Institute for Advanced Science,
Social and Sustainable Future

MORALITY BEFORE KNOWLEDGE

Leadership regeneration and sustainable governance in community-based tourism villages: A comparative institutional analysis

Ainul Luthfiana[1],*

[1] *Independent researcher, Indonesia.*
*Correspondence: ainulluthfiana@gmail.com

ABSTRACT

Background: Leadership sustainability has become a critical challenge for community-based tourism villages, particularly in governance systems that rely on informal succession and community legitimacy. While prior studies emphasize capacity building and participation, empirical attention to leadership regeneration as an institutional governance process remains limited. This study addresses this gap by examining leadership regeneration across different tourism village governance contexts. **Methods**: This study adopts a qualitative, theory-driven design integrating organizational theory, human capital theory, and talent management theory. Thematic coding and systematic comparative analysis were applied to secondary qualitative data from three tourism villages in Yogyakarta (Nglanggeran, Wukirsari, and Pentingsari) using multi-stage coding, interpretive synthesis, and cross-case pattern matching. **Findings:** The results indicate that leadership regeneration remains predominantly informal and experience-based, relying on mentoring networks, role rotation, and social legitimacy rather than structured succession systems. Villages with semi-formal governance structures exhibit stronger leadership learning routines, whereas community-centered models prioritize social cohesion over institutional continuity. Key barriers include limited administrative capacity, cultural governance norms, and weak leadership pipeline mechanisms. Youth participation emerges as a critical leverage point, particularly through digital governance innovation and creative tourism initiatives. **Conclusion**: Leadership regeneration should be conceptualized as a cyclical institutional process integrating governance structure, human capital circulation, leadership talent pathways, and stakeholder collaboration ecosystems. The proposed framework offers practical guidance for strengthening leadership sustainability in community-based tourism governance. These findings strengthen the understanding of leadership regeneration within community-based tourism governance and contribute to sustainable tourism governance practices in rural destinations. **Novelty/Originality of this article:** This study contributes by integrating cross-theoretical perspectives with comparative empirical evidence to reconceptualize leadership regeneration as a dynamic governance system rather than a linear succession event, offering an empirically grounded and policy-relevant analytical model.

KEYWORDS: community-based tourism; human capital development; leadership regeneration; sustainable tourism governance; youth participation.

1. Introduction

Indonesia, as an archipelago nation, comprises more than 70,000 villages rich in natural, human, and cultural resources. This diversity represents a valuable potential that can be developed through the concept of tourism villages as a strategy for local wisdom–based development. A tourism village serves as an instrument of community-based

development while also enhancing community welfare by strengthening local economies. Tourism villages can act as catalysts for sustainable development by leveraging local potential, including natural landscapes, cultural traditions, and unique village-based products and culinary heritage (Gusti, 2023). The development of tourism villages has been proven to stimulate the economic transformation of rural communities, shifting them from the agricultural sector to higher-value-added services and tourism (Antaranews, 2024).

Community-Based Tourism (CBT) has emerged as a widely adopted strategy for rural development in many developing countries, including Indonesia. Tourism villages provide spaces for active community participation in managing their natural and cultural resources as tourism attractions, aiming to enhance economic welfare while preserving the environment and local cultural heritage (Bichler & Lösch, 2019). Within this context, organizational theory, human capital theory, and talent management theory provide three conceptual foundations for understanding the mechanisms of human resource management in tourism villages (Becker, 1993).

Leadership succession plays a crucial role in maintaining leadership continuity, sustaining innovation, and enhancing human capacity within the organizational structure of tourism villages. The sustainability of tourism village management depends heavily on the local community's organizational capacity, particularly in leadership and management continuity. The issue of leadership regeneration remains a primary challenge in tourism village governance due to the lack of systematic mechanisms for leadership succession within community-based organizations. The failure of community leadership regeneration can result in a loss of local control over tourism destinations and an increasing dominance of external actors (Xu et al., 2017).

Many tourism villages in Indonesia still face structural challenges, such as a lack of leadership training, limited involvement of younger generations, and weak institutionalization of leadership succession (Mahardani et al., 2024). These issues highlight the need to strengthen leadership regeneration and succession mechanisms within community-based tourism organizations. Therefore, a critical study on leadership succession and regeneration within tourism village management organizations is needed, focusing on regeneration strategies and their implications for tourism village sustainability.

Community-based tourism development requires effective human resource management to ensure the sustainability and quality of tourism services. Tourism villages such as Nglanggeran, Wukirsari, and Pentingsari face challenges in leadership renewal, knowledge transfer, and the development of young cadres' capacities. Hence, integrating organizational theory, human capital development, and talent management is a crucial strategy to strengthen leadership regeneration mechanisms and ensure sustainable governance of tourism villages.

1.1 Strengthening the problem context: Leadership sustainability as a structural challenge

Despite the rapid growth of tourism villages in Indonesia, sustainability challenges remain significant. Empirical evidence shows that many CBT initiatives fail to maintain long-term performance due to weak institutional capacity and limited leadership continuity (Gannon et al., 2021; Kiss, 2020). Tourism development programs often emphasize infrastructure development, destination branding, and visitor growth while underestimating the importance of leadership regeneration and human resource sustainability (Khan et al., 2022). As a result, community organizations frequently depend on charismatic founding leaders without building formal systems for succession and leadership development.

Recent studies in sustainable tourism governance emphasize that leadership continuity is a decisive factor in maintaining adaptive capacity, resilience, and social legitimacy within community-based destinations (Bramwell & Lane, 2020; Nunkoo et al., 2021). Leadership sustainability is not only a managerial issue but also a social process that shapes collective learning, institutional memory, and intergenerational knowledge transfer (Moscardo & Murphy, 2014; Xu et al., 2017). Without structured regeneration mechanisms, tourism

village institutions risk experiencing organizational fatigue, declining participation of youth, and reduced innovation capacity.

In the Indonesian rural tourism context, leadership regeneration is further complicated by demographic transitions, urban migration of young people, and the informal nature of community organizations (Mahardani et al., 2024). Young villagers often perceive tourism management as voluntary work with limited career prospects, which reduces their motivation to engage in leadership roles. This phenomenon reinforces generational gaps and weakens the long-term sustainability of tourism governance structures (Sanjaya & Prasetyo, 2020).

Therefore, leadership regeneration should be conceptualized not merely as replacing leaders but as a strategic process that integrates institutional design, human capital investment, and talent development. Organizational theory provides insights into governance structure and role distribution, human capital theory explains the importance of capacity building and skills development, while talent management theory offers systematic approaches to identifying and nurturing leadership potential (Collings & Mellahi, 2009; Sharokhina & Pudovkina, 2020). Integrating these three perspectives enables a holistic understanding of leadership sustainability in community-based tourism organizations. Although existing studies have explored community participation, governance, and capacity building in tourism villages, most research addresses these issues in isolation. Prior studies tend to focus either on organizational governance (Bichler & Lösch, 2019), community participation (Su et al., 2019).

Furthermore, talent management has been widely discussed in corporate and hospitality industries (Ohunakin et al., 2020), but its application within community-based tourism institutions remains underexplored. Most CBT studies emphasize empowerment and participation rather than structured leadership pipelines, succession planning, and systematic talent identification (Filippus & Schultz, 2020). This theoretical gap limits the development of sustainable leadership models tailored to rural tourism contexts. Additionally, empirical evidence from Indonesia indicates that leadership regeneration remains informal and highly dependent on social norms rather than institutionalized systems (Darmi & Harini, 2022). This condition creates vulnerability when key leaders retire or withdraw from organizational roles. Consequently, there is a strong need for conceptual integration that links organizational structure, human capital investment, and talent management into a coherent regeneration framework for tourism villages.

This study addresses this gap by proposing an integrated conceptual model that combines organizational theory, human capital theory, and talent management theory to explain leadership regeneration mechanisms in tourism villages. By applying this integrated perspective to the cases of Nglanggeran, Wukirsari, and Pentingsari in Yogyakarta, this research contributes to the theoretical advancement of sustainable community leadership in rural tourism. Based on the research objectives, theoretical framework, and qualitative conceptual approach adopted in this study, the research questions are refined as follows: How are leadership regeneration practices currently implemented in community-based tourism village institutions in Yogyakarta (Nglanggeran, Wukirsari, and Pentingsari)? How do organizational structure, human capital development, and talent management mechanisms interact in shaping leadership sustainability in tourism village governance? How can the integration of organizational theory, human capital theory, and talent management theory inform a sustainable leadership regeneration framework for tourism villages? These questions are designed to be exploratory and analytical in nature, which is consistent with the descriptive qualitative and conceptual synthesis methodology employed in this study.

Accordingly, this study aims to analyze leadership regeneration practices in selected tourism villages through the lens of organizational theory, human capital theory, and talent management theory; develop an integrated conceptual framework for leadership regeneration in community-based tourism institutions; provide policy-relevant recommendations for strengthening institutional capacity and leadership sustainability in rural tourism governance. The selection of Nglanggeran, Wukirsari, and Pentingsari

Tourism Villages is based on their representativeness, maturity level, and institutional diversity within the Yogyakarta tourism ecosystem. These villages are widely recognized as benchmark destinations for community-based tourism development in Indonesia and frequently serve as reference models for national tourism village programs.

First, Nglanggeran Tourism Village represents a high-performing CBT destination with strong institutional recognition at the national and international levels. Its success in geo-tourism development, digital promotion, and youth involvement makes it a suitable case for examining advanced leadership distribution and learning-oriented organizational practices (Damayanti et al., 2022). Second, Wukirsari Tourism Village reflects a culture-based tourism model centered on creative industries such as batik production and heritage tourism. This case illustrates how cultural capital and entrepreneurship intersect with leadership regeneration and capacity building (Widjanarko et al., 2021; Puspitasari et al., 2019). Wukirsari also represents villages with strong economic potential but relatively formal organizational structures. Third, Pentingsari Tourism Village exemplifies a community-driven ecotourism model with flexible governance arrangements and strong social cohesion (Aji & Faniza, 2020). It provides insights into leadership adaptability, collaborative decision-making, and innovation under informal institutional settings.

