

HUMAN RESOURCE ETHICS IN BUSINESS MANAGEMENT AT TOURIST DESTINATIONS

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ABSTRACT

This study aims to evaluate how the principles of human resource ethics are implemented in the management of tourism businesses in Yoboi Tourism Village, Jayapura Regency. As a community-managed tourist destination, Yoboi Village faces various challenges, particularly related to work professionalism, role distribution, and the application of ethical values in providing services to tourists. The research method used is qualitative with a descriptive approach, where data were collected through direct observation, in-depth interviews with tourism managers, local community members, and tourists, as well as analysis of related documents.

The findings show that HR ethics in Yoboi Tourism Village are reflected through the application of fairness in profit sharing, fulfillment of work responsibilities according to individual contributions, and a strong culture of mutual cooperation (*gotong royong*). However, challenges remain, such as the lack of formal training, the mismatch between externally provided training content and local needs, and the suboptimal implementation of professional service standards. In general, the implementation of HR ethics has a positive impact on tourist satisfaction, although further improvements are needed to support sustainable tourism management. This study recommends the need for training that is more aligned with local needs, enhanced collaboration among stakeholders, and the development of a more systematic code of work ethics.

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1. INTRODUCTION

The transformation of tourism business management in the era of Industry 4.0 has intensified scholarly and practical attention to the role of human resources in service-based industries. Rapid technological development, automation, and artificial intelligence have changed how tourism destinations operate, particularly in promotion, administration, reservation systems, visitor communication, and service coordination. Many operational functions that were previously performed manually by employees can now be supported or partially replaced by machines and intelligent technologies. Nevertheless, tourism remains fundamentally dependent on human interaction. Visitor experiences are shaped not only by attractions, facilities, or digital convenience, but also by hospitality, empathy, communication, cultural interpretation, and professionalism delivered by human resources (Muliawanti dan Susanti, 2020). Thus, technological modernization does not reduce the importance of human resources; rather, it increases the need for ethical, competent, and adaptive human resource management.

In tourism destinations, human resource ethics is essential because service encounters cannot be fully substituted by technology. Visitors evaluate destinations through direct interactions with managers, employees, local communities, guides, and other tourism service providers. Ethical behavior in these interactions includes friendliness, honesty, responsibility, fairness, empathy, respect, and professionalism. These values are closely related to service quality, visitor satisfaction, and organizational reputation (Poerwanto dan Shambodo, 2020). Recent tourism research also shows that human resource management practices influence employee satisfaction, employee service behavior, and perceived service quality, indicating that the way employees are recruited, trained, evaluated, and supported has direct implications for customer experience (Abu Hussein et al., 2023). In this sense, ethical human resource management is not only an internal organizational issue, but also a strategic determinant of destination competitiveness.

The ethical management of human resources is also closely connected to sustainability and social responsibility in tourism. Tourism businesses and destination managers are expected not merely to pursue financial profit, but also to consider employee welfare, community empowerment, cultural preservation, and environmental impact. Ethical principles such as justice, transparency, accountability, and respect for diversity can help create a positive and productive work environment (Rohida, 2018). Sustainable human resource management has been identified as an important but often neglected component of tourism policy and planning, particularly because workforce capacity, employment quality, and service delivery are central to sustainable tourism development (Baum, 2018). Ethical and people-centered practices may strengthen employee motivation and loyalty while also attracting visitors who value responsible tourism. Therefore, human resource ethics becomes an important foundation for creating memorable, responsible, and sustainable tourism experiences (Setiawan, 2021).

This issue is particularly important in community-based tourism villages, where tourism development depends heavily on local human resources. Unlike large-scale commercial tourism enterprises, tourism villages often rely on local residents as managers, service providers, cultural interpreters, environmental guardians, and representatives of community identity. This creates opportunities for empowerment, but also challenges related to training, service quality, professionalism, and ethical governance. Studies of community-based tourism show that the human factor, including the enthusiasm and attitude of service providers, is a key component of tourist satisfaction (Lan & Truc, 2022). Similarly, quality

tourism in community-based destinations is increasingly associated with high-value experiences, ethical practice, transparency, and respect for people, nature, and culture (Dewi et al., 2022). These findings reinforce the importance of examining how ethical human resource practices operate in tourism villages.

