

Human Resource Development Strategy Through Community Training and Empowerment to Improve The Capacity of Tourism Awareness Groups (Pokdarwis) in The Creative Culinary Industry of Tempe Sanan in Malang City

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INDEXING	ABSTRACT
Keywords: Keyword 1; Human Resource Keyword 2; Development Keyword 3; Empowerment Keyword 4; Capacity Keyword 5; Culinary Industry	The purpose of this study is to understand strategies for developing human resources through training and community empowerment in enhancing the capacity of Pokdarwis in the Tempe Sanan Culinary Creative Industry in Malang City. The research method used is a qualitative approach with data collection techniques through observation, interviews, and documentation. The information was obtained from 5 respondents, namely the chairman of Pokdarwis and 4 business actors who have joined Pokdarwis. The results of the study show that human resource development strategies through training and community empowerment are able to improve technical and managerial skills, as well as the tourism awareness of Pokdarwis members. Training plays a role in improving the quality of tourism services and product innovation in the creative industry, while community empowerment strengthens participation and a sense of responsibility for managing the tourist village. The conclusion of this study emphasizes that the integration of training and community empowerment is an effective strategy in enhancing the capacity of Pokdarwis and promoting the sustainability of tourism based on the creative industry.

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INTRODUCTION

Tourism plays a role as a main pillar in Indonesia's economic development. According to data from the Ministry of Tourism and Creative Economy, the contribution of the tourism sector to the Gross Domestic Product (GDP) reached 4.5% in 2024, with a projected increase in line with post-pandemic recovery (Kemenparekraf or Ministry of Tourism and Creative Economy of Republic Indonesia, 2023). One of the key factors for the success of this sector lies in the quality level of human resources in the tourism industry, which not only includes technical skills but also awareness of tourism among the local community. Tourism Awareness Communities (Pokdarwis) play an important role in encouraging citizen participation in the management of community-based tourist destinations, as reflected in many tourist villages in Indonesia (Widyawati, 2024).

Human resource development, according to the study (Niati et al., 2019), is one of the crucial functions in human resource management, which involves not only coaching and competency enhancement, but also planning and career development for individuals, organizational advancement, as well as performance management and evaluation at both individual and organizational levels. Strategies to develop human resources are very

important for increasing regional economic income. Human resource development involves a series of planned and continuous activities aimed at improving organizational performance by enhancing individual skills through training programs (Indah et al., 2025). Strengthening human resources in the tourism-aware sector and SMEs can serve as a major driver for creating the innovation and competitiveness needed to advance the local economy to a higher level. Although it has great potential, there are still serious challenges related to limited skills, lack of training, and low community participation in tourism awareness activities at Pokdarwis Sanan. The study results show that without capacity building through training and empowerment, Pokdarwis is vulnerable to stagnation in developing competitive tourism (Dwiyana Pramono Darmin et al., 2024).

Various studies emphasize that training and community empowerment are important strategies to enhance the capacity of Pokdarwis. According to Kusufa & Hidayat (2023), competency-based training not only improves technical competence, but also plays a role in shaping the attitudes required for tourism awareness that supports sustainable tourism. In addition, community empowerment through involvement in decision-making has been proven to strengthen the sense of ownership and responsibility for managing tourist destinations (Rifai et al., 2015). Thus, the strategy of human resource development through training and empowerment becomes an effective step in strengthening the performance of Pokdarwis. In addition, training for Pokdarwis needs to be enhanced with an approach that prioritizes local wisdom, in order to promote economic progress in the community. With this training, Pokdarwis members can recognize and maximize the potentials in their regions, such as handicraft products, local foods, or cultural attractions with high market value. (Askianto, Aprilia et al., 2024) emphasize that tourism development based on local wisdom has great potential to support regional economic strengthening. Therefore, training that incorporates cultural values and local potential is expected to produce human resources who are innovative and independent in managing community-based tourism.

Although a number of studies have been conducted on tourism development through training and community empowerment, there are still gaps in this research. Most analyses have focused more on tourism villages that rely on natural beauty, whereas studies concerning destinations related to the creative industry, such as the Sanan Tempe Industry Center, are quite limited (Prastiwi & Novi Sunu Sri Giriwati, 2024). In addition, previous studies have largely concentrated on economic aspects, but have not comprehensively explored how human resource development strategies can influence tourism awareness at the community level (Hidayat et al., 2021). These gaps highlight the importance of further research that delves into how the integration of training and empowerment can be applied within community groups operating in the creative industry.