Together, these three villages represent different typologies of tourism village development—nature-based, culture-based, and ecotourism-oriented—allowing comparative analysis of leadership regeneration patterns across diverse institutional contexts. Their geographic proximity within Yogyakarta also ensures policy relevance and contextual consistency, making the findings transferable to other tourism villages in Indonesia with similar socio-cultural characteristics. This study makes several important contributions to the literature on sustainable tourism and community leadership. From a theoretical perspective, this research advances community leadership studies by integrating organizational theory, human capital theory, and talent management theory into a unified analytical framework. This integration expands conventional CBT frameworks by positioning leadership regeneration as a strategic institutional process rather than an informal social practice. From a methodological perspective, this study contributes to conceptual qualitative research by employing cross-theoretical triangulation to synthesize multiple disciplinary perspectives.

This approach provides a more comprehensive understanding of leadership sustainability within rural tourism governance. From a practical and policy perspective, the findings offer actionable insights for tourism village managers, local governments, and development agencies. The proposed framework can guide the design of leadership training programs, succession planning mechanisms, and community capacity-building strategies aligned with sustainable tourism objectives. Finally, this study contributes to the broader discourse on sustainable development by highlighting the importance of leadership continuity as a form of social capital investment. Strengthening leadership regeneration not only supports tourism performance but also enhances social resilience, cultural preservation, and long-term community empowerment.

2. Methods

2.1 Research design and analytical orientation

This study employs a qualitative, theory-driven conceptual research design to investigate leadership regeneration in community-based tourism villages through the integration of organizational theory, human capital theory, and talent management theory. A qualitative approach is appropriate because leadership regeneration, governance routines, and institutional sustainability represent socially embedded processes that require interpretive and contextual analysis rather than purely quantitative measurement.

The methodological framework is explicitly aligned with the research questions. Research Question 1 (RQ1) examines leadership regeneration practices and institutional routines within tourism village governance. Research Question 2 (RQ2) analyzes interaction

mechanisms between organizational structure, human capital development, and talent management processes. Research Question 3 (RQ3) focuses on developing an integrated leadership regeneration framework for sustainable tourism governance. Accordingly, the research design combines conceptual literature synthesis, thematic qualitative coding, and systematic comparative analysis to ensure analytical coherence across research stages. This study is grounded in a constructive–interpretive epistemological orientation, conceptualizing leadership regeneration as a socially constructed institutional process shaped by governance arrangements, community norms, and collective learning dynamics.

2.2 Case selection and analytical scope

Three tourism villages in Yogyakarta; Nglanggeran, Wukirsari, and Pentingsari were selected using purposive theoretical sampling RV. These cases were chosen to represent different typologies of tourism village development and governance configurations. Nglanggeran represents a high-performing nature-based tourism village characterized by relatively structured organizational learning practices and strong youth digital engagement. Wukirsari reflects a culture-based tourism model centered on creative industries and heritage entrepreneurship with semi-formal institutional arrangements. Pentingsari exemplifies a community-driven ecotourism village with flexible governance structures and strong social cohesion. The selection of these cases enables analytical variation across institutional capacity levels and leadership regeneration models while maintaining contextual consistency within the same regional governance environment. This design supports systematic cross-case comparison and enhances the transferability of findings to similar community-based tourism contexts.

2.3 Data sources and analytical materials

The study relies on secondary qualitative data derived from peer-reviewed academic publications, institutional reports, policy documents, and empirical case documentation related to tourism village governance and leadership regeneration RV-2729. Data collection was conducted using major academic databases including Scopus, ScienceDirect, SpringerLink, Taylor & Francis, and Emerald Insight. Search keywords included community leadership, tourism village governance, human capital development, talent management, organizational sustainability, and community-based tourism. Source selection prioritized conceptual relevance, empirical rigor, and alignment with leadership regeneration themes. The use of multiple data sources enabled theoretical triangulation and strengthened analytical reliability.

2.4 Thematic coding and interpretive procedure

Data analysis followed a conceptual thematic analysis approach adapted from Braun & Clarke (2021). The analytical process was conducted in four sequential stages. First, data familiarization was performed through repeated reading and analytical memo writing to identify preliminary leadership and governance patterns. Second, open coding was applied to extract empirical indicators related to leadership regeneration practices, institutional routines, youth participation, and capacity development mechanisms. Third, axial coding grouped related codes into higher-order analytical categories aligned with the Results–Discussion thematic structure: (1) leadership regeneration practices and institutional routines, (2) interaction mechanisms between organizational structure, human capital, and talent management, (3) institutional barriers to formal cadre systems, and (4) youth participation and governance innovation. Fourth, interpretive synthesis integrated empirical patterns with theoretical constructs to generate conceptual explanations and analytical linkages. This procedure ensured consistency between methodological design and the thematic organization of the Results–Discussion section.

2.5 Systematic comparative analysis

A structured cross-case comparative analysis was conducted to examine leadership regeneration patterns across Nglanggeran, Wukirsari, and Pentingsari tourism villages. The comparative procedure followed three analytical steps. First, within-case analysis was conducted to identify dominant governance characteristics, leadership routines, and regeneration mechanisms in each village. Second, cross-case pattern matching was applied to compare similarities and differences across organizational structures, leadership pipeline practices, and youth engagement strategies. Third, theoretical explanation building was used to interpret observed variations through the integrated lens of organizational theory, human capital theory, and talent management theory. This systematic comparative approach enabled analytical generalization beyond descriptive case narratives and strengthened the explanatory contribution of the study.

2.6 Analytical rigor and trustworthiness

Several strategies were applied to enhance methodological rigor. Theoretical triangulation was achieved by integrating three complementary analytical perspectives. An audit trail was maintained through documented coding decisions and analytical memos. Internal consistency checks were conducted to ensure alignment between research questions, coding categories, thematic findings, and conceptual framework development. Beyond its substantive findings, this study contributes methodologically by demonstrating the applicability of cross-theoretical conceptual synthesis for analyzing leadership sustainability in community-based tourism contexts. By integrating organizational, human capital, and talent management perspectives, the research provides a replicable analytical approach for future studies examining institutional sustainability in rural development settings.

This study is framed within clearly defined analytical and contextual boundaries that shape the interpretation and applicability of its findings. As a conceptual qualitative synthesis grounded in secondary literature, the research prioritizes theoretical integration and institutional pattern analysis over micro-level behavioral observation. While this approach enables a comprehensive examination of leadership regeneration mechanisms across multiple cases, it does not capture everyday leadership practices, interpersonal dynamics, or informal decision-making processes that could be explored through ethnographic or interview-based methodologies. Consequently, the findings emphasize structural and systemic dimensions of leadership sustainability rather than individual leadership trajectories.

The empirical scope of this study is deliberately focused on three tourism villages; Nglanggeran, Wukirsari, and Pentingsari, in the Special Region of Yogyakarta. These cases were selected due to their institutional maturity, recognition as best-practice models, and diversity of tourism typologies. However, the socio-cultural characteristics and governance environment of Yogyakarta may differ from those of other rural regions in Indonesia or in international contexts. Therefore, the applicability of the proposed framework should be understood in terms of theoretical transferability rather than direct replication. The conceptual model is intended to serve as an adaptable reference that can be contextualized according to local institutional conditions and community dynamics. The study also relies on the availability and quality of published empirical research. Differences in methodological depth, reporting standards, and analytical focus across the reviewed literature may influence the level of detail captured in the synthesis. To address this challenge, cross-theoretical triangulation and systematic screening procedures were applied to strengthen analytical coherence and reduce interpretive bias.

Furthermore, the theoretical integration in this study primarily concentrates on organizational structure, human capital development, and talent management as core dimensions of leadership regeneration. While these perspectives provide a robust institutional framework, other relevant dimensions such as gender inclusion, power

relations, political negotiation, and inter-community conflict are not explicitly examined. These dimensions represent important directions for future research to further enrich the understanding of leadership sustainability in community-based tourism. Despite these boundaries, the study offers meaningful conceptual and practical contributions by proposing an integrated leadership regeneration framework grounded in both theory and empirical patterns. The findings provide a foundation for future empirical validation through primary data collection, longitudinal case studies, and cross-regional comparative research. In this way, the limitations identified in this study also function as opportunities for advancing the research agenda on sustainable leadership in rural tourism governance.

To enhance empirical grounding and theoretical integration, this study explicitly operationalized theoretical constructs into observable institutional indicators during the coding and interpretation process. Organizational theory concepts such as governance structure, coordination mechanisms, and institutional legitimacy were translated into empirical indicators including leadership role distribution, decision-making routines, and formal–informal authority patterns. Human capital theory was operationalized through observable capacity-building activities such as mentoring practices, experiential learning mechanisms, skill transfer routines, and intergenerational knowledge circulation. Talent management constructs were empirically anchored in leadership identification patterns, succession preparation practices, youth leadership involvement, and retention strategies within tourism village organizations.

This operational alignment enabled the systematic linking of abstract theoretical concepts with empirical patterns derived from the three case villages. During axial coding, theoretical constructs were not treated as predefined categories but were iteratively refined based on recurring empirical patterns. For example, the concept of leadership pipeline development emerged not only from talent management theory but also from repeated empirical observations of informal mentoring networks and project-based leadership assignments in Nglanggeran and Pentingsari. Furthermore, theoretical integration was strengthened through cross-case explanation building. Rather than comparing cases descriptively, the analysis examined how variations in organizational structure and governance capacity influenced leadership regeneration outcomes. This approach ensured that theoretical propositions were grounded in empirical contrasts across the three tourism villages, thereby enhancing analytical robustness and contextual relevance.

