

**Research Article**

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Role Of Village Capacity Building In Increasing Original Village Income From The Tourism Sector: A Case Study Of Organization Output*Kartika PUSPITASARI^{1**}, Enggar Shafira AGRISKA², Ardiansyah Bagus SURYANTO³, Kartini SEMBEL⁴, Luthfiyah NURLAELA⁵

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ABSTRACT

This research aims to determine the relationship between the main tasks of an organization carried out by the Human Resources Development Agency and Empowerment of Village Communities, Disadvantaged Regions, and Transmigration (HRDA) to increasing original village income (OVI). Tourism Village training activities and assistance to Tourism Village training alums in village communities are one of HRDA's tasks through training centres spread across nine work areas throughout Indonesia. As an organization, it is necessary to evaluate its duties and functions and whether the training carried out has a specific impact on society. However, until now, evaluation has yet to review this impact explicitly. This research was conducted to see the effect of the organization's primary task, namely capacity-building activities, on increasing OVI. This research uses mixed methods with qualitative data collection through questionnaires. The meaning of positive and negative answers is recapitulated quantitatively to make it easier to conclude. Data were analyzed using descriptive methods with qualitative data from training implementation reports to strengthen it.

Introduction

According to The World Tourism Organization (UNWTO, 2018), the number of international tourists visiting Indonesia increased significantly between 2010 and 2017, from 7 million in 2010 to 12.9 million international arrivals in 2017, generating revenue of \$6.9 million and \$12.5 million, respectively. Moreover, BPS stated there were 5.47 million international tourist arrivals in 2022, an increase of 251.28% compared to the previous year, which was only 1.56 million visits.

This significant increase must be welcomed by improving tourism management and supporting facilities. The primary strategy in tourism is to implement good packaging and management, where success is determined mainly by the human resources that manage it. Considering that tourism is a service industry that relies on service, human resources in the tourism sector hold a vital role in improving the tourism sector and determining the competitiveness of the tourism industry.

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According to the World Economic Forum in 2019, Indonesia's tourism competitiveness index in the Travel and Tourism Competitiveness Index (TTCI) category shows that in terms of human resources, Indonesia was in the 44th position. The unpreparedness of human resources in the tourism sector can lead to a quality decrease in tourism destinations. The provision of infrastructure that relate to accessibility and accommodation does not solely guarantee the success of the tourism industry. On the other hand, it is vital to carry out social transformation by increasing the capacity of human resources in the tourism sector.

The direction of village development policy in Indonesia is in line with the *nawacita* of the President and Vice President, namely strengthening regions and villages within the framework of the Republic of Indonesia. There are 74,961 villages in Indonesia, with each characteristic requiring strategies to increase village self-sufficient. Through innovative practices that grow in villages in various regions in Indonesia, there are several strategies for developing villages from within, including : (1) building the capacity of residents and civil society organizations in villages dynamically and critically, (2) strengthening government capacity and dynamic interactions between citizen organizations in administering village government (3) building a participatory and responsive village planning and budgeting system and (4) building independent and productive local economic institutions (Wijaya, 2018).

Wermer and DeSimone (in Purba, 2023) stated in a broader meaning that human resource development aims to improve things such as knowledge, experience and expertise, and also employee productivity and satisfaction. As well as in the context of community development Cole in Rachmawati (2021) said that the obstacles to community empowerment are knowledge, self-confidence, capital, skills, and self-confidence. Cole also suggested that one of the ways to increase community empowerment is by improving people's knowledge about tourists and the tourism process so that they can make the right decisions about their tourism development.

After the Covid 19 pandemic, which hit all countries worldwide, resulted in an economic crisis. Social restrictions closing access to and from Indonesia have caused a decrease in state income in the tourism sector by IDR 20.7 billion from visits by foreign tourists. At that time, the revival of the rural tourism sector, especially in Indonesia, became a saviour for economic recovery. Tourism destinations that have been popular with many people was avoided. That way, encourage people to go on holiday to local destinations which is not too far away and more reachable. As this become an opportunity for village tourism, the potential of each village needs to be looked at so that it can be developed to be the attraction and added value as a tourism activity to encourage productivity and welfare of the local community.