LITERATURE REVIEW

Human Resources Development

Human resource development (HRD) is an important factor for the success of organizations in the era of globalization and intense competition. The goal of HRD is to improve employees' abilities, skills, and productivity so that they can contribute maximally to achieving organizational objectives. Human resource development involves various activities, such as training, education, career development, and performance management, all of which aim to enhance and improve individuals' capabilities in their work (Noe, 2020).

Human resource development is a process systematically designed to enhance individuals' competencies, knowledge, capacity, and performance within an organization. This process encompasses various forms of interventions, including training, education, career development, as well as the improvement of interpersonal and technical skills. The main goal of HR development is to strengthen individuals' contributions to achieving organizational objectives, while also enhancing their capacity to adapt to the constantly changing work environment. Below are some definitions of HR development according to experts.

- a. Gary Dessler
Dessler (2017) stated that human resource development and management is a series of systematic efforts undertaken by organizations to enhance employee competence through various programs, including training, career planning and development, as well as educational activities. The main goal of this process is to improve individual productivity, which in turn contributes to optimizing overall organizational performance.
- b. Robert Noe Noe (2020) explains that HR Development encompasses a series of activities designed to enhance employee capabilities. This process includes strengthening technical and interpersonal competencies, as well as providing education aimed at supporting both the professional and personal development of employees within the organizational context.
- c. Mathis and Jackson
Mathis and Jackson (2016) Human resource development can be considered a form of organizational investment in the workforce, with the primary goal of enhancing their competencies in various functional aspects of the job. This initiative includes the implementation of training programs to strengthen practical skills as well as the establishment of career development schemes that facilitate long-term professional advancement.
- d. Hasibuan, Malayu S. P.
Hasibuan (2017), in his monumental work titled Human Resource Management, defines human resource development as a structured process designed to enhance the competencies, knowledge, and capacity of the workforce, thereby enabling them to make maximum contributions to achieving organizational goals. This initiative involves various interventions, including formal education as well as relevant training programs, career development, and mentoring or coaching activities for the workforce.

Training

Nugroho (2021) expressed that training is an effort to improve the quality of the workforce. Training plays a role in facilitating employees' understanding of practical knowledge and its application, thereby enhancing the skills, competencies, and attitudes required by the organization to achieve its strategic goals. Training is a structured process to change workers' behavior in order to achieve organizational objectives, and it is closely related to employees' skills and abilities in performing their current job tasks. Training is a form of education based on learning principles. (Montol et al., 2022) stated that training is a systematic process designed as a means for employees to acquire, enhance, and develop specific knowledge and skills, enabling them to carry out tasks more effectively and in accordance with established performance standards.

Kusufa & Hidayat, (2023) stated that the purpose of training is to improve employee work performance, enhance the quality of employee performance, assist in human resource planning, boost employee morale, provide indirect recognition, improve workplace health and safety, update the skills and knowledge of company members, and increase employee abilities and skills.

Community Empowerment

Community empowerment refers to the process of providing knowledge, skills, resources, and self-confidence to individuals or groups, so that they can actively participate in improving their own quality of life and drive the desired changes in their surrounding environment. The main goal of this concept is to strengthen the autonomy of the community in managing their own lives and environment. (Lyons et al., 2001).

Empowerment is the key in the process of strengthening communities to improve the economy in rural areas in a sustainable and inclusive manner, so that village residents can experience significant economic growth, which can then be used to improve their lives. The implementation of assistance functions to empower village communities so they can maximize their potential by utilizing natural resources as well as the comparative advantages within the village community, while also opening access to markets and other resources. Community empowerment is a fundamental principle in sustainable development. In order to strengthen the rural economy, well-planned assistance activities need to be carried out by various parties who have the expertise and adequate knowledge regarding the economic empowerment of village communities (Harini et al., 2023).