3. Result and Discussion

The empirical findings of this study are grounded in systematically coded institutional patterns observed across the three tourism village cases. Rather than treating leadership regeneration as an abstract governance concept, the analysis anchors interpretation in observable organizational routines, leadership practices, and community participation mechanisms. Across Nglanggeran, Wukirsari, and Pentingsari, leadership regeneration was empirically manifested through mentoring relationships, experiential leadership rotation, informal succession arrangements, youth operational involvement, and collaborative governance practices.

These empirical patterns were not uniformly distributed across cases. Nglanggeran demonstrated relatively structured leadership learning routines supported by youth-driven digital innovation initiatives. Wukirsari exhibited capacity-building practices oriented toward creative entrepreneurship without formal leadership integration mechanisms. Pentingsari relied heavily on socially embedded collective leadership traditions rooted in strong community cohesion. This variation provides an empirical foundation for examining how institutional context shapes leadership sustainability pathways. By linking these observable practices to organizational, human capital, and talent management frameworks, the analysis moves beyond descriptive reporting and develops theoretically informed explanations of leadership regeneration dynamics.

Organizational performance is highly influenced by its structural composition and leadership regeneration mechanisms, as the absence of leadership renewal renders organizations vulnerable to stagnation (Cummings & Worley, 2019). Modern organizational theory emphasizes the importance of organizational learning, namely the institution's ability to continuously adapt and update its internal competencies (Argote & Miron-Spektor, 2011). This implies that organizational sustainability can only be achieved through a regeneration system that enables intergenerational knowledge transfer.

The regeneration process includes guidance, training, and the internalization of organizational values among its members. Such a system is systematically designed to align personal values with institutional visions (Prihono & Triharmoko, 2023). These findings affirm that leadership regeneration functions not only as a process of leadership renewal but also as a means of maintaining organizational values and culture. This mechanism is essential for cultivating individuals with managerial capacity, social commitment, and a spirit of public service to develop the local potential of tourism villages further.

The Human Capital concept, first introduced by Becker (1993), asserts that investments in education, training, and work experience can enhance the economic value of both individuals and organizations. The theory explains that strengthening the organizational capacity of tourism village managers is not merely an individual responsibility but part of an institutional strategy to improve the destination's competitiveness. Wright & McMahan (2011) emphasize that an organization's competitive advantage largely depends on the quality of its human resources. Moreover, Kwon & Milgrom (2020) argue that human capital developed through collaboration and social learning can generate innovations relevant to local community needs. Therefore, capacity-building programs in tourism villages should not only focus on technical training but also on developing leadership, managerial, and creative competencies among community members.

In the field of Human Resource Management (HRM), human capital theory positions individuals as strategic assets that must be continuously developed. The quality of human resources is determined by their skills, knowledge, and attitudes, which can be converted into organizational value (Sharokhina & Pudokivna, 2020). Endri (2021) also emphasizes that investing in human capital through training and capacity-building activities directly improves productivity and organizational performance. In this regard, regeneration programs are long-term investments that cultivate highly competent social capital as the foundation for effective management within tourism village organizations. The enhancement of human capital in these management bodies is achieved through programs such as local leadership training, tourism management workshops, and digital promotion initiatives.

The concept of Talent Management (TM) has evolved from strategic human resource management practices that emphasize the identification, development, and retention of talented individuals within organizations (Collings & Mellahi, 2009). TM plays a key role in ensuring leadership continuity and intergenerational competence transfer. Gallardo-Gallardo & Thunnissen (2016) explain that TM is not merely an administrative activity but an organizational strategy that positions talent as a strategic asset. The TM approach can help identify the potential of young cadres and provide them with opportunities to grow through mentoring and job rotation within tourism village management structures. Vaiman, Scullion, & Collings (2012) further argue that effective TM produces adaptive leadership capable of responding to social and economic changes. The implementation of TM in tourism villages can foster inclusive and long-term-oriented management, thereby strengthening organizational resilience amid the dynamics of community-based tourism.

The processes of leadership regeneration and talent management reinforce HRM functions by optimizing individual potential within the organization. Talent management involves stages of recruitment, training, development, and succession planning to achieve sustainable performance (Supriyadinata & Adriari, 2022). This approach aligns with the findings of Wujarso et al. (2021), who noted that effective human capital management plays a vital role in enhancing competitive advantage. A regeneration system grounded in talent

management can prepare a new generation of tourism village leaders who are adaptable to tourism dynamics and community needs. The application of this theory in tourism villages ensures that leadership regeneration goes beyond administrative renewal to become a leadership transformation based on potential (Gallardo-Gallardo & Thunnissen, 2016). This section synthesizes the findings derived from the thematic coding and systematic comparative analysis described in the Methods section. Rather than presenting results as isolated case descriptions, the discussion is structured around analytically derived themes that directly correspond to the research questions. The analysis integrates within-case interpretation and cross-case pattern comparison across Nglanggeran, Wukirsari, and Pentingsari in order to identify both shared institutional mechanisms and context-specific governance dynamics.

The results are organized into four major thematic domains generated during the coding process: (1) leadership regeneration practices and institutional routines (RQ1), (2) interaction between organizational structure, human capital development, and talent management mechanisms (RQ2), (3) institutional barriers to formal cadre systems, and (4) youth participation and governance innovation as regeneration leverage (RQ3). The integration of empirical findings with theoretical perspectives reveals that leadership regeneration in tourism villages is not driven by single-factor interventions but emerges from multi-level institutional interactions. Organizational theory explains how governance structure determines role clarity and coordination capacity, which in turn shapes leadership learning environments. Human capital theory highlights how experiential learning and knowledge circulation enable leadership readiness, while talent management theory clarifies why the absence of systematic leadership pipelines constrains long-term sustainability.

Empirically, these interactions are evident in the contrast between villages with semi-formal organizational routines and those relying predominantly on informal authority structures. For instance, Nglanggeran's relative institutional formalization facilitates structured leadership learning, whereas Pentingsari's community-centered governance emphasizes social legitimacy over formal succession planning. These empirical contrasts validate the proposed cyclical leadership regeneration framework and demonstrate how theoretical constructs materialize in real governance settings. This integrated perspective underscores that leadership sustainability is not merely a function of individual capacity development but depends on institutional design, governance innovation, and multi-stakeholder collaboration ecosystems.

3.1 Leadership regeneration practices: Results of empirical coding (RQ1)

The open coding stage revealed that leadership regeneration in tourism villages is predominantly embedded in informal institutional practices rather than formalized succession systems. Across the three case villages, four dominant regeneration mechanisms were identified, namely mentoring-based learning, periodic role rotation, community-based legitimacy endorsement, and experiential leadership exposure through day-to-day managerial involvement. These mechanisms collectively function as adaptive pathways for leadership continuity within community-based governance settings.

3.1.1 Nglanggeran: Semi-formal institutional learning model

Nglanggeran demonstrates the most structured regeneration pattern among the three cases. Coding results highlight repeated references to role delegation, task specialization, and mentoring relationships between senior and junior management actors. This reflects an emerging semi-formal institutional learning system that supports leadership continuity through experiential transfer of managerial responsibilities. However, comparative analysis indicates that leadership transition remains largely dependent on senior actor legitimacy rather than standardized competency evaluation. This finding aligns with recent tourism

governance research emphasizing that community-based institutions often prioritize social legitimacy over procedural governance rationality (Su et al., 2021).

3.1.2 Wukirsari: Capacity-building-oriented regeneration with weak succession integration

In Wukirsari, the coding process identified strong emphasis on training programs, creative industry development, and youth entrepreneurship initiatives. These findings indicate a regeneration approach primarily focused on human capital accumulation rather than leadership succession institutionalization. Despite high training participation rates, the absence of structured leadership pipelines limits the translation of skills into governance authority. Similar patterns have been observed in creative tourism villages where capacity development is not institutionally integrated into governance renewal strategies (Nguyen et al., 2022).

3.1.3 Pentingsari: Socially embedded collective leadership model

Pentingsari exhibits leadership regeneration rooted in strong communal norms and collective decision-making traditions. Coding reveals dominant themes of social cohesion, customary leadership legitimacy, and participatory operational governance. While this model enhances institutional stability and community trust, it also constrains leadership diversification and generational transition. Previous studies highlight that strong social embeddedness can unintentionally create leadership closure, limiting youth leadership mobility (Hampton & Jeyacheya, 2020).

3.2 Institutional interaction mechanisms: Cross-theoretical interpretation (RQ2)

The axial coding process identified three dominant interaction mechanisms that collectively shape leadership sustainability in tourism villages. First, governance structure alignment determines how formal and informal institutional arrangements support leadership continuity. Second, knowledge circulation systems facilitate the transfer of experiential, managerial, and cultural knowledge across leadership cycles. Third, the reproduction of leadership legitimacy ensures that emerging leaders gain social acceptance and authority through community recognition, participatory practices, and sustained trust over time.

3.2.1 Governance structure and organizational capacity

Organizational theory analysis indicates that clearer role differentiation and coordination mechanisms such as those partially observed in Nglanggeran are associated with higher leadership continuity. However, across all cases, overlapping roles and volunteer-based management structures reduce governance efficiency and accountability. These findings support institutional governance studies emphasizing hybrid organizational forms as structural constraints in community tourism management (Rasoolimanesh et al., 2024).

Studies on tourism village institutions in the Special Region of Yogyakarta indicate that many management organizations face challenges related to leadership regeneration and lack systematic cadre development programs. Research by Junaid & Salim (2019) on governance in Nglanggeran Tourism Village revealed that a well-structured organization supports effective management, yet it lacks a precise mechanism for regeneration. The implementation of organizational theory is evident in Nglanggeran Tourism Village's management structure, which facilitates knowledge transfer from senior managers to younger generations, aligning with the principles of organizational learning (Argote & Miron-Spektor, 2011).