Hopefully, the natural beauty of villages in Indonesia can become a driving force for the country's economy, create jobs and ultimately encourage social welfare. For this reason, tourist villages as part of village development have been formulated in the structure of the National Medium-Term Development Plan through the development of underdeveloped, border, rural areas and transmigration. Support from the Ministry of Villages, Development of Disadvantaged Regions and Transmigration is carried out by increasing the capacity of Village human resources through the Human Resources and Development Agency and Empowerment of Village Communities, Disadvantaged Regions and Transmigration (HRDA), which has to undertake human resource development and community empowerment in the field of the village and rural development, underdeveloped regions, and transmigration.

HRDA has nine technical implementation units of Village Community Training and Empowerment Centers (VCTEC) two of them are large centres in Jakarta and Yogyakarta, and another seven centres spread across Pekanbaru, Bengkulu, Banjarmasin, Denpasar, Makassar, Ambon and Jayapura. Following the regulation of the Minister of Village, Development of Disadvantaged Regions and Transmigration (Permendesa PDTT) Number 22, 2020, concerning the Organization and Work Procedure of Technical Implementation Unit, Ministry of Village, Development of Disadvantaged Regions and Transmigration, VCTEC carries out facilitation and training in human resource development, facilitation and assistance in community empowerment, and also implementing models of assistance and empowerment of rural communities, disadvantaged regions, and transmigration.

One of the training as a form of capacity building carried out by VCTEC is the Tourism Village Training. Tourism Village is a community or society consisting of local people who can interact with each other directly under controlled conditions and have the willingness to work together by combining their respective talents.

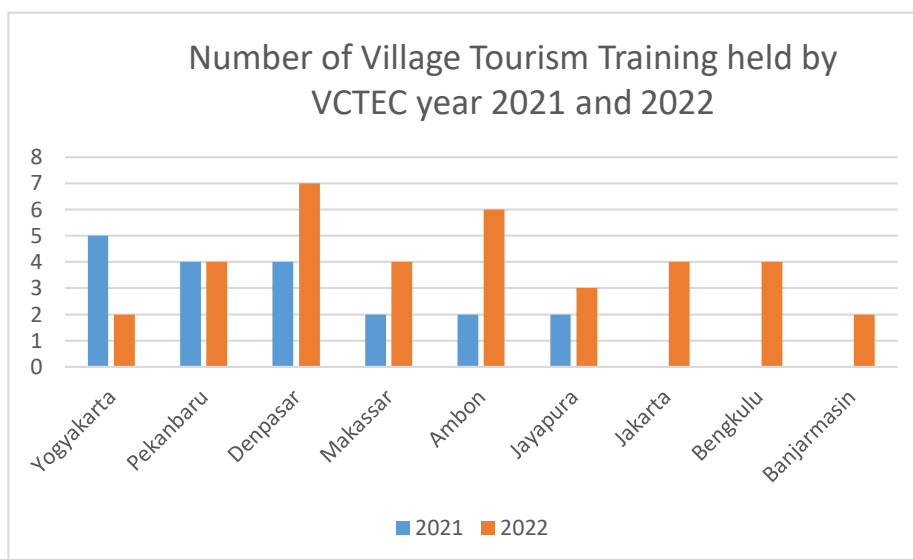
The training held by VCTEC includes the following learning materials:

- ✓ Concepts and Principles of Tourism Village Development
- ✓ Identification and Analysis of Tourism Potential

- ✓ Local Wisdom as Capital for Tourism Village Development
- ✓ Management System and Institutional Management of Tourism Villages
- ✓ Development of Community-Based Tourism Villages
- ✓ Establish Cooperation, Partnership and Advocacy for Tourism Development
- ✓ Development of Tour Packages
- ✓ Tourism Product Marketing in the Digital Era
- ✓ Tourism Product Development
- ✓ Drafting of Tourism Village Development Proposal
- ✓ Monitoring and Evaluation of Tourism Village Development

During 2021, 19 batches of training have been conducted and 38 batches in 2022, with the number of training participants representing 3-5 villages for each generation, with the following description:

Graphic 1: Number of Village Tourism Training held by VCTEC



Article 25 in Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration Number 9 of 2016 concerning Community Training stated that monitoring and evaluation of the performance of training programs are carried out to determine the effectiveness of organizing community training. Evaluation is carried out periodically to improve the quality of the institutions that play a role. Payaman Simanjuntak (2005: 105) in Supriyadi (2023) stated that performance evaluation is an assessment of a person, group of people, or work units of an organization or company. Megisson (Mangkunegara, 2005:9) defines performance evaluation/assessment as a process leaders use to determine whether employees do work following their duties and responsibilities. Thus it can be said that an evaluation process is needed to find out whether the implementation of training by VCTEC is running effectively.