Community empowerment is a strategy to prepare communities and strengthen the institutions within them, so that they are able to achieve progress, independence, and welfare within the context of sustainable social justice. The definition of community empowerment according to experts includes:

1. Britha and Mikkelsen (2011) define community empowerment as a set of practices and actions expressed through symbols. These symbols subsequently convey significant power to transform internal aspects of individuals, people considered important, as well as our communities.
2. Ife and Tesoriero (2016) interpret community empowerment as the provision of resources, opportunities, knowledge, and skills to community members so that they can enhance their capacity to manage their own future and contribute to efforts to influence the lives of their groups.
3. Chambers (1995) states that empowerment means the equitable distribution of power; thus, it contributes to increased political awareness, strengthening the position of marginal groups, and expanding their influence over development processes and outcomes.
4. Gitosaputro and Rangka K. K. (2015) stated that community empowerment is a form of development that encourages the community to be actively involved in social activities in order to improve their own conditions and circumstances.
5. According to Suharto (2009), community empowerment can be understood as a series of activities aimed at strengthening weak groups in society, including individuals facing poverty. As a goal, empowerment refers to the condition that is desired to be achieved through social change, namely a community that possesses the strength, knowledge, and skills to meet their life needs, whether physical, economic, or social, such as self-confidence, the expression of aspirations, sources

- of income, active participation in social activities, and independence in carrying out daily life tasks.
6. Fahrudin (2012) explains that community empowerment is an effort to develop potential through encouragement and raising awareness of the potential owned, as well as efforts to expand it.
 7. Sumodiningrat (1997) explains that community empowerment is a conceptual and developmental agenda that supports the capacity of the community. The expected outcome of this empowerment is the creation of an independent community, both in economic, educational, and industrial aspects.
 8. Mardikanto et al. (2014) stated that community empowerment can be defined as an initiative to grant power (empowerment) or strengthen (strengthening) the community. This concept also refers to the capacity of individuals integrated with the community in the process of building collective capability.

Capacity Building of Tourism Awareness Group (POKDARWIS)

The enhancement of tourism awareness capacity is a process to develop the abilities, knowledge, and skills of tourism-aware members (Pokdarwis) so that they can utilize tourism potential independently, efficiently, and sustainably. According to (Sari, Hadi, & Kusuma. 2021), the goal of this capacity building is to empower local communities so that they can play an active role in the management and development of tourist destinations in their surroundings. This process includes training, education, and institutional strengthening that allows Pokdarwis to improve service standards and tourism management in a professional manner.

On the other hand, (Purnomo & Purwandari, 2025) emphasize that capacity building also involves strengthening organizational structures and governance within Pokdarwis so that they can function effectively. (Rahmawati, Nugroho, & Santoso 2022) add that continuous learning through workshops and hands-on practice is crucial in building that capacity. Thus, increasing tourism awareness capacity not only develops technical skills but also strengthens management, marketing, as well as the preservation of local environmental and cultural aspects, thereby facilitating sustainable tourism growth.

RESEARCH METHOD

This study uses a qualitative approach. The qualitative approach aims to uncover or explain phenomena in depth and specifically, without involving quantitative measurement processes. According to Creswell (2016), qualitative research is a methodological approach applied to examine and interpret the meaning constructed by individuals or groups in the context of social and human issues. In the implementation phase of this study, questions develop gradually and procedures are flexible. Data collection is generally conducted at the participants' location, for example, data is collected through in-depth interviews, participatory observation, or document analysis. Furthermore, the data is analyzed systematically, conducted inductively, moving from specific details toward more general themes, and the researcher provides an interpretation of the meaning of the data that has been collected.

Research Location

The selection of the research location was done intentionally because it is the place where the researcher gathers information related to the required data. The choice was based on factors such as relevance to the theme, appeal, and uniqueness. The center for tempeh and tempeh chips industry is located at Jl. Sanan Gg. 111 No. 168, Purwantoro, Blimbing District, Malang City, East Java, Indonesia.

Population and Sample

Population

The population includes the environment that exists in a study, including objects and subjects that have certain characteristics and traits (Subhaktiyasa, 2024). The population in this research includes all workers, business actors, and management who have been involved in the organizational processes at the Tempeh Sanan Industrial Center in Malang City.

Sample

In this study, the sample was determined using the purposive sampling technique. Purposive sampling is a non-probability sampling technique where the researcher deliberately selects informants who are relevant to the research topic, with the expectation that they can provide responses pertinent to the topic (Lenaini, 2021). Based on the description above, the researcher identifies several sources or information providers who are considered knowledgeable about the issues to be studied by the researcher, namely: the Head of Sadar Wisata (POKDARWIS), and 4 business actors who have been part of the Sadar Wisata group.