3.2.2 Human capital circulation and learning dynamics

Human capital analysis demonstrates that leadership sustainability depends not only on training volume but on knowledge circulation mechanisms. Mentoring systems, job rotation, and experiential leadership exposure function as critical regeneration accelerators. Wukirsari's case illustrates that training without institutional leadership integration produces skill accumulation without governance transformation. This pattern confirms recent findings by Baum et al. (2020) regarding the importance of experiential leadership learning cycles.

At Pentingsari Tourism Village, the human resources management team reports inactive committee members and low community participation in governance (Fitriani, 2019). These findings indicate weak internal cadre development and the absence of a planned regeneration system to ensure organizational sustainability. Meanwhile, the cadre development system in Wukirsari Tourism Village was designed to strengthen institutional capacity and improve the quality of destination management. The process begins with selecting Pokdarwis (Tourism Awareness Group) members based on their individual potential and commitment to tourism village development (Darmi & Harini, 2022). Subsequently, training programs are provided to enhance members' skills and knowledge in tourism management and service quality improvement (Widjanarko et al., 2021). The organizational structures in all three tourism villages exhibit participatory characteristics with regeneration systems based on community consensus.

Nglanggeran Tourism Village has integrated digital management and training programs for tourism services to strengthen the capabilities of young administrators (Damayanti et al., 2022). Technical mentoring is also an integral part of human capital development. Widjanarko et al. (2021) highlight that mentoring in waste management and environmentally based tourism product development enhances the practical skills of Pokdarwis members in Nglanggeran. This aligns with human capital theory, which emphasizes investing in practical skills to increase individual productivity in the context of sustainable tourism.

The local community of Pentingsari Tourism Village has recognized and utilized traditional skills as human resources for tourism development. However, there remains no systematic mechanism for cadre development, monitoring, and retention based on an established human capital framework (Aji & Faniza, 2020). Evidence of human capital—knowledge, skills, and local community readiness to engage in tourism—can be found in Wukirsari Tourism Village, where homestay owners demonstrate good management knowledge and perception (Puspitasari et al., 2019).

3.2.3 Talent identification and leadership pipeline gaps

Talent management coding reveals the absence of systematic leadership identification across all three villages. Leadership emergence remains opportunity-driven and informal, increasing vulnerability to leadership vacuum risks. Talent management (TM) focuses on identifying, developing, and retaining talented individuals—a concept highly relevant to tourism village management. A clear system is necessary to identify and nurture local talent to prevent the loss of leadership potential and innovation, which are crucial for sustainable growth (Collings & Mellahi, 2009). Wukirsari Tourism Village, despite its vast natural and cultural resources, lacks a structured talent management system, resulting in limited leadership quality and innovation in destination management (Junaid & Salim, 2019). A review of relevant literature found no explicit evidence of TM practices in any of the three villages—Nglanggeran, Wukirsari, and Pentingsari.

The implementation of effective Human Capital and Talent Management strategies can enhance the institutional capacity of tourism villages. Structured training and development programs have been shown to improve community members' competencies in managing tourism destinations sustainably. Moreover, collaborations among academics, government institutions, and local communities through community service programs can strengthen

institutional systems and support the long-term sustainability of tourism villages (Iskandar, 2024). A broader literature review on human resource development in tourism villages suggests that human capital aspects are often not fully integrated into community-based regeneration systems. Studies in other Indonesian tourism villages found that HRM strategies remain largely informal and dependent on local capacities and external support (Yudhistira & Daryana, 2024). Institutional capacity in tourism villages at the early stages of development indicates limited attention to systematic regeneration mechanisms.

The lack of leadership regeneration is primarily due to the low participation of younger generations in management structures. This limited youth involvement stems from the absence of formal mechanisms that encourage their engagement (Sanjaya & Prasetyo, 2020). However, developing young leaders' capacity is essential as a form of social capital investment, ensuring organizational continuity through tiered coaching and mentorship (Hiryanto et al., 2020). Without youth participation, tourism village organizations risk leadership gaps and reduced innovation in tourism programs.

Overall, findings from relevant studies confirm that tourism villages in Yogyakarta have made significant progress in economic development and promotion, but remain weak in leadership regeneration and succession mechanisms. A systematic cadre development system must be established by management organizations through structured training, mentoring, and clear succession procedures (Darmi & Harini, 2022; Imama et al., 2024) to serve as an effective model for building competent and sustainable leadership generations (Wahyuhana et al., 2022). The application of leadership regeneration and human capital theories within tourism village organizations requires well-planned training and succession systems. Enhancing human resource capacity remains a key factor in ensuring effective tourism village governance (Rusdiyanto et al., 2024). Strengthening managerial and organizational competencies among rural communities directly increases village-generated income from the tourism sector (Puspitasari, 2024).

IMPLICATIONS OF ORGANIZATIONAL THEORY, HUMAN CAPITAL, AND TALENT MANAGEMENT

Tourism Village	Organizational Theory	Human Capital Theory	Talent Management Theory	General Implications
Nglanggeran	An effective organizational structure and periodic position rotation ensure the transfer of knowledge among management members (Putra et al., 2022). The implementation of organizational learning principles is reflected through intergenerational learning mechanisms (Argote & Miron-Spektor, 2011).	Training in digital management, tourism services, and technical assistance has enhanced practical skills and improved the overall quality of human capital (Damayanti et al., 2022; Widjanarko et al., 2021).	No formal system for talent identification and development has been established; leadership regeneration still relies on position rotation without a structured succession strategy.	These findings reflect an adaptive learning organization, yet one that has not systematically managed its talented cadres.
Wukirsari	A participatory organizational structure with a consensus-based regeneration system supports community collaboration.	The cadre development process is conducted through the selection and training of Pokdarwis members based on individual potential and commitment (Darmi & Harini, 2022). There is strong human capital potential in knowledge related to homestay management and cultural tourism (Puspitasari et al., 2019).	No formal talent management system has been identified; the absence of retention and young leadership development mechanisms has resulted in weak organizational innovation (Junaid & Salim, 2019).	Despite possessing high-quality human resources, the villages have not effectively managed them for long-term leadership regeneration.
Pentingsari	However, despite its participatory nature, some organizations face challenges such as inactive management members and low community participation (Fitriani, 2020).	Although traditional skills have been utilized as valuable resources, there is still no established human capital–based system for cadre development and monitoring (Aji & Faniza, 2020).	There is no identifiable talent management practice; the lack of a formal mechanism for local talent identification and development remains a significant gap.	Weaknesses remain in leadership succession and youth participation, highlighting the need for a localized cadre development and talent management system based on community potential.

Fig. 1. Implications of organizational theory, human capital, and talent management

Therefore, integrating Human Resource Management (HRM) functions into cadre development systems can be an effective strategy for building competitive, sustainable tourism village organizations. All three tourism villages have demonstrated progress in terms of organizational structure and community training (organizational theory and human capital), yet none have established a structured talent management system. Thus, integrating these three theoretical perspectives is essential to develop a systematic,

regenerative, and sustainable cadre development mechanism for tourism village institutions in Yogyakarta, as illustrated in figure 1.

Perspectives in organizational theory elucidate the variations in leadership regeneration strategies across three tourism communities. Nglanggeran employs extensive leadership distribution, Wukirsari adopts a formal structure with a defined succession pathway, whilst Pentingsari depends on collaborative adaptability.The social capital perspective holds that the three communities implement youth capacity-building with varying emphases: Nglanggeran highlights tour guides' technical competencies and the administration of activities. Wukirsari integrates technical expertise with entrepreneurial endeavors and cultural conservation, whereas Pentingsari introduces elements of creative innovation and adaptability to tourism trends. Zhang & Tian (2020) contend that community-based tourism leadership may be established when young people are actively engaged in decision-making through their official roles.

The talent management perspective indicates that the local environment has shaped the developmental trajectories of the three villages. Nglanggeran promotes monitoring and role rotation, Wukirsari emphasizes periodic review and the strategic placement of future leaders, while Pentingsari focuses on fostering innovation and flexibility in leadership development. Talent management is increasingly recognized as a strategic approach for identifying and cultivating individuals who contribute to corporate performance (Al Dalahmeh, 2020), which is pertinent to understanding leadership sustainability plans in these three villages.

The community leadership revitalization concept in tourist villages has three principal components. Initially, organizational structure and governance. This pillar emphasizes the allocation of duties, adaptable roles, and a defined succession trajectory. The organizational structure dictates the formal and informal ties that enable young individuals to assume roles and cultivate their leadership potential (Moscardo & Murphy, 2014). Secondly, human capital that focuses on enhancing the capacity, skills, and knowledge of community members through technical training to preserve local culture (Xu et al., 2017).

This integrated paradigm necessitates strengthening the organizational framework to advance tourism villages and promote leadership renewal through well-defined, adaptable, and collaborative roles that engage the younger generation. Investment in human capital is essential for establishing a competitive edge in the tourism sector, achieved through the implementation of technical and cultural training and mentorship programs. The talent management approach to enhance leadership sustainability is executed via the ongoing discovery, development, and retention of prospective leaders, prioritizing local knowledge and the ambitions of the younger generation. The leadership regeneration technique in each community is distinct, but it has the same objective. This regeneration must be tailored to the community's qualities, local knowledge, and culture, as well as the dynamics of tourists.

3.3 Institutional barriers to formal cadre systems

Cross-case comparative analysis identified four structural barriers constraining the implementation of formal leadership cadre systems: Cultural resistance to formal hierarchy, Informal legitimacy-based leadership norms, Limited administrative and financial capacity, and Weak regulatory integration. Participatory governance norms often discourage formal leadership stratification, reinforcing egalitarian but institutionally fragile governance structures. Similar tensions have been documented in participatory rural governance models (Rasoolimanesh et al., 2024). Furthermore, limited financial resources and reliance on voluntary labor restrict the adoption of professional HR management systems, reinforcing dependence on social capital rather than institutional design.

The renewal of leadership, incorporating organizational theory, human capital, and talent management, significantly influences the long-term social, economic, and cultural sustainability of tourism villages. Delegating leadership duties and engaging younger generations to facilitate the transfer of knowledge and expertise across generations. This initiative should be prioritized as a central program within the organization's sustainability

objectives, given that community leadership fulfills an administrative role and acts as a renewable social asset via regeneration.