Literature

The CIPP evaluation model was developed by Daniel Stufflebeam in 1966. Stufflebeam stated that the CIPP evaluation model was a comprehensive evaluation model that had formative and summative functions. The formative function of evaluation is to provide information to improve and develop the program, while the summative function of evaluation is to provide considerations to determine the success or continuation of the program. CIPP stands for Context, Input, Process, and Product. Thus, the CIPP evaluation model consists of four evaluation components; those are context evaluation, input evaluation, process evaluation, and product evaluation.

Nana Sudjana and Ibrahim (2004:246) in Haryanto (2020) describe each dimension as follows:

- ✓ Context. It is the situation or background that influences the types of goals and strategies which are developed in the perceived system. For example, is the perceived problem of education, the state of the country's economy and society's views of life
- ✓ Input. It is a facilities/capital/material and a strategic plan determined to achieve the goals.

- ✓ Process. Is the implementation of the strategy and the use of facilities/capital/materials in actual activities in the field
- ✓ Product. The product represents the results achieved during or at the end of development.

Based on the Law of the Republic of Indonesia Number 6 2014 concerning Villages, original village income is from village authority based on origin rights and village-scale local authority. Original village income consists of business, asset outcome, self-subsistent and participation, cooperation, etc. The village has the right to manage and explore the potential of the village so that it can increase the Original Village Income (OVI) (Bintarto, 2015). One of the potentials owned by villages in Indonesia that must be developed to increase Original Village Income (OVI) is the tourism sector. Tourism is a significant source of regional and national income. The evidence of ever-increasing tourist visits provides a simultaneous representation of tourist interest and attraction. At least tourist visits have contributed to regional revenue from tourism levies.

According to the management dictionary (Marbun, 2010), income is money individuals, companies, and other organizations receive in wages, salaries, rent, interest, commissions, fees and profits. According to Raymond, "income is an acceptance for a person or group from the results of a donation, both energy and mind that are poured out so that they will get remuneration." Income shows all the money or other material results achieved from using wealth or services a person or household receives during a certain period of economic activity. Income consists of wages or labour receipts and income from assets such as rent, interest and dividends.

Based on law Number 6 of 2014 concerning Villages, Article 71 paragraph (2) letter, a Village income originates from original village income, which consists of business, asset outcome, self-subsistent and participation, mutual cooperation, and other original village income. Meanwhile, according to Raharjo (2020), Original Village Income is payment originating from village authority based on origin rights and local village scale authority consisting of Village Owned Enterprises (BUMDesa) results, market land receipts or village kiosks, village treasury, public bathhouse managed by the village, village tours, village-owned buildings for rent, other village assets, self-subsistent and community participation and community mutual cooperation.

From the above understanding, it can be concluded that the efforts made by the village to develop tourism potential, thereby generating income, are called original village income (OVI). In the context of the CIPP evaluation, the yield of OVI is the result of the CIPP process, namely "product", which can be used as an indicator of achieving the ultimate goal of organizing capacity building in the form of Tourism Village training.

Michel Scriven developed the Formative-Summative Evaluation Model. Formative evaluation is used to obtain information that can help improve the program. Meanwhile, summative evaluation is used to assess the usefulness of an object. Formative and summative evaluation are two types of evaluation activities which are excerpts from a continuous evaluation process (Suharsimi and Safruddin, 2008). Suharsimi also explained that program evaluation is systematically determining the value, objectives, effectiveness or suitability of something according to previously established criteria and goals. Evaluation is also something that determines the quality and value of anything. As stated by Davidson, evaluation is defined as the systematic determination of the quality or value of something (Jane E. Davidson, 2005). A performance that will run in an institution or organization requires an evaluation. The meaning of evaluation can be said to be giving value to the quality of something. Evaluation can also be interpreted as a process of planning, obtaining and providing information that is necessary for making alternative decisions. Thus, evaluation is a systematic process for determining or making decisions to what extent organizational goals have been achieved. (Supriyadi, 2023).