In the case of Kampung Wisata Yoboi in Jayapura Regency, limitations in trained human resources have been identified as a major factor contributing to poor service delivery and unsatisfactory tourist experiences. Many tourism managers may lack adequate knowledge and skills to provide high-quality services, which can result in dissatisfaction among visitors (Ismail, 2020). This problem is not only technical, but also ethical, because service quality in tourism involves responsibility toward visitors, fairness toward employees, accountability to local communities, and respect for cultural and environmental resources. Research on community-based tourism development also emphasizes that improving human resource quality, strengthening community involvement, enhancing facilities, and developing internet-technology-based tourism management are important strategies for destination development (Djuwendah et al., 2021). Therefore, the condition of Kampung Wisata Yoboi provides a relevant context for examining the relationship between human resource ethics, service quality, visitor satisfaction, and sustainable tourism management.

Previous studies have provided important insights into responsible tourism, community participation, local culture, human resource challenges, and tourism village management. Chan, Marzuki, and Mohtar (2021) examined local community participation and responsible tourism practices in an ecotourism destination in Lower Kinabatangan, Sabah, using an exploratory multi-method design that combined qualitative and quantitative approaches. Herdiana (2019) discussed the role of communities in the development of community-based tourism villages through a qualitative library research approach. Indra, Chandra, Williem, and Eddison (2023) analyzed local culture and the implementation of professional tourism ethics at Pantai Indah Kapuk 2 in North Jakarta through observation. Pratiwi and Ruspianda (2021) identified human resource challenges in sustainable tourism development at the Sungai Pinang Hot Spring tourism site using a descriptive qualitative method. Wijayanti and Purwoko (2022) examined performance indicators in the management of a pioneering tourism village in Karang Tourism Village, Trimulyo, Sleman, using a descriptive quantitative approach, with indicators including institutions, partnerships, conservation, community participation, tourist attractions, accessibility, amenities, and tourism marketing.

Although these studies contribute to the understanding of tourism development and sustainable destination management, there remains a need for deeper analysis of human resource ethics in the daily management of local tourism villages. Existing research has discussed responsible tourism practices, community participation, professional tourism ethics, human resource challenges, and destination performance indicators. However, the relationship between ethical human resource management, service quality, visitor satisfaction, competitiveness, training, and community empowerment remains insufficiently explored in the specific context of Kampung Wisata Yoboi. This gap is important because visitor satisfaction and destination sustainability are strongly influenced by service experiences, local community behavior, and the ability of destination managers to respond to visitor needs. Visitor feedback has been shown to be important for destination branding, service improvement, and community-based tourism sustainability (Suryani et al., 2021). Moreover, satisfaction with sustainable tourism services can influence tourist loyalty and the intention to revisit or recommend a destination (Fernández Gallardo & Hernández Rojas, 2024).

Theoretically, this study is grounded in the integration of business ethics, human resource management, and ethical leadership. Business ethics provides moral principles that guide organizational decision-making. Deontological theory emphasizes moral duties and universal principles that should be followed regardless of consequences, while teleological theory evaluates actions based on outcomes or consequences. In tourism village management, both approaches are relevant because managers must balance principles such as fairness, honesty, and respect with practical outcomes such as visitor satisfaction, community welfare, and business sustainability. Human resource management theory further emphasizes that ethical management requires fair, transparent, and respectful treatment of employees across recruitment, training, development, performance evaluation, and compensation. Human resource management includes selecting employees, training them, and developing their capabilities (Mathis dan Jackson, 2011). Ulrich (1997) argues that human resource ethics is essential because it concerns fairness, openness, and proper treatment of workers.

Ethical leadership strengthens these practices by shaping organizational culture and influencing how ethical values are implemented. Ethical leaders demonstrate integrity, honesty, and responsibility in their actions and serve as role models for other members of the organization (Brown, M. E., dan Treviño, L. K., 2006). Ethical decision-making is influenced by personal values, organizational culture, and situational pressures (Treviño, L. K., dan Brown, M. E., 2004). In tourism village management, ethical leadership is especially important because leaders must balance the interests of visitors, employees, local communities, cultural traditions, and environmental resources. The integration of business ethics, human resource management, and ethical leadership can create an organizational culture that supports moral values and social responsibility (Schein, E. H., 2010), guides decisions that consider the interests of stakeholders (Freeman, R. E., 1984), and promotes responsible leadership that generates positive impacts for organizations, employees, communities, and the environment (Carroll, A. B., 1991).