The economic effect of empowering youth as tour guides, cultural attraction managers, and local entrepreneurs, as demonstrated in the three tourism villages, has enhanced community members' proficiency in managing tourism products and ancillary services, resulting in sustainable income generation for the local community. Systematically developed human capital is a competitive advantage for tourist locations and fosters sustained economic growth. Furthermore, local cultural values are esteemed as integral to cultural identity, as traditions are transmitted from generation to generation. The preservation of Malay culture through youth capacity-building can enhance social cohesion and cultural integrity (Jiramahapoka, 2017). This approach has been observed in artisan workshops in Wukirsari, in historical and geological guided activities in Nglanggeran, and in creative inventions or attractions in Pentingsari.

The three pillars are amalgamated to create a leadership regeneration cycle encompassing continual learning, monitoring, and position rotation. This is implemented to guarantee that each cohort of leaders is technically proficient, culturally aware, and strategically capable in the sustainable administration of tourist communities. This integration paradigm is visually represented as an interacting triangle, with each side symbolizing a theoretical pillar. The triangle's centroid symbolizes the next generation of leaders, strategically located at the convergence of the three pillars functioning in unison. Each component strengthens the others, and the organizational framework provides support and resources for advancing human capital. Talent management is enhanced by preparing successive generations to assume leadership roles.

The integration of the three pillars is encapsulated in village rules to provide both formal and adaptable mechanisms for leadership rotation, tailored to community features. Continuous capacity building through culture-based training and technical abilities is essential for developing future leaders. Strategic talent management recognizes and cultivates leaders according to individual abilities and preferences, disregarding traditional methods based on seniority or custom. This strategy facilitates village tourism to mitigate the challenges of leadership renewal, the erosion of knowledge and experience from prior generations, stagnation in innovation, and inter-generational conflict, thereby progressively enhancing integrated economic, social, and cultural sustainability.

This conceptual research demonstrates that leadership regeneration in community-based rural tourist villages is essential for the long-term viability of Indonesia's rural tourism sector. By integrating three primary theories—organizational theory, human capital theory, and talent management theory—a conceptual model was developed to elucidate the processes of building, transferring, and renewing leadership ability across generations. The three tourist villages in Yogyakarta—Nglanggeran, Wukirsari, and Pentingsari—function as social laboratories, demonstrating the distinctive interplay of local cultural values, social structures, and community leadership practices. Conceptual findings suggest that community-based leadership is characterized by collaboration and adaptability, that human capital serves as the basis for regeneration, and that talent management ensures the continuation of leadership. The interplay of organizational structure, human capital development, and talent management creates a leadership regeneration cycle focused on performance and social and cultural sustainability.

This study makes three primary contributions to advancing community leadership theory within the framework of sustainable tourism. Initially, integrating the three theories broadens the conventional view of local organizations. The leadership model in tourist villages demonstrates that an informal, adaptable organizational structure may be more effective than a hierarchical model in rural communities, as it accounts for local sociocultural factors as a critical variable in governance efficacy. This research enhances human capital theory by demonstrating that investment in knowledge and skills not only boosts production but also fortifies cultural identity as a strategic tool for balancing modernity and artistic preservation. The theory of talent management is broadened within the framework of the tourist community. This study validates the significance of contextual

and participative methodologies in recognizing and cultivating leadership potential grounded in the community's values, traditions, and ambitions.

3.4 Youth participation and governance innovation as regeneration leverage

Youth participation emerged as a critical leverage point for leadership regeneration across the three cases. The coding results indicate that youth involvement remains largely concentrated in operational and promotional domains, particularly in digital marketing activities, social media management, and the development of creative tourism services. These roles position younger actors as key contributors to destination visibility and innovation, while their engagement in strategic decision-making and formal governance structures remains relatively limited.

3.4.1 Structural exclusion from strategic governance

Despite operational engagement, young community members rarely occupy strategic leadership positions. This generational governance asymmetry reflects broader rural development challenges (UNWTO, 2021). Leadership renewal is essential for sustaining community-based village tourism. The primary difficulty confronting several tourism villages in Indonesia, such as Nglanggeran, Wukirsari, and Pentingsari, lies not only in economic capacity but also in the sustainability of local leadership adept at managing innovation, transformation, and cross-sector collaboration. The Quadruple Helix Innovation Model framework (Carayannis & Campbell, 2021) integrates government, academia, business, and civil society, pertinent for enhancing the leadership regeneration system through synergy among organizational theory, human capital, and talent management to establish an adaptive and sustainable leadership ecosystem.

Organizational theory elucidates the functioning of the social structure within a tourism village, including the distribution of roles, authority, and duties. In Nglanggeran Tourism Village, community leadership is administered through a flexible, inclusive collective structure, grounded in shared leadership and collective governance. Wukirsari and Pentingsari exhibit a comparable pattern, in which the village organizational structure serves as a foundation for regeneration. The organizational structure is modified to facilitate role rotation and the transfer of duties across generations. Cohen (2021) asserts that successful succession planning necessitates "congruence between organizational culture and leadership development trajectories". Consequently, organizational theory underscores the significance of institutional design that fosters leadership sustainability.

The human capital hypothesis elucidates how investment in knowledge, skills, and social values enhances the competitiveness of tourism communities. In Yogyakarta's tourism villages, capacity building is implemented through culture-based training, mentorship from experienced individuals, and informal education. Xu, Zhang, and Tian (2017) contend that "the leadership regeneration process is effective when social learning and mentoring are entrenched as communal practices". Jiramahapoka (2017) asserts that cultivating human capital rooted in local culture functions as a twin strategy: safeguarding cultural heritage while enhancing the capabilities of the younger generation. This is seen in Wukirsari, where leadership succession is facilitated through batik training and culture-oriented creative entrepreneurial training.

Talent management emphasizes identifying and developing high-potential individuals to fill strategic roles in the future (Al Dalahmeh, 2020). In Pentingsari, this mechanism is implemented by providing opportunities for young people to become co-leaders or companions in tourism activities. Filippus & Schultz (2020) state that "talent management in local communities must be contextual, value-based, and consider intrinsic motivation." Thus, talent management theory provides a strategic dimension for leadership regeneration, namely ensuring organizational sustainability through a systematic, inclusive process for identifying and developing potential leaders.

3.4.2 Emerging governance innovation pathways

Digital tourism platforms, social media branding teams, and creative economy clusters—particularly in Nglanggeran and Wukirsari—demonstrate youth-driven governance innovation potential. These initiatives enhance institutional adaptability and market responsiveness. Recent studies confirm that youth-driven innovation ecosystems significantly strengthen destination resilience and governance modernization (Kimbu et al., 2021). The Quadruple Helix model provides a collaborative framework that integrates four key actors—academia, business, government, and society (community)—to support social innovation and leadership regeneration in tourism villages. By linking knowledge creation, economic development, governance, and social capital, this model emphasizes the interdependence of multiple stakeholders in fostering sustainable leadership transitions at the local level.

Academia and the business sector play complementary roles in strengthening leadership capacity. Academic institutions contribute through research, theoretical grounding, and community-based leadership training programs, enabling knowledge co-creation between universities and local actors that enhances innovation and leadership renewal (Carayannis & Campbell, 2021). Meanwhile, the business sector supports entrepreneurial skill development and provides practical learning environments through sustainable partnerships, which accelerate leadership regeneration by fostering learning-by-doing ecosystems (Duxbury et al., 2020), particularly through collaboration with local creative industries.

Government and community actors further reinforce this process through governance support and cultural embeddedness. Governments function as facilitators and regulators by aligning policies with community participation and decentralization, thereby strengthening local leadership structures (Gannon et al., 2021). At the same time, communities remain the core of the Quadruple Helix, as effective leadership regeneration depends on social capital, trust, and the integration of local values such as cooperation, deliberation, and traditional wisdom into everyday governance practices (Gard et al., 2017).

3.5 Integrated leadership regeneration framework (RQ3)

The final synthesis integrates coding results and comparative findings into a cyclical leadership regeneration framework consisting of four interdependent components: institutional governance structure, human capital development mechanisms, leadership talent pathways, and stakeholder collaboration ecosystems. This integrated model reflects dynamic interaction patterns identified through axial coding and cross-case synthesis. It aligns with institutional sustainability frameworks emphasizing system integration rather than fragmented intervention strategies (Zhang et al., 2023). The incorporation of quadruple helix collaboration further enhances leadership regeneration sustainability by strengthening cross-sector learning and policy alignment mechanisms.

Based on the integration of Quadruple Helix theory and principles, a Framework for Regenerating Village Tourism Leadership can be formulated, consisting of four main components. First, the structural dimension (organizational theory) includes creating adaptive governance and a system for distributing roles, and establishing intergenerational forums as a platform for collaboration and knowledge transfer. Second, the Capacity Building Dimension (Human Capital Theory) includes organizing local culture-based and digital technology training, mentoring by senior leaders and academics, and strengthening social learning through collective activities. Third, the Strategic Dimension (Talent Management Theory) involves identifying potential leaders based on interests and potential, mapping competencies and placing individuals in leadership roles, and implementing a reward and retention system for young talent. Finally, the collaborative dimension implements the Quadruple Helix Principle, which includes cross-sector collaboration for innovation and sustainability, integrating village tourism programs into local education and

economic policies, and co-creation among academics, businesses, government, and the community to regenerate leadership.

This framework can be visualized as a layered cycle: the core layer consists of community leadership, surrounded by three supporting theoretical pillars, and protected by the Quadruple Helix ecosystem as an external support mechanism. Each element reinforces the others, creating a sustainable and dynamic leadership regeneration system. Integrating organizational theory, human capital, and talent management expands the understanding of community leadership with three main contributions: demonstrating that leadership does not need to be centralized; distributing roles actually increases social resilience (Moscardo & Murphy, 2014); strengthening the relationship between social learning and cultural sustainability (Xu et al., 2017; Jiramahapoka, 2017); and affirming the importance of context-based talent management (Filippus & Schultz, 2020).