Efforts to increase community capacity carried out by VCTEC with Tourism Village training increase awareness and readiness to respond to tourism potential or tourist attraction locations in village areas and empower communities. Through the CIPP component, it can be seen that the formative function is to obtain information to improve and develop capacity-building programs through training carried out by VCTEC, while the summative function is to provide considerations regarding determining the success or continuation of the tourism village training program. The indicator used is the achievement of the Tourism Village training objectives, which will be evaluated from the product components, that there is a positive relationship between Tourism Village training and increasing OVI. Thus, the CIPP evaluation model can be used to determine the extent of HRDA's performance in achieving organizational goals.

Method

Populations and sampling

This research use the mixed research, combines quantitative and qualitative research in researching a problem. Lofgreen (2006) suggests that integration is carried out at different phases in the research process. With the availability of quantitative and qualitative data according to the problems and phenomena being studied, the data collected is much more complete, comprehensive and comprehensive (Yusuf, 2014). In this research, respondents were given a questionnaire with questions prepared based on the CIPP evaluation process. Questions with positive and negative answers are indicators that will be seen quantitatively as a sample representation. The recapitulation of meaningful answers from respondents, reinforced by qualitative data obtained through reports, is the basis for concluding the relationship between organizational processes and their impact on OVI.

Sugiyono (2014) explains that the population is a generalized area consisting of objects or subjects with specific quantities and characteristics determined by the researcher to be studied and then drawn conclusions. In this study, the population was alums of the Tourism Village training, which nine VCTEC held in 2021 and 2022. Each training batch consists of 30 participants representing 5 villages. The research sample was determined by purposive sampling, it is a sample determination technique with certain considerations the research, conducting ten respondents taken from the locus of the Tourism Village training area at 9 VCTEC. Each of the respondent meet the requirement as they have access to information regarding to the village income, with the following details:

Table-1: Participants of Survey

No.	Respondent's name	Village	Tourism Village Training Locus in the Work Area of VCTEC
1.	Person 1	Karanganyar, Magelang Regency, Central Java Province	Yogyakarta
2.	Person 2	Way Kalam, South Lampung Regency, Lampung Province	Jakarta
3.	Person 3	Marente, Sumbawa Regency, NTB Province	Denpasar
4.	Person 4	Tigawasa, Buleleng Regency, Bali Province	Denpasar
5.	Person 5	Belitar Seberang, Rejang Lebong Regency, Bengkulu Province	Bengkulu
6.	Person 6	Harau, Lima Puluh Kota Regency, West Sumatera Province	Pekanbaru
7.	Person 7	Bonto Jai, Bantaeng Regency, South Sulawesi Province	Makassar
8.	Person 8	Tungkarau, Banjar Regency, South Kalimantan Province	Banjarmasin
9.	Person 9	Maitara Tengah, Tidore Island City, North Maluku Province	Ambon
10	Person 10	Tobati Village, Jayapura City, Papua Province	Jayapura

Data Collection Tool

The instrument used in this study was an interview questionnaire distributed to the respondent by a form. The questions were arranged according to the CIPP evaluation component, with the details of the questions as follows:

Table-2: The Questions used for interviews

No.	CIPP's Component	Question
1.	Context including policies, curriculum and syllabus, methods used and other matters that affect the implementation of training	<ul style="list-style-type: none"> ✓ Does your village have tourism potential? ✓ If yes, then state the potential of your tourism village ✓ Have you participated in capacity-building activities related to Tourism Villages held by the VCTEC? ✓ Do the curriculum and capacity-building materials follow the needs and development of tourism potential in your village?
2.	Input facilities/capital/materials and strategic plans established to achieve the objection	<ul style="list-style-type: none"> ✓ Are the trainers from the VCTEC competent in delivering village tourism training materials? ✓ Does the VCTEC involve relevant stakeholders during capacity building implementation? Example. Department of Tourism, private parties/investors, etc
3.	Process implementation of strategies and utilization of facilities/capital/materials in actual activities in the field	<ul style="list-style-type: none"> ✓ How is the availability of facilities and infrastructure provided by the training centres in capacity-building activities through tourism village training and assistance to alums of tourism village training? ✓ How is the coordination and cooperation between training centres and alums after implementing tourism villages capacity building?
4.	Product results achieved either during or at the end of the development	<ul style="list-style-type: none"> ✓ How does the tourism village training and assistance program impact the OVI? ✓ If there is an increase in the OVI, state the increase amount. ✓ Is there any monitoring of the tourist village by the VCTEC after the training and assistance have been carried out?