Data Sources

Primary Data

Primary data refers to data that is collected or obtained directly by the researcher at the research site (Rukhmana, 2021). This type of data is acquired through direct interaction with informants or respondents in the field, using methods such as interviews and observations. In the context of this study, the primary data collected includes the results of interviews and observations conducted at the Tempeh Industry Center in Malang City.

Secondary Data

Secondary data refers to data sourced from documents that already exist (Rukhmana, 2021). This data is obtained from government publications, books, and journal articles. Secondary data serves as a supplement to primary data, coming from various parties related to this research. The meaning of "coming from several related parties" is that secondary data is obtained indirectly, either through intermediary sources or directly from other researchers.

Data Collection Methods

In this study, data collection will be carried out through three main methods. According to Creswell (2016), these methods include observation, interviews, and documentation. 1. Observation Method Observation is a data collection method that involves direct observation and recording of the conditions or behavior of research subjects at the location being studied. Observation is the direct observation by the researcher to obtain information and an accurate picture of what is being observed. 2. Interview Method Interviews are a data collection method conducted through direct questions to parties related to the research object. This method plays an important role in the data collection process, especially in obtaining in-depth information about the aspects to be studied.

3. Documentation Method

Documentation is the process of compiling documents based on accurate evidence obtained from written information sources. This method includes recording events that have occurred through books, archives, notes, and various relevant documents.

Data Analysis

According to Creswell (2016), the process of qualitative data analysis consists of three main stages: data reduction, data display, and conclusion drawing.

1. Data Reduction

Data reduction refers to the process of selecting, formulating, focusing, simplifying, abstracting, and transforming raw data obtained from written field notes. At this stage, the researcher summarizes and selects data that are relevant to the research objectives. In the data reduction process, all field data are transcribed, analyzed, summarized, and prioritized based on key elements, while identifying themes and patterns, ultimately resulting in a systematic organization that facilitates control and management.

2. Data Presentation

Data presentation is an important technique in qualitative data analysis. This process involves organizing information so that it can support drawing valid conclusions. Forms of presentation include narrative text, matrices, charts, networks, and diagrams. Proper presentation helps clarify the phenomena being studied. Thus, researchers can plan subsequent work steps more directionally.

3. Drawing Conclusions

In the conclusion phase, the main activities involve formulating conclusions based on interpreted data. The conclusions in this study consist of innovative findings that have not been previously identified. These findings can be in the form of descriptions or representations of objects that were previously unclear, making them more structured and clear through the research process. If the strength of these conclusions is considered insufficient, verification is required. Verification involves testing the validity, reliability, and adjusting the meanings that emerge from the data.

RESULT AND DISCUSSION

The Role of Human Resource Development

This study found that the human resource development strategy at the Sanan Tempe Industry Tourism Awareness Group indicates that the human resource development process still occurs naturally and has not yet been organized formally. This finding is evident from the low involvement of tempe craftsmen in tourism activities, as explained by informants that out of nearly 500 craftsmen, only a small portion actively participate in the tourism awareness group programs. This condition shows that human resource development efforts have not reached an optimal stage, as stated in Noe's concept (2020), that human resource development should be carried out systematically through training, education, and career development. Nevertheless, the ongoing human resource development strategy in Sanan still shows a positive direction through the efforts of the Head of the Tourism Awareness Group in encouraging community participation through tourism visits, product exhibitions, and involvement in educational activities.

This finding also indicates that HR development in Sanan is still at the stage of building awareness, not at the stage of enhancing professionalism. This aligns with Mardikanto's (2019) theory, which explains that the initial stage of empowerment is the awareness phase. In the context of Sanan, the efforts of the Head of Pokdarwis to raise community awareness about tourism opportunities are part of a relevant development strategy. This awareness is important considering that most artisans are still production-oriented and have not yet seen tourism as an additional economic opportunity.

In line with these findings, previous research by Ikbal & Frinaldi (2024) showed that limited motivation and a lack of human resources are the main obstacles in the implementation of conscious tourism work. This pattern also appears in Sanan, where artisans still prioritize tempe production, so aspects of tourism development have not received full attention. This confirms that human resource development strategies in tempe industrial areas require a different approach compared to nature-based tourism villages. The strategy implemented by Pokdarwis Sanan is also unique because human resource development is directed not only at strengthening tourism service competencies but also at tempe product innovation as part of the tourism appeal.