In tourism, human resource ethics refers to the moral values and principles that regulate individual and organizational behavior. These include responsibility toward the environment, local communities, visitors, cultural diversity, and local traditions. Ethical tourism practices must ensure that tourism development does not focus only on financial profit, but also considers social impacts and sustainability. The benefits of ethical human resource management are significant because sustainable tourism requires the protection and appreciation of natural resources and local culture, thereby generating long-term benefits for stakeholders (Agustina et al., 2020). Green human resource management research in tourism further shows that sustainability-oriented HR practices can influence employee task performance, job satisfaction, and environmentally responsible behavior (Tandon et al., 2023). Ethical human resource practices are also important for building consumer trust, because tourists increasingly consider integrity and social responsibility when choosing destinations (Hasibuan dan Nawawi, 2024).

Tourism business management itself involves strategic processes undertaken by local entrepreneurs and destination managers to develop tourism activities while responding to changes in local behavior, preferences, and social interaction caused by encounters with tourists. This shows that tourism business management is not limited to economic activities, but also includes social and cultural dimensions that influence business sustainability (Sinambela, 2019). Its objective is to improve the economic welfare of local communities through sustainable and adaptive business development, while recognizing that tourism can influence local social and cultural patterns (Sinambela, 2019). Effective tourism business

management can help communities maintain cultural identity while gaining economic benefits from the tourism sector (Indra Prathama, 2022). Factors influencing tourism business management include internal business strategies and government policies, both of which interact in shaping the success of tourism enterprises, especially when destinations face crises such as pandemics or changes in tourism trends (Hanggraito et al., 2022).

Based on this background, this study examines human resource ethics in tourism business management at Kampung Wisata Yoboi, Jayapura Regency. Using a qualitative research approach, the study explores the ethical challenges and practices involved in managing human resources in a tourism village context. Specifically, it aims to analyze the role of human resources in the daily management of tourism businesses in Kampung Wisata Yoboi, identify the competitiveness of the tourism village and the strategies or initiatives used to attract more visitors, explore the training and development provided to improve local human resource capacity, and assess the relationship between ethical human resource management, service quality, and visitor experience. By addressing these objectives, this study contributes to the literature on ethical human resource management and sustainable tourism village development. Practically, it is expected to provide insights for tourism managers, local communities, academics, researchers, and policymakers by offering recommendations to strengthen professionalism, improve service quality, enhance community participation, and support ethical and sustainable tourism governance. In doing so, Kampung Wisata Yoboi has the potential to become an inspiring example for other tourism destinations in Papua, not only as an attractive destination for visitors, but also as a model of tourism development that empowers local communities while preserving culture and the environment.

2. METHODS

2.1 Research Design and Approach

The research design used in this study is a qualitative descriptive approach. This design is commonly employed in qualitative studies where the aim is to describe, interpret, and understand a phenomenon in its natural context (Creswell, 2014). Qualitative descriptive research provides a detailed and nuanced understanding of the complex dynamics within social settings (Sandelowski, 2000). By focusing on the experiences, practices, and perceptions of participants, this approach allowed the researcher to explore the meanings individuals ascribe to their lived experiences. The study's methodology was designed to capture the complexity of tourism management practices in the context of a local community, emphasizing the meanings behind these practices as experienced by the participants.

Qualitative descriptive research is characterized by its flexibility and openness to exploring a wide range of data sources, including interviews, observations, and documents (Sandelowski, 2000). The approach used in this study was chosen for its ability to produce rich, in-depth descriptions of the social phenomenon under investigation, while also allowing the researcher to remain grounded in the local context and experiences of the participants. The research design was informed by the goal of providing a comprehensive understanding of the ethical practices in tourism management, with particular attention to the human resource practices within Yoboi Tourism Village.