Finding and Results

In order to increase the income of members of the Gunung Geulis coffee farming community, members' capacity for entrepreneurship has been increased, especially by implementing the concept of green business, namely a business that is not only profit-oriented, but pays attention to the impact of the business. The activity method used is a participatory method, with an individual or group approach. The stages of activities carried out include: (i) preparation; (ii) training (30% theory: 70% practice); (iii) Comparative study; (iv) implementation and assistance; and (iv) monitoring and evaluation. Through training activities, members of the Gunung Geulis coffee community experienced an increase in knowledge and skills which was demonstrated by starting to implement institutional management and business management within their group, and also starting to package their coffee products better, as well as knowing coffee quality standards, and they may sell their products for a better price.

Another finding for business capacity escalation of MSMEs in Labuh Baru Village East of Pekanbaru City achieved by (1) Training in making cassava leaf nori, which is a contemporary food with easily available raw materials, and (2) Socialization of business legality management such as P-IRT needed for MSMEs so that their products can be accepted by the market, also able to increase the capacity and income of MSME actors. However, a CIPP evaluation method to find out the the impact of increasing capacity and income has so far not been found.

Results

Evaluation of the context at the planning stage includes policies, curriculum and syllabus, the methods used and other matters that affect the implementation of the training. Questions related to the existence of tourism village potential, types of tourism potential as well as curriculum and training materials indicate that implementing tourism village training as a form of capacity building held by VCTEC has met the adequacy of the evaluation of the context component.

Evaluation of input consists of human resource components, in this case, related to the competence of trainers, stakeholder involvement in capacity building and availability of training facilities and infrastructure as indicators in the evaluation of input components.

Process evaluation is carried out with measurement and assessment indicators at the implementation stage when alums return to their respective villages to implement the results of capacity building and how they develop a tourism village following the Tourism Village training material.

Product components are evaluated using increasing OVI indicators in the tourism sector after carrying out training capacity in Tourism Villages and achieving the results of community training programs to meet the needs of the communities served.

Chart 1: Respondent positive answers regarding to the reseach indicators (in percent)

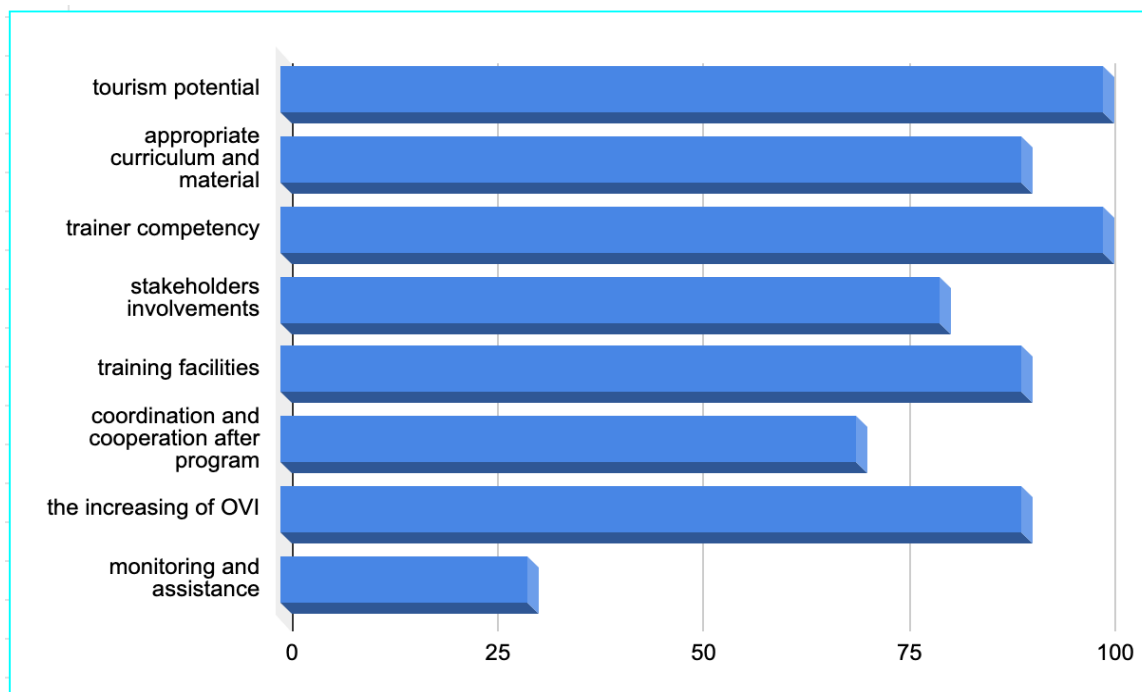


Chart 1: Respondent positive answers regarding to the reseach indicators (in percent)