This uniqueness has not been widely discussed in previous research, which generally focused on service, marketing, or tourism organization aspects. This aligns with Rifa'i (2019) who emphasized that product innovation is a key strategy in enhancing the competitiveness of the creative industry, so human resource development in Sanan includes an entrepreneurial dimension. In addition, the human resource development strategy in Sanan utilizes an approach through direct involvement in tourism activities such as tempeh-making education, industrial visits, and soybean processing. This approach is in line with Hasibuan's (2017) theory that human resource development does not always have to be formal, but can be through direct work experience that provides continuous learning. The hands-on approach has proven to make Pokdarwis members more confident in introducing the production process to tourists.

Based on the research findings, the human resource development strategy observed in Sanan is also oriented towards shaping the village's image as an educational tourism destination, so the competencies being developed are not only technical but also include knowledge of education, the environment, and local culture. This strategy aligns with the sustainable tourism theory by Raharjo et al. (2022), which states that human resource capacity must be built to create a shared understanding of the responsibility to maintain the sustainability of the destination. This effort is evident in the role of Pokdarwis in maintaining environmental cleanliness, managing visitor flow, and providing education to tourists. Thus, the human resource development strategy at Pokdarwis Tempe Sanan can be concluded to be in the phase of awareness and strengthening of basic competencies, with the uniqueness lying in the integration of creative industry development and educational tourism. Although not yet fully structured, the ongoing strategy has provided an important foundation for the long-term capacity building of the Pokdarwis.

Training and Community Empowerment Strategy

The findings indicate that training and community empowerment strategies play a central role in enhancing the awareness and capacity of the Pokdarwis Sanan tourism community. Although training has not been conducted regularly and systematically, several guidance activities provided by academics, city government, and external institutions have

had a significant impact on improving the community's abilities in product processing, soybean waste management, and tour creation. This aligns with Nugroho's (2021) view that training is designed to enhance technical skills and work attitudes to meet organizational objectives.

Field findings indicate that various trainings such as making soap from used cooking oil, producing nata de soya from the initial boiled soybean water, crafts from soybean husk waste, as well as simple bookkeeping literacy have enriched the community's knowledge about product variations. These training programs not only strengthen technical competencies but also raise awareness of the economic potential inherent in the tempeh creative industry. This aligns with Suharto's (2009) empowerment theory, where the stage of capacity building is at the core of the community empowerment process.

Empowerment also plays an important role in opening up opportunities for community participation in tourism activities. It emphasizes that through direct involvement in welcoming guests, diversifying production, and managing tourism, the community becomes more confident and feels a sense of ownership over the existence of Pokdarwis. This is reinforced by Mayolita's (2023) research, which states that successful empowerment encourages active community involvement in the management of community-based tourism.

In addition, community empowerment has encouraged the formation of networking among artisans, tourism awareness groups (Pokdarwis), MSME actors, and external partners. This finding is in line with the theory of Ife & Tesoriero (2016) that empowerment creates access to resources and collaborative opportunities that strengthen the community's position in development management. In Sanan, collaborative networks are evident through cooperation with universities and the government in the implementation of training and mentorship programs.

The training programs conducted also enhance the community's understanding of the importance of environmental sustainability. The processing of soybean waste into nata de soya, flour, organic fertilizer, as well as used cooking oil into soap and candles, is a form of implementing environmentally friendly educational tourism that aligns with the concept of sustainable tourism. This finding is consistent with Nurjanah's (2018) view that tourism awareness includes environmental knowledge and the ability to maintain destination sustainability.

From a theoretical perspective, the existing training has reflected the training indicators according to Elizar (2018), especially in terms of methods, materials, and training objectives. However, the instructors and the training evaluation system have not been functioning optimally. This indicates that the capacity of the Pokdarwis institution needs to be strengthened so that the training can run more systematically. This aligns with the findings of Anshori & Gunawan (2025) that the success of human resource development in tourism villages is greatly influenced by institutional structure and organizational governance. Therefore, training and empowerment in Sanan have proven to play an important role in increasing tourism awareness capacity, particularly in improving technical skills, professional attitudes, environmental management, and community participation.