Meanwhile, the application of the Quadruple Helix extends community leadership theory into a framework of collaborative innovation, where leadership becomes a function of the broader social system rather than an individual attribute. Local governments can adopt the Village Tourism Leadership Regeneration Framework as a policy guideline for developing community leadership training programs grounded in culture and digital innovation. Academics can act as knowledge facilitators and connectors between the Quadruple Helix actors. The business world can be a strategic partner in capacity building and the development of tourism entrepreneurship. Communities can strengthen internal capacity through mentoring systems and cross-generational leadership forums.
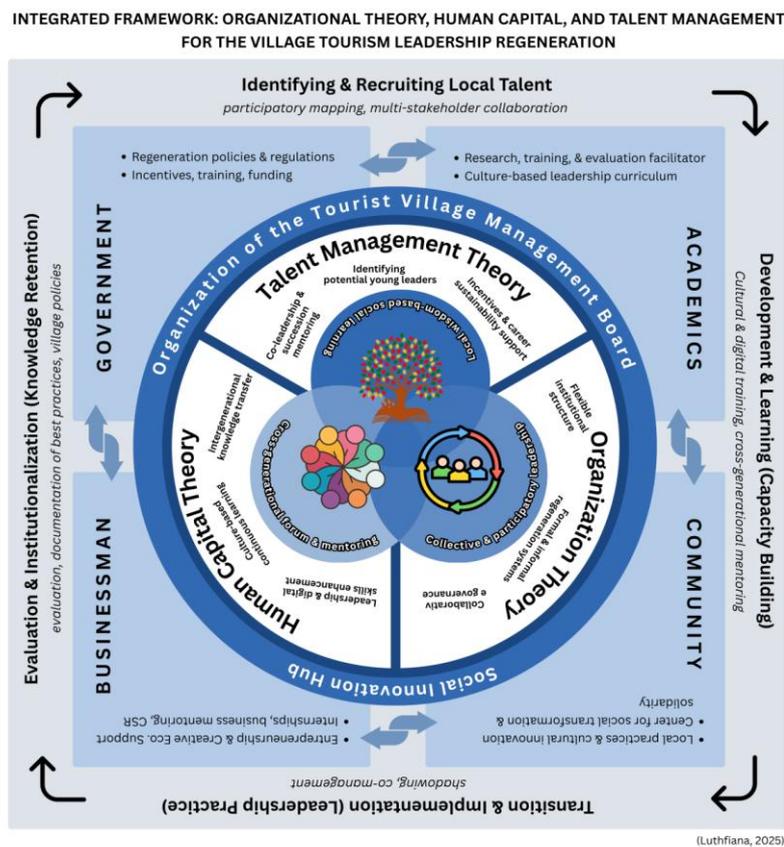

Fig 2. Integrated framework: Organizational theory, human capital, and talents management for the village tourism leadership regeneration

The Framework for Regenerating Village Tourism Leadership describes the process of regenerating village tourism community leadership as a dynamic social system. The core layer represents the village tourism community as a center of social innovation. The middle layer contains three theoretical foundations (organization, human capital, talent management) that support the leadership system. The outer layer is a collaborative

Quadruple Helix ecosystem (government, academia, business, and community) that provides structural support, resources, and policies, as illustrated in figure 2.

This framework comprises three layers: the core, the theoretical, and the collaborative. Core Layer: The Village Tourism Community (Core Leadership System) has a primary focus on the local leadership system in three tourism villages (Nglanggeran, Wukirsari, Pentingsari). The core layer includes elements of collective and participatory leadership, intergenerational forums, mentoring mechanisms, and social learning grounded in local wisdom. The community serves as a center for learning and social innovation.

The Theoretical Integration Layer includes three theories. First, organizational theory (Adaptive Governance & Structural Alignment) helps provide a flexible, participatory institutional structure, build collaborative governance (community boards, BUMDes, Pokdarwis), and support formal and informal regeneration systems. Second, human capital theory (Capacity Building & Knowledge Transfer) promotes the development of leadership, entrepreneurial, and digital literacy skills; builds a value-based, sustainable learning system; and ensures intergenerational knowledge transfer. Third, the talent management theory (Talent Identification & Retention Strategy) plays a role in identifying potential young leaders, implementing co-leadership roles and succession mentoring, and providing incentives and support to sustain local leadership careers.

The collaborative layer (Quadruple Helix Ecosystem) consists of four pillars. First, the Government (Governance Helix) plays a role in formulating policies and regulations that support leadership regeneration and providing performance-based incentives, training, and funding. Academics (Knowledge Helix) serve as facilitators of research, training, and impact evaluation for leadership and develop a curriculum for community leadership based on local culture. The business world (Economic Helix) supports tourism entrepreneurship and the creative economy, and provides internship opportunities, business mentoring, and CSR for leadership training. Finally, there is the Community (Social-Cultural Helix), which plays a role in managing local practices, traditions, and culture-based innovations, and in becoming a center for social transformation that fosters solidarity and sustainability.

The dynamics of regeneration (a cyclical process) are illustrated in a four-stage iterative process: identifying and recruiting local talent using a participatory mapping approach to find potential leaders, and involving community figures, academics, and government. Next, Capacity Building through cultural and digital technology-based leadership training and cross-generational mentoring, as well as active participation in tourism management. This was followed by the Transition and Implementation phase (Leadership Practice), which involved gradually assigning responsibilities to young leaders through shadowing and co-management. Finally, Evaluation and Institutionalization (Knowledge Retention), which includes evaluating the success of regeneration and documenting best practices, and formulating village policies that support sustainable regeneration. This cycle then repeats (blooming in a circle), forming a system that continuously evolves according to the social and economic dynamics of the tourist village.

This research offers direction for village tourist managers, educational institutions, and local authorities in formulating sustainable community leadership development plans. Initially, establish an inclusive organizational framework that facilitates role rotation, engages younger generations, ensures knowledge dissemination and accountability, and mitigates reliance on particular individuals. The Nglanggeran example demonstrates that a trust-based allocation of responsibilities may sustain organizational stability despite leadership transitions. The Sustainable Human Capital Development Program is executed through a partnership between local governments and institutions, providing training tailored to local needs, including digital marketing, hospitality, and cultural interpretation.

The local talent management approach, based on community-based monitoring and succession mapping, must be institutionalized. In Wukirsari, the batik group employs a peer-learning approach in which elders progressively transfer responsibilities to the youth while preserving traditional values. This technique exemplifies a balance between innovation and tradition. Fourth, integrating technology and local expertise through digitized tourist marketing and e-learning-based training can expedite knowledge

regeneration. Digital innovation serves as a driver of change in community tourism, provided it does not undermine local sociocultural values (Hall & Williams, 2020).

3.6 Theoretical and practical implications

Theoretically, this study contributes to leadership sustainability literature by demonstrating how organizational governance, human capital circulation, and talent management interact within community-based tourism contexts. Practically, the findings suggest that tourism village development policies should shift from training-centered programs toward institutionalized leadership pipeline systems that explicitly integrate youth participation and governance innovation mechanisms.

According to the conceptual results, the government and other institutions must modify village tourism development policies to incorporate the notion of community-based leadership regeneration, thereby integrating human resource development into the Village Tourism Development Plan. Village tourism programs must incorporate leadership development into a comprehensive long-term strategy rather than seeing it as a sporadic initiative. This may be achieved through a village tourism leadership roadmap with performance metrics centered on capacity building and knowledge transfer. Moreover, coordination among local governments, academia, the commercial sector, and the community is essential to foster sustainable leadership. The Leadership Regeneration Financing Initiative, through financing for local talent training and development programs, may be included in the Corporate Social Responsibility (CSR) framework and village funds.

From an empirical standpoint, this study contributes by providing comparative institutional evidence on leadership regeneration dynamics in community-based tourism villages. By systematically coding governance routines and leadership practices across three contrasting cases, the research identifies concrete institutional mechanisms that enable or constrain leadership continuity. These findings extend existing tourism governance literature by empirically demonstrating how informal leadership traditions coexist with emerging governance innovation processes, particularly those driven by youth participation and digital transformation. The empirical grounding of leadership regeneration as a measurable institutional process strengthens the practical relevance of the proposed framework and enhances its applicability for policy formulation and governance reform initiatives.

3.7 Transferability and applicability of findings to other tourism villages

Although this study focuses on three tourism villages in Yogyakarta, the analytical framework and institutional patterns identified demonstrate a high degree of transferability to other community-based tourism contexts. Transferability is supported not by statistical generalization, but by analytical generalization derived from theoretically grounded and empirically validated governance mechanisms. The comparative analysis reveals institutional patterns that are commonly observed in tourism villages across developing regions, including informal leadership succession, reliance on community legitimacy, limited administrative capacity, and strong dependence on volunteer-based governance structures. These structural characteristics are not unique to the selected cases but reflect broader governance realities in rural and community-based tourism destinations. Consequently, the leadership regeneration challenges identified in this study are likely to be encountered by other tourism villages operating under similar institutional conditions.

Furthermore, the proposed cyclical leadership regeneration framework is designed to be adaptable rather than context-specific. Its core components, governance structure alignment, human capital circulation, leadership talent pathways, and stakeholder collaboration ecosystems, represent modular institutional elements that can be adjusted to local governance cultures and development stages. Tourism villages with limited institutional capacity may prioritize strengthening mentoring systems and youth engagement, while more mature destinations can focus on formalizing leadership pipelines

and governance innovation mechanisms. The emphasis on youth participation and digital governance innovation further enhances transferability, as digital transformation and generational leadership transition represent shared challenges across tourism villages globally. The framework therefore offers practical relevance for policymakers, development agencies, and tourism village managers seeking scalable leadership sustainability strategies. By articulating leadership regeneration as a systemic governance process rather than a context-bound case phenomenon, this study contributes a transferable analytical model that can inform tourism village development programs, capacity-building interventions, and policy formulation beyond the empirical setting of Yogyakarta.