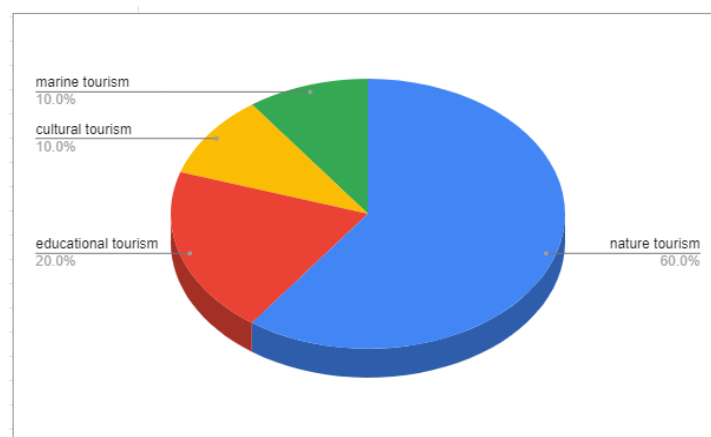
- ✓ 100% of respondents stated that their village has tourism potential that can be developed as a source of OVI
- ✓ Respondents stated that the types of tourism potential in their villages were Cultural Tourism (10%), Educational Tourism (10%) and Marine Tourism (10%). In comparison, 60% of respondents stated that their tourism potential was natural-based, as shown in the following chart 2:

ROLE OF VILLAGE CAPACITY BUILDING IN INCREASING ORIGINAL VILLAGE INCOME FROM THE TOURISM SECTOR: A CASE STUDY OF ORGANIZATION OUTPUT

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- ✓ 90% of respondents stated that the curriculum and materials of capacity building through Tourism Village Training were following the needs, while the remaining 10% said that the curriculum and materials did not meet the needs
- ✓ 100% of respondents stated that trainers in tourism village training capacity-building activities were competent in delivering material
- ✓ 80% of respondents stated that the training organizers had involved relevant stakeholders (District Tourism Agency) in implementing the Tourism Village training, and 20% said that the training had yet to involve relevant stakeholders, such as the Tourism Agency, investors and others.
- ✓ 90% of respondents stated that training support, such as facilities and infrastructure was well-available, while 10% indicated they were in sufficient condition.

Chart 2: Types of Tourism Potential Sector



- ✓ 70% of respondents stated that after the training, coordination and cooperation were carried out between VCTEC and alums. In comparison, 30% of respondents said there needed coordination after implementing the Tourism Village training.
- ✓ 80% of respondents stated that there was an increase in OVI after Tourism Village training, and 20% of respondents said that there was no increase in OVI due to the development of business units in the Tourism Village tourism sector still needing to be implemented.
- ✓ 30% of respondents stated that VCTEC carried out periodic monitoring/assistance for alums after the capacity building was completed, and 70% said there was no monitoring/assistance for alums after capacity building.

Recommendations

The effectiveness of the capacity building program through Tourism Village training, as an organizational output of HRDA, was evaluated using the CIPP method and obtained positive results. There is a correlation between the Tourism Village training program and an increase in OVI in 8 out of 10 respondents representing the village. The percentage of OVI in villages that have increased from 10% to 80% with a nominal value of Rp. 5.500.000 - up to Rp.30.000.000,-

From the results of the evaluation of the CIPP components as described above, it is necessary to improve HRDA organization performance, especially in carrying out capacity building for Tourism Village training with an emphasis on the process component, by carrying out more intensive coordination and collaboration after training, as well as the need for improvements in the product component, the need for monitoring and assistance as a follow-up to the implementation of capacity building.

Research the determination of the Tourism Village training locus and the linkages between training identification and the locus to see if there is a match between the results of identifying training needs and the training materials.

Ethics Statement

During the writing process of this study titled "**Role Of Village Capacity Building In Increasing Original Village Income From The Tourism Sector: A Case Study Of Organization Output**", scientific rules, ethics and quotation rules were followed; No falsification has been made on the data collection and this study has not been sent to any other journal for evaluation.

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