling training aimed at improving participants' ability to communicate local history, culture, traditions, and tourism attractions in an engaging manner. Storytelling plays an important role in enhancing visitor experiences because it enables tourists to connect emotionally with destinations through meaningful narratives. During the mentoring process, participants were guided in developing structured destination narratives, identifying unique local stories, and improving public speaking skills. Practical sessions were conducted directly at tourism attraction sites to provide participants with opportunities to apply storytelling techniques in real situations. The results indicated that participants became more capable of organizing tourism narratives systematically and delivering information more confidently. This finding supports previous studies suggesting that storytelling can increase destination attractiveness and enrich tourist experiences through authentic interpretation of local heritage (Adhrianti & Aditia, 2026; Hardyanti et al., 2025).



**Figure.3 Illustrates the Destination Storytelling Mentoring Activities Conducted During the Program**

### ***Digital Optimization for Tourism Promotion***

The third activity focused on optimizing digital platforms to support destination promotion and marketing. The mentoring process included social media management, digital content creation, basic photography and videography techniques, and website optimization. Participants were introduced to various strategies for increasing destination visibility through digital platforms. The mentoring activities resulted in improved understanding of digital marketing practices among participants. Tourism stakeholders gained practical skills in producing promotional content and managing digital communication channels more effectively. The optimization of digital platforms is expected to contribute to broader market reach and increased awareness of Bilebante Tourism Village among potential visitors.

Digital transformation has become an essential component of destination management, particularly in the post-pandemic tourism era where online information and digital engagement significantly influence travel decisions (Harahab et al., 2020). Therefore, strengthening digital competencies among local tourism stakeholders represents a strategic investment in destination competitiveness.



**Figure. 4 Presents the Digital Optimization Mentoring Activities Conducted in Bilebante Tourism Village**

***Program Outcomes and Implications***

Overall, the implementation of Tourism English training, destination storytelling mentoring, and digital optimization activities contributed to strengthening the competencies of tourism stakeholders in Bilebante Tourism Village. The participatory approach adopted throughout the program encouraged active involvement from participants and facilitated the transfer of knowledge and skills relevant to tourism destination management. The program not only enhanced individual competencies but also contributed to strengthening local tourism institutions, including BUMDes, Pokdarwis, tour guides, and tourism-related micro-enterprises. Improved human resource capacity is expected to support the village’s efforts to meet international tourism standards and strengthen its position as a competitive and sustainable tourism destination.

The findings indicate that continuous mentoring and collaborative partnerships among educational institutions, local governments, tourism organizations, and communities remain essential to ensure the sustainability of capacity-building initiatives. Through ongoing support and innovation, Bilebante Tourism Village can further improve its readiness to compete at national and international levels, including participation in the Best Tourism Villages by UN Tourism program.

**Table 2. Summary of Capacity Building Program Outcomes in Bilebante Tourism Village**

| <b>Program Component</b> | <b>Initial Condition</b>  | <b>Capacity Building Activities</b>   | <b>Outcomes Achieved</b>  |
|--------------------------|---|---|---|
| Tourism English Training | Limited ability and confidence in communicating with international tourists; limited tourism-related vocabulary | Training on greeting and welcoming visitors, providing destination information, handling tourist inquiries, role play, simulations, and guiding practices | Improved confidence in communicating with foreign tourists, enhanced understanding of tourism vocabulary and expressions, and better communication skills in tourism services |

|                                   |  |  |   |
|-----------------------------------|--|--|---|
| Destination Storytelling Training | Tourism narratives were not yet systematically structured and delivered                      | Training and mentoring on destination interpretation, storytelling techniques, public speaking, and practical storytelling sessions at tourism attractions | Improved ability to develop structured destination narratives, enhanced public speaking skills, and greater confidence in delivering tourism stories and local cultural information               |
| Digital Optimization Mentoring    | Limited utilization of digital platforms for destination promotion and marketing             | Mentoring on social media management, content creation, photography, videography, website optimization, and digital marketing strategies                   | Improved understanding of digital marketing practices, enhanced skills in content creation and platform management, and increased readiness to promote tourism destinations through digital media |
| Institutional Strengthening       | Limited collaboration among tourism stakeholders in managing tourism development initiatives | Participatory training and mentoring involving BUMDes, Pokdarwis, tour guides, and tourism-related MSMEs   | Strengthened collaboration among tourism stakeholders and increased participation in tourism development activities   |
| Sustainable Tourism Development   | Need for stronger human resource capacity to support destination competitiveness             | Integrated capacity-building program implemented progressively from May to July 2026   | Enhanced human resource capacity and improved readiness of Bilebante Tourism Village to support sustainable and competitive tourism development   |