2.2 Research Setting

The research was conducted in Yoboi Village, located in the Sentani District of Jayapura Regency in Papua, Indonesia. Yoboi Village is situated within a picturesque natural environment, with its abundant cultural and ecological resources making it an attractive destination for tourists. Over the years, Yoboi Village has increasingly developed as a tourism

destination, offering both domestic and international tourists access to the rich heritage and natural beauty of the region. The setting provided an ideal context for the study, as it allows for the exploration of how local communities engage with tourism practices and how these practices impact their social, economic, and cultural realities.

The village is a microcosm of broader regional tourism dynamics in Papua, where traditional cultures intersect with modern tourism industry practices. Understanding this context was essential for the study as it highlighted the relationship between the tourism sector and the local community's efforts to manage and sustain their cultural identity while accommodating tourists. Through this unique setting, the study aimed to uncover the perspectives of local stakeholders involved in tourism management, with particular focus on ethical considerations, human resource management, and community engagement in tourism development.

2.3 Participants and Sampling

The study employed purposive sampling, a common method in qualitative research used to identify participants who are most likely to provide rich, relevant, and diverse data based on specific characteristics (Arikunto, 2021). Purposive sampling allows the researcher to intentionally select individuals who have experience, knowledge, or involvement with the subject of the study (Syamsuni & Ratnasari, 2021). In this study, participants were chosen based on their involvement in tourism-related activities in Yoboi Village, including local tourism managers, community leaders, and individuals actively engaged in tourism programs. The sampling process was guided by the principle of information-rich cases. As suggested by Patton (2015), purposive sampling enables the researcher to gather information from participants who have significant insight into the research topic. The selection of participants was based on their expertise, experience, and direct involvement in tourism activities in Yoboi Village. The study included both local tourism managers who were directly responsible for managing tourism services and community leaders who played a key role in the governance and decision-making processes related to tourism development.

The sample size was determined through the principle of saturation, a standard in qualitative research where data collection continues until no new information emerges (Guest, Bunce, & Johnson, 2006). This ensured that the study reached a level of depth where additional interviews or data collection would not result in new themes or insights. While the exact number of participants varied based on the availability and willingness of key informants, the final sample consisted of 15 participants who met the criteria for inclusion. This sample size was sufficient to capture a range of diverse perspectives while reaching theoretical saturation. The characteristics of the participants are presented in Table 2.1.

TABLE 2.1
PARTICIPANTS CHARACTERISTICS

NO.	PSEUDONYM	GENDER	OCCUPATION
1.	PW	Male	Head of Government Affairs Section, Yoboi Village Administration
2.	HF	Female	Papua Literacy Activist, Batik Entrepreneur
3.	BT	Male	Head of Tourism Awareness Group (Pokdarwis), Tourism Manager of Yoboi Village
4.	FW	Male	Wood Carving Entrepreneur
5.	JDW	Male	Sago Entrepreneur
6.	DUS	Male	Private Sector Employee
7.	HQVK	Female	University Student

2.4 Data Collection

Data were collected using three primary methods: semi-structured interviews, direct observations, and document analysis, each contributing complementary insights to build a comprehensive understanding of the phenomenon under investigation. The semi-structured interview approach was selected to maintain flexibility while still addressing key research questions related to tourism management and ethical practices. In-depth interviews were conducted with tourism managers, community leaders, and local residents involved in tourism, allowing participants to express their views and experiences in their own words while enabling the researcher to explore emerging themes beyond the initial interview guide (DiCicco-Bloom & Crabtree, 2006). The interviews focused on participants' perspectives regarding tourism management, ethical business practices, human resource management, and community involvement in tourism development. Designed to elicit both descriptive and reflective responses, the questions provided insight into experiences and perceptions of tourism in Yoboi Village. All interviews were conducted in Bahasa Indonesia, audio-recorded with participants' consent, then transcribed and translated into English for analysis.

In addition, direct observation was carried out over several weeks in the village to capture the context and practices of tourism management, including community meetings, cultural events, and interactions between tourists and local residents. These observations aimed to understand the dynamics of the local tourism industry, the management of tourism services, and the integration of ethical considerations into daily practices. Observational data were documented in detailed field notes and analyzed alongside interview data.