4. Conclusions

This study examined leadership regeneration in community-based tourism villages through a qualitative conceptual synthesis integrating organizational theory, human capital theory, and talent management theory. Using thematic coding and systematic comparative analysis of three tourism village cases—Nglanggeran, Wukirsari, and Pentingsari—the research provides empirical and theoretical insights into the institutional mechanisms shaping leadership sustainability. In addressing Research Question 1 (RQ1), the findings demonstrate that leadership regeneration practices across tourism villages remain predominantly informal, relying on mentoring, experiential role rotation, and community legitimacy endorsement. While Nglanggeran exhibits relatively structured institutional learning practices, Wukirsari emphasizes capacity-building without formal leadership integration, and Pentingsari relies strongly on socially embedded collective leadership traditions. These patterns highlight the persistence of informal governance models that limit systematic leadership renewal.

Regarding Research Question 2 (RQ2), the cross-theoretical analysis reveals that leadership sustainability emerges from the interaction between organizational governance capacity, human capital circulation mechanisms, and leadership talent management practices. However, the absence of structured leadership pipelines and competency-based succession planning across the three villages represents a critical institutional weakness that threatens long-term governance continuity. In response to Research Question 3 (RQ3), this study developed an integrated cyclical leadership regeneration framework consisting of institutional governance structure, human capital development mechanisms, leadership talent pathways, and stakeholder collaboration ecosystems. This framework positions leadership regeneration as a continuous institutional process embedded within multi-stakeholder governance systems rather than a one-time succession event.

4.1 Policy recommendations

Based on the empirical and conceptual findings, several policy implications can be proposed to strengthen leadership sustainability in tourism villages. First, local governments and tourism authorities should move beyond short-term training programs toward the development of institutionalized leadership regeneration policies. This includes establishing standardized leadership competency frameworks, succession planning guidelines, and certification systems for tourism village management positions. Second, tourism village development policies should explicitly incorporate youth leadership integration strategies. Policy instruments such as youth governance quotas, leadership internship programs, and digital innovation grants can facilitate generational leadership transition while enhancing institutional modernization.

Third, policymakers should strengthen multi-stakeholder collaboration platforms by formalizing partnerships between tourism villages, universities, private sector actors, and civil society organizations. This quadruple helix governance approach can provide continuous leadership mentoring, technical assistance, and innovation support. Fourth, regulatory frameworks should be adapted to encourage organizational formalization without undermining community participation values. Hybrid governance models that

balance institutional accountability with local cultural norms can enhance both legitimacy and operational effectiveness.

4.2 Practical recommendations for tourism village managers and community practitioners

For tourism village managers and community practitioners, the findings suggest several practical strategies. First, tourism village institutions should establish internal leadership pipeline systems by identifying potential leaders early, assigning progressive leadership responsibilities, and implementing structured mentoring programs. This approach can reduce dependence on informal authority structures and minimize leadership vacuum risks. Second, community organizations should integrate experiential learning mechanisms into daily operations. Job rotation, project-based leadership assignments, and peer learning platforms can accelerate leadership capacity development while maintaining community participation values. Third, practitioners should strategically empower youth groups not only as operational actors but also as governance innovation drivers. Youth-led digital marketing units, data management teams, and creative tourism clusters can function as entry points for leadership regeneration. Fourth, tourism village managers should adopt simple governance innovation tools, such as digital reporting systems, performance monitoring dashboards, and participatory planning platforms. These tools can enhance transparency, accountability, and institutional learning capacity.

Despite its contextual boundaries, this study contributes to sustainable tourism governance scholarship by demonstrating how leadership regeneration operates as a systemic institutional challenge rather than an individual leadership issue. The proposed framework offers transferable analytical value for other rural and community-based tourism destinations facing similar leadership sustainability constraints. Future research is encouraged to validate this framework through primary fieldwork, longitudinal leadership transition analysis, and comparative cross-country studies. Incorporating perspectives such as gender leadership dynamics, political economy, and power relations within tourism governance can further enrich the analytical depth of leadership regeneration research. By positioning leadership regeneration as both a governance and innovation challenge, this study provides a foundation for more resilient and inclusive tourism village development strategies.

Author Contribution
Conceptualization, methodology, and theoretical framework development were conducted by the authors collectively. Data collection, data curation, and qualitative analysis were performed by the authors. Writing—original draft preparation, review, and editing were jointly undertaken. All author have read and approved the final version of the manuscript.

Ethical Review Board Statement
Ethical review and approval were not required for this study, as it relied exclusively on secondary qualitative data obtained from publicly accessible sources and did not involve direct interaction with human participants.

Informed Consent Statement
Informed consent was not applicable, as the study did not involve primary data collection, interviews, surveys, or personal data of identifiable individuals.

Data Availability Statement
The data supporting the findings of this study are derived from publicly available secondary sources, including government reports, institutional publications, and previously published academic literature. All sources are appropriately cited within the manuscript.

Conflicts of Interest
The author declares no conflict of interest.

Declaration of Generative AI Use
The author declare that no generative artificial intelligence tools were used in the conceptualization, data analysis, interpretation of results, or decision-making processes of this research. Generative AI tools were used solely for language editing and grammar refinement, and all content was critically reviewed and approved by the author.

Open Access

References
Aji, R. R., & Faniza, V. (2020). Community-based ecotourism: A case study of Pentingsari Village. *Journal of Architectural Research and Design Studies, 8*(1). https://doi.org/10.20885/jars.vol8.iss1.art8

Antaranews. (2024). *Strengthening tourism villages for stronger rural economy*. https://en.antaranews.com/news/334417/strengthening-tourism-villages-for-stronger-rural-economy

Argote, L., & Miron-Spektor, E. (2011). Organizational learning: From experience to knowledge. *Organization Science, 22*(5), 1123–1137. https://doi.org/10.1287/orsc.1100.0621

Baum, T., Kralj, A., Robinson, R. N. S., & Solnet, D. J. (2020). Tourism workforce resilience and sustainability. *Annals of Tourism Research, 82*, 102892. https://doi.org/10.1016/j.annals.2020.102892

Becker, G. S. (1993). Human capital: A theoretical and empirical analysis with special reference to education. *Journal of Creative Education*, 6(1). http://dx.doi.org/10.7208/chicago/9780226041223.001.0001

Bichler, B. F., & Lösch, M. (2019). Collaborative governance in tourism: Empirical insights into a community-oriented destination. *Sustainability, 11*(23), 6673. https://doi.org/10.3390/su11236673

Bramwell, B., & Lane, B. (2020). Sustainable tourism research and the emerging transformative agenda. *Journal of Sustainable Tourism, 28*(10), 1433–1447. https://doi.org/10.1080/09669582.2020.1774081

Braun, V., & Clarke, V. (2021). One size fits all? What counts as quality practice in (reflexive) thematic analysis? *Qualitative Research in Psychology, 18*(3), 328–352. https://doi.org/10.1080/14780887.2020.1769238

Carayannis, E. G., & Campbell, D. F. J. (2021). *Mode 3 knowledge production in quadruple helix innovation systems*. Springer. https://doi.org/10.1007/978-3-030-65717-5

Cohen, A. (2021). Leadership succession planning and organizational continuity: A qualitative synthesis. *Leadership & Organization Development Journal, 42*(4), 603–620. https://doi.org/10.1108/LODJ-07-2020-0302

Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review, 19*(4), 304–313. https://doi.org/10.1016/j.hrmr.2009.01.002

Cummings, T. G., & Worley, C. G. (2019). *Organization development and change* (11th ed.). Cengage Learning.

Damayanti, A., Nugroho, A., & Windarti, S. (2022). Peningkatan kapasitas kelompok desa wisata Wukirsari dalam pemasaran online menggunakan social media marketing. *Jurnal Pengabdian Masyarakat – Teknologi Digital Indonesia, 1*(1), 45–58. https://ejournal.utdi.ac.id/index.php/JPM/article/view/566

Darmi, T., & Harini, R. (2022). Pendampingan penguatan kapasitas kelembagaan pengelolaan desa wisata. *Jurnal Abdimas Serawai, 4*(3). https://doi.org/10.36085/jams.v4i3.7586

Duxbury, N., Bakas, F. E., de Brito, M. P., & Silva, S. (2020). Creative tourism development models: Comparing strategies in small and medium-sized cities. *Tourism Management Perspectives, 35*, 100676. https://doi.org/10.1016/j.tmp.2020.100676

Endri, A. (2021). Peran human capital dalam meningkatkan kinerja perusahaan: Suatu tinjauan teoritis dan empiris. *Ilmu dan Budaya, 32*(23). https://doi.org/10.47313/jib.v32i23.40

Filippus, F., & Schultz, R. (2020). Local context in talent management: Implications for community leadership. *Journal of Human Resource Management, 8*(2), 1–12. https://doi.org/10.1002/hrm.22012

Fitriani, D. (2019). Pengelolaan sumber daya manusia di Desa Wisata Pentingsari, Desa Umbulharjo, Kecamatan Cangkringan, Kabupaten Sleman, Daerah Istimewa Yogyakarta. *Diklus: Jurnal Pendidikan Luar Sekolah, 2*(1), 62–73. https://doi.org/10.21831/diklus.v2i1.23650

Gallardo-Gallardo, E., & Thunnissen, M. (2016). Standing on the shoulders of giants? A critical review of empirical talent management research. *Employee Relations, 38*(1), 31–56. https://doi.org/10.1108/ER-10-2015-0194

Gannon, M. J., Rasoolimanesh, S. M., & Taheri, B. (2021). Assessing the sustainability of community-based tourism: A longitudinal study of host communities. *Tourism Management, 83*, 104237. https://doi.org/10.1016/j.tourman.2020.104237

Gard, N., McGehee, N. G., & Knollenberg, W. (2017). The central role of leadership in rural tourism development: A theoretical framework and case studies. In *The Routledge handbook of tourism and the environment*. Routledge.