Source : Result of Program, 2026

The results presented in Table 2 demonstrate that the capacity-building program successfully addressed the primary challenges identified during the preliminary assessment stage. The combination of Tourism English training, destination storytelling development, and digital optimization mentoring provided participants with practical competencies that are directly relevant to tourism destination management and service delivery. The improvement in English communication skills among participants indicates the importance of language proficiency in supporting tourism competitiveness. As tourism villages increasingly attract international visitors, the ability of tourism stakeholders to communicate effectively becomes a critical component of service quality and visitor satisfaction. Participants reported greater confidence in greeting visitors, providing tourism information, and responding to tourist inquiries. These findings are consistent with previous studies emphasizing that English language competence contributes significantly to enhancing visitor experiences and strengthening destination competitiveness in the global tourism market (Fatsah et al., 2023; Junaid, 2023).

Similarly, the destination storytelling training demonstrated positive impacts on participants' ability to communicate local values and tourism experiences. Prior to the program, tourism narratives were often delivered informally and lacked a structured interpretation approach. Following the mentoring activities, participants were able to develop more organized narratives that incorporated historical, cultural, and environmental elements of the destination. Storytelling has been recognized as an effective strategy for creating memorable tourism experiences because it facilitates emotional connections between visitors and destinations. The findings of this program support the argument that storytelling enhances destination attractiveness and strengthens destination branding through authentic interpretation of local culture and heritage (Adhrianti & Aditia, 2026; Hardyanti et al., 2025). The digital optimization component also produced significant outcomes. The increasing role of digital technologies in tourism promotion requires tourism stakeholders to possess adequate digital competencies.

Through mentoring activities, participants improved their understanding of social media management, content development, photography, videography, and digital marketing strategies. The ability to create attractive and informative digital content is expected to increase the visibility of Bilebante Tourism Village and expand its promotional reach to broader domestic and international markets. These findings align with previous studies suggesting that digital transformation has become a key factor influencing destination competitiveness and tourism marketing effectiveness (Harahab et al., 2020). Beyond individual skill development, the program also generated positive institutional impacts. The participatory implementation approach encouraged collaboration among various tourism stakeholders, including BUMDes managers, members of Pokdarwis, tour guides, and tourism-related MSMEs. The collaborative learning environment facilitated knowledge sharing and strengthened stakeholder engagement in tourism development initiatives. Such collaboration is essential for ensuring the sustainability of tourism village development because successful

destination management requires coordinated efforts among multiple actors within the local tourism ecosystem.

Furthermore, the program contributed to strengthening Bilebante Tourism Village's readiness to meet international tourism standards. The competencies developed through the program correspond to several aspects commonly assessed in global tourism destination evaluations, including visitor experience, community participation, destination interpretation, service quality, and digital promotion. Therefore, the implementation of this capacity-building initiative represents a strategic effort to support the village's preparation for participation in the Best Tourism Villages by UN Tourism program and other international tourism recognition frameworks. The findings also highlight the importance of continuous mentoring and follow-up programs. While short-term training activities can improve knowledge and skills, long-term capacity development requires ongoing assistance, monitoring, and institutional support. Sustainable collaboration between higher education institutions, local governments, tourism organizations, and community groups is therefore necessary to maintain program outcomes and ensure that acquired competencies continue to contribute to tourism development. Continuous innovation in tourism services, storytelling practices, and digital marketing strategies will further strengthen the competitiveness and sustainability of Bilebante Tourism Village in the future.

## **CONCLUSIONS AND RECOMMENDATIONS**

The community service program conducted in Bilebante Tourism Village successfully strengthened the capacity of tourism human resources through Tourism English training, destination storytelling development, and digital optimization mentoring. The program addressed key challenges identified during the preliminary assessment stage and contributed to improving participants' communication skills, storytelling competencies, and digital marketing capabilities. The participatory approach adopted throughout the program encouraged active stakeholder involvement and facilitated effective knowledge transfer among tourism village managers, tour guides, members of Pokdarwis, and tourism-related MSMEs. The results indicate that strengthening human resource capacity is an essential strategy for improving tourism service quality, destination competitiveness, and community participation in tourism development. The program also contributed to enhancing institutional collaboration among tourism stakeholders and supporting Bilebante Tourism Village's readiness to meet international tourism destination standards, including participation in the Best Tourism Villages by UN Tourism program.

To ensure the sustainability of program outcomes, continuous mentoring and periodic capacity-building activities are recommended. Future programs should focus on advanced Tourism English communication, digital marketing innovation, destination branding, and sustainable tourism management. Strengthening collaboration among higher education institutions, local governments, tourism organizations, and community groups will be crucial for maintaining the momentum of tourism development and supporting Bilebante Tourism Village's aspiration to become a competitive and sustainable world-class tourism destination.

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