The Impact of Training on the Improvement of Skills and Performance of Pokdarwis

This study found that the impact of training on improving the skills and performance of Pokdarwis members in the Tempe Sanan Culinary Industry appeared significant based on the results from the informants. The training provided, both in technical and non-technical

forms, has increased members' confidence in receiving tourist visits, educating guests, and introducing product innovations. This finding aligns with the theory of Kelvin & Nainggolan (2021) that training functions to enhance performance and accelerate the learning process for new staff.

One of the most tangible impacts is the ability of Pokdarwis members to present the process of making tempeh and its processed products in an educational way to tourists. Previously, members tended to be passive and focused on daily production, but after participating in the training, they were able to communicate more effectively and have a better understanding of service management. This finding is relevant to Indrawan's (2025) research, which demonstrates that soft skills training can improve presentation abilities and build the confidence of MSME actors.

In addition to impacting communication skills, the training also enhances technical competence in developing soybean-derived products. Members of the Pokdarwis group became more creative in processing used cooking oil from frying tempeh into soap and candles, while soybean husks were made into flour and other crafts. This supports Rifa'i's (2019) innovation theory that creative competence can be improved through targeted training and guidance. The impact of this innovation is evident in the increased variety of Sanan's specialty souvenirs, which have become a tourist attraction.

From the perspective of organizational performance, training helps strengthen coordination among members and creates a clearer division of tasks. According to Mondy & Martocchio (2016), training contributes to increasing organizational effectiveness by equipping members with the skills to carry out more complex tasks. Field findings show that members can now take turns being tour guides, managing product arrangements, and handling guests without always relying on the leader.

Training also contributes to improving the image of Kampung Sanan as an environmentally friendly educational tourism destination. Visitors who come now not only purchase products but also enjoy educational experiences, thereby enhancing the tourist appeal. This situation aligns with the benefits of increasing tourism awareness capacity according to Wibowo (2020), which states that improving community skills will enhance the overall competitiveness of a destination.

However, this study also found that training has not been evenly distributed among all artisans, so its impact has not been felt comprehensively. Some business actors are still not actively involved due to time constraints or a lack of awareness of the training benefits. The research by Ikbal & Frinaldi (2024) emphasizes that limited human resources and low participation are the main challenges in developing a culture of tourism awareness.

Overall, the impact of the training on the performance of Pokdarwis members is very positive, although it still needs to be expanded and made systematic. The uniqueness of the findings in the context of Sanan lies in the integration of soybean creative industry training with the development of educational tourism, making the training not only enhance tourism capacity but also simultaneously promote the growth of the creative economy.

CONCLUSION

1. The human resource development strategy carried out by Pokdarwis is more focused on building awareness and motivation among the community to participate in tourism activities. This effort is carried out through direct education, tourism visits, product exhibitions, MSME assistance, and activities based on hands-on practice and real

experiences. Although not yet formally structured, this strategy has been able to foster an initial understanding of the importance of the tourism sector in supporting the tempeh industry.

2. The training provided includes soybean waste processing, product innovation, bookkeeping literacy, and tourism service practices, directly impacting the improvement of the community's technical and non-technical competencies. Empowerment also encourages active community participation in receiving tourist visits, providing education, and managing Pokdarwis activities. These findings indicate that training serves as a key instrument in strengthening community capacity.
3. The training has had a tangible impact on increasing members' self-confidence, improving communication skills, product creativity, task distribution effectiveness, and the quality of tourism services. The community is now more skilled in carrying out the educational functions of tempe production and waste processing as tourist attractions. Nevertheless, access to training still needs to be expanded because some artisans are not yet actively involved. Overall, the training contributes to enhancing the competitiveness of the destination and supports the sustainability of the tempe industry.

It is expected that the Sanan Tourism Awareness Group (Pokdarwis Sanan) can enhance the sustainability of structured training programs that are oriented toward specific needs, so that the improvement of members' competencies is not temporary. Advanced training that emphasizes production techniques, tourism services, and digital marketing should be prioritized to support professionalism in service delivery. In addition, performance evaluation of training outcomes is necessary to ensure optimal implementation of the material presented in tourism activities. On the other hand, local governments and tourism offices are expected to strengthen their support for Pokdarwis by providing training facilities, developing tourism support infrastructure, and enhancing destination promotion. Cross-sector collaboration with academics and creative industry players needs to be expanded to ensure that the development of Sanan tourism has a more solid foundation. This sustainable support will contribute to accelerating the enhancement of the competitiveness of the creative tourism industry in Kampung Sanan.

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