Gusti, A. R. (2023). Peran desa wisata dalam pembangunan berkelanjutan. *Jurnal Geografi Pembangunan*. https://ppjp.ulm.ac.id/journals/index.php/jgp/article/view/15436

Hall, C. M., & Williams, A. (2020). *Tourism and innovation*. Routledge. https://doi.org/10.4324/9780429296537

Hampton, M. P., & Jeyacheya, J. (2020). Power and governance in community tourism. *World Development, 135*, 105047. https://doi.org/10.1016/j.worlddev.2014.12.007

Hiryanto, H., Tohani, E., & Miftahuddin, M. (2020). Peningkatan kapasitas pengurus Karang Taruna melalui optimalisasi modal sosial dalam pengembangan desa wisata. *Diklus: Jurnal Pendidikan Luar Sekolah, 4*(1), 32–44. https://doi.org/10.21831/diklus.v4i1.27875

Imama, F. N., Widiyanto, M. K., & Rahmadanik, D. (2024). Tata kelola dalam pengembangan desa wisata berbasis masyarakat di Desa Hendrosari, Kecamatan Menganti, Kabupaten

Gresik. *Praja Observer: Jurnal Penelitian Administrasi Publik, 4*(3), 1–8. https://doi.org/10.54282/praja.1520

Iskandar, H. (2024). *Community service activities improving human resources competence and tourism attraction management to create a sustainable Koleang Tourism Village*. Universitas Bunda Mulia. https://www.ubm.ac.id/en/post-jurusan/community-service-activities-improving-human-resources-competence-and-tourism-attraction-management-to-create-a-sustainable-koleang-tourism-village/

Jiramahapoka, P. (2017). Human capital development in community-based tourism: Pathways to sustainability. *Tourism Review International, 21*(1), 7–15. https://doi.org/10.3727/154427217X14873505000234

Junaid, I., & Salim, M. A. M. (2019). Peran organisasi tata kelola dalam pengelolaan Desa Wisata Nglanggeran, Yogyakarta. *Pusaka: Journal of Tourism, Hospitality, Travel and Business Event, 1*(1), 1–7. https://doi.org/10.33649/pusaka.v1i1.6

Khan, S. A. R., Yu, Z., & Umar, M. (2022). Sustainable leadership and tourism resilience: Integrating knowledge-based view and stakeholder theory. *Sustainability, 14*(5), 2798. https://doi.org/10.3390/su14052798

Kimbu, A. N., Adam, I., & de Jong, A. (2021). Innovation ecosystems in tourism destinations. *Journal of Sustainable Tourism, 29*(2–3), 360–379. https://doi.org/10.1080/09669582.2020.1831001

Kiss, A. (2020). Community-based tourism: A review of success factors and sustainability challenges. *Sustainability, 12*(22), 9683. https://doi.org/10.3390/su12229683

Kwon, S., & Milgrom, E. (2020). Social capital and innovation: The role of human capital in community-based organizations. *Journal of Management Studies, 57*(3), 451–473. https://doi.org/10.1111/joms.12500

Mahardani, A. S., Setiawan, M., Noermijati, & Sumiati. (2024). Contextualization of leadership in village tourism management. *International Journal of Religion, 5*(2), 113–122. https://doi.org/10.61707/anhqz398

Moscardo, G., & Murphy, L. (2014). There is no such thing as sustainable tourism: Re-conceptualizing tourism as a tool for sustainability. *Sustainability, 6*(5), 2538–2561. https://doi.org/10.3390/su6052538

Nguyen, T. Q., Young, T., Johnson, P., & Wearing, S. (2022). Governance capacity in community tourism. *Sustainability, 14*(6), 3342. https://doi.org/10.3390/su14063342

Nunkoo, R., Ribeiro, M. A., Sunnassee, V., & Gursoy, D. (2021). Public trust in tourism governance. *Tourism Management, 83*, 104246. https://doi.org/10.1016/j.tourman.2020.104246

Ohunakin, F., Adeniji, A. A., Ogunlusi, G., Igbadumhe, F., & Sodeinde, A. G. (2020). Talent retention strategies and employees' behavioural outcomes: Empirical evidence from the hospitality industry. *Business: Theory and Practice, 21*(1), 192–199. https://doi.org/10.3846/btp.2020.11061

Prihono, B., & Trihatmoko, R. A. (2023). Strategi pengkaderan Muhammadiyah dalam mengembangkan sumber daya manusia untuk Madrasah Ibtidaiyah Muhammadiyah Smart School. *JOEAI (Journal of Education and Instruction), 8*(4). https://doi.org/10.31539/joeai.v8i4.15329

Puspitasari, D., Ahimsa-Putra, H. S., & Wijono, D. (2019). Perceptions and management of homestays in Wukirsari Tourism Village, Bantul. *Jurnal Kawistara, 9*(1), 1–14. https://doi.org/10.22146/kawistara.37314

Puspitasari, K. (2024). Role of village capacity building in increasing original village income from the tourism sector: A case study of organization output. *Journal of Global Tourism and Technology Research, 5*(1), 27–35. https://doi.org/10.54493/jgttr.1346251

Rasoolimanesh, S. M., Wang, M., Ragavan, N. A., & Poulain, J. (2024). Tourism governance towards sustainability: A review and a metagovernance model. In *The Elgar companion to tourism and the Sustainable Development Goals* (pp. 260–283). Edward Elgar Publishing. https://doi.org/10.4337/9781802203219.00027

Rusdiyanto, W., Rachmawati, I. D., & Ristini, D. (2024). Developing human resource capacity to improve awareness and governance in Gari Tourism Village, Gunungkidul. *INOTEKS:*

Jurnal Inovasi Ilmu Pengetahuan, Teknologi, dan Seni, 29(1). https://doi.org/10.21831/ino.v29i1.82840

Sanjaya, R. D., & Prasetyo, I. (2020). Partisipasi pemuda dalam pengembangan rintisan destinasi wisata di Desa Sidoluhur, Godean, Sleman. *Diklus: Jurnal Pendidikan Luar Sekolah, 3*(1). https://doi.org/10.21831/diklus.v3i1.2483

Sharokhina, S. V., & Pudovkina, O. E. (2020). Concept of human capital in the HR-management strategy and transitive economy. *European Proceedings*. https://doi.org/10.15405/epsbs.2020.04.21

Su, M. M., Wall, G., & Ma, Z. (2019). Community participation in tourism: A systematic literature review. *Tourism Management Perspectives, 31*, 1–12. https://doi.org/10.1016/j.tmp.2019.100572

Su, M. M., Wall, G., Xu, K., & Jin, M. (2021). Social capital and tourism governance. *Annals of Tourism Research, 86*, 103097. https://doi.org/10.1016/j.annals.2021.103097

Supriyadinata, A. A. N. G., & Adriati, I. G. W. (2022). Implementation of talent management in human resources management to improve organizational performance. *International Conference Faculty of Economics and Business, 1*(1), 234–243. https://journal.undiknas.ac.id/index.php/icfeb/article/view/3554

UNWTO. (2021). *Tourism and rural development: A policy framework*. World Tourism Organization.

Vaiman, V., Scullion, H., & Collings, D. G. (2012). Talent management decision making. *Management Decision, 50*(5), 925–941. https://doi.org/10.1108/00251741211227663

Wahyuhana, R. T., Tisnawati, E., & Trimarstuti, J. (2022). Community capacity building based on local wisdom through the management of the Brontokusuman tourism village, Yogyakarta. *Community Empowerment, 7*(2). https://doi.org/10.31603/ce.5559

Widjanarko, H., Wahyurini, E., Sugiarto, B., Dyahjatmayanti, D., & Utomo, H. S. (2021). Pemberdayaan masyarakat dalam pengelolaan sampah di Wukirsari Bantul Yogyakarta. *Dharma: Jurnal Pengabdian Masyarakat, 5*(2), 45–56. https://doi.org/10.31315/dlppm.v5i2.13911

Wujarso, R., Saprudin, S., & Dameria, R. (2021). Human capital management as a resource in achieving competitive advantage. *BIRCI-Journal Humanities and Social Sciences, 4*(2), 3052–3058. https://doi.org/10.33258/birci.v4i2.2023

Wright, P. M., & McMahan, G. C. (2011). Exploring human capital: Putting 'human' back into strategic human resource management. *Human Resource Management Journal, 21*(2), 93–104. https://doi.org/10.1111/j.1748-8583.2010.00165.x

Xu, K., Zhang, J., & Tian, F. (2017). Community leadership in rural tourism development: A tale of two ancient Chinese villages. *Sustainability, 9*(12), 2344. https://doi.org/10.3390/su9122344

Yudhistira, P., & Daryana, A. P. (2024). Human resource management strategy in community-based tourism business in Lake Toba area. *Business Innovation and Entrepreneurship Journal, 6*(2), 154–160. https://doi.org/10.35899/biej.v6i2.950

Zhang, J., & Tian, Y. (2020). Youth participation and leadership in community tourism. *Journal of Sustainable Tourism, 28*(12), 2054–2072. https://doi.org/10.1080/09669582.2020.1760869

Zhang, H., Song, H., Wen, L., & Liu, C. (2023). Institutional sustainability frameworks. *Tourism Management, 92*, 104553. https://doi.org/10.1016/j.tourman.2022.104553

Biographies of Author

Ainul Luthfiana, an Independent reseacher who lived in Sleman, Yogyakarta. She were learning qualitative research for human resources management especially in community empowerment practices.

- Email: ainulluthfiana@gmail.com
- ORCID: https://orcid.org/0009-0009-5651-4848
- Web of Science ResearcherID: OPM-7986-2025
- Scopus Author ID: N/A
- Homepage: N/A