Furthermore, document analysis was employed as a secondary data source, involving the review of tourism reports, planning documents, promotional materials, and community meeting records to enrich understanding of governance and management practices in Yoboi Village. This method provided institutional and historical perspectives that might not surface through interviews alone (Bowen, 2009). All documents were analyzed thematically, with particular attention to policies related to tourism development and human resource management.

2.5 Data Analysis

The data were analyzed using a qualitative thematic analysis approach (Braun & Clarke, 2006). This approach allowed for the identification and interpretation of patterns within the data, focusing on the underlying themes that were relevant to the research questions. The data analysis process involved several stages, including data familiarization, initial coding, theme development, and refinement.

The analysis began with data familiarization, in which the researcher transcribed and carefully reviewed all interview recordings and field notes to gain an overall understanding of the content. Following this, the researcher conducted initial coding by systematically organizing the data into meaningful segments. NVivo software was utilized to assist in managing the data, enabling the organization of codes that represented key ideas and concepts. This coding process was iterative, with continuous refinement as the analysis progressed. After completing the initial coding, the researcher proceeded to theme development by identifying patterns across the data and constructing broader themes that were aligned with the research questions, particularly those related to ethical issues in tourism management, human resource practices, and community engagement. These themes were further refined and reorganized to ensure their accuracy in representing the data. Finally, in the refinement and reporting stage, the researcher revisited the data to confirm that the themes adequately captured the underlying patterns, and the findings were then

presented in a detailed narrative supported by direct quotes from participants and observational data.

3. RESULTS AND DISCUSSION

3.1 Implementation of Human Resource Ethics in Tourism Business Management in Kampung Wisata Yoboi, Jayapura Regency

The implementation of human resource ethics in Kampung Wisata Yoboi is deeply embedded in the social fabric of the community, reflecting a strong integration between tourism activities and everyday life. Located in Sentani District, Jayapura Regency, Papua, Kampung Yoboi represents a unique form of tourism village where most residential structures are built above the waters of Lake Sentani. This distinctive spatial arrangement creates a setting in which tourism is not separated from daily routines but instead becomes an extension of community life. Residents are not merely service providers; they function as hosts, cultural interpreters, and custodians of local traditions. Their roles include welcoming visitors, preparing traditional foods such as papeda and sago grubs, guiding tourists through the village environment, maintaining cleanliness, and supporting cultural performances. This condition strongly reflects the principles of community-based tourism (CBT), where tourism is rooted in local identity, social interaction, and cultural continuity rather than purely profit-driven activities (Wikantiyoso, 2025; Cordova-Buiza et al., 2025).

The findings indicate that tourism management in Kampung Yoboi is characterized by a collective approach rather than a formalized organizational structure. A village government officer highlighted that tourism cannot be managed by a single group because the village belongs to all members of the community. The informant emphasized that community members are involved “both in positive and negative aspects,” implying that participation is inclusive and unavoidable. This perspective reveals that participation is not simply a managerial strategy but an ethical obligation grounded in shared ownership and responsibility. Tourism, in this context, is perceived as a communal endeavor that requires cooperation and mutual accountability. This interpretation aligns with contemporary literature that positions participation in CBT as a moral commitment linked to social justice, inclusiveness, and equitable distribution of benefits (Dangi & Petrick, 2021; Ramaano, 2025; Turčinović et al., 2025).

Despite this strong participatory foundation, the study also identifies a significant gap between community engagement and formal governance mechanisms. Although village funds can be allocated to support tourism-related activities, tourism has not yet been systematically discussed within the village development planning forum (MUSRENBANG). This indicates that tourism, while socially acknowledged as important, has not been fully institutionalized within formal planning and budgeting processes. From an ethical governance perspective, this gap is critical. Sustainable CBT requires not only active participation but also structured systems that ensure transparency, accountability, and consistency in decision-making (Dangi & Petrick, 2021; Ramukumba, 2025). Without formal institutionalization, ethical practices risk remaining informal, fragmented, and dependent on individual initiative, which may hinder long-term sustainability.

The data analysis results further reinforce this interpretation. The theme of human resource ethics was most prominently identified in the interview with the village government officer, with a coverage percentage of 15.85%. In contrast, other respondents did not articulate ethical concepts as explicitly. However, this does not imply the absence of ethical awareness among community members. Instead, it suggests a difference in how ethics is expressed and understood. Formal actors tend to frame ethics in terms of governance, policy,

and administrative responsibility, while local residents embody ethical values through daily practices such as cooperation, hospitality, and mutual assistance. This distinction is consistent with previous studies indicating that ethical practices in rural tourism are often embedded in informal social norms rather than codified in formal regulations (Escamis & Hinlayagan, 2024; Knežević et al., 2025).

Further insights from data analysis process reveal several key elements of human resource ethics in Kampung Yoboi. These include the presence of evaluation mechanisms before and after tourism activities, efforts to maintain a code of ethics, community involvement in decision-making, and attention to environmental cleanliness and visitor safety. These findings suggest that human resource ethics extends beyond individual behavior to encompass broader operational responsibilities. Ethical tourism management in this context involves not only interpersonal conduct but also organizational practices, environmental stewardship, and the protection of visitor well-being. This multidimensional understanding aligns with recent perspectives that conceptualize ethics in tourism as integrating social, managerial, and environmental dimensions (Purnomo & Purwandari, 2025; Mair, 2025).

At the same time, the findings highlight the influence of inherited traditions in shaping ethical behavior. Norms and practices passed down through generations continue to guide interactions within the community and between residents and visitors. These traditional values serve as an important foundation for ethical conduct, reinforcing principles such as respect, cooperation, and hospitality. However, reliance on informal traditions also presents challenges, particularly in the absence of clear standardization. For instance, variations in product pricing among vendors may create ethical concerns if not communicated transparently to visitors. Inconsistent pricing can undermine perceptions of fairness and reduce visitor trust, both of which are essential components of a positive tourism experience (Turčinović et al., 2025; Knežević et al., 2025).

The compensation system in Kampung Yoboi further illustrates the interplay between traditional values and modern management needs. Compensation is generally based on individual contribution and participation rather than fixed standards. While this approach reflects a sense of fairness rooted in collective values, it also introduces uncertainty due to the lack of clear guidelines. This condition highlights a fundamental challenge in CBT: balancing flexibility and community-oriented practices with the need for professional, transparent, and standardized management systems. Without such balance, ethical principles may be difficult to sustain in the face of increasing tourism demand (Soltani & Ghaderi, 2025).

3.2 Community-Based Efforts to Strengthen Competitiveness

The competitiveness of Kampung Wisata Yoboi is primarily driven by community initiative, creativity, and the ability to transform local cultural and natural resources into tourism attractions. One of the earliest developments was the construction of a colorful pier, which served as a visual landmark and attracted initial visitor interest. This initiative demonstrates how aesthetic enhancement and community pride can function as catalysts for tourism development, particularly in rural destinations where unique visual identity plays a crucial role in attracting attention. However, in its early stages, tourism activity remained limited, as visitors were primarily interested in viewing the pier without engaging in deeper experiences. Recognizing this limitation, the community gradually expanded its tourism offerings to include cultural performances, culinary experiences, and educational activities related to sago processing. This transition reflects the community's adaptive capacity and willingness to innovate in response to changing visitor expectations. Such adaptability is

widely recognized as a key determinant of competitiveness in rural tourism destinations (Purnomo & Purwandari, 2025; Cvijanović et al., 2025).

The introduction of structured tourism packages in 2022 marked a significant step toward a more organized and market-oriented approach. By bundling various attractions into cohesive experiences, the community was able to enhance the overall value proposition for visitors. Product diversification and packaging are essential components of destination competitiveness, as they contribute to improved visitor satisfaction and increased length of stay (Muruganatham & Patro, 2026). Innovation in Kampung Yoboi is also evident in the development of initiatives such as the floating nutrition garden. This concept integrates local ecological knowledge with tourism, offering visitors an opportunity to learn about sustainable food practices while experiencing the unique environment of Lake Sentani. Such initiatives highlight the growing importance of sustainability and environmental education in shaping competitive tourism destinations (Cordova-Buiza et al., 2025).

Despite these positive developments, the findings indicate that tourism activities in Kampung Yoboi remain fragmented and lack strong coordination. While local entrepreneurs play an active role in developing and delivering tourism services, there is limited integration among different actors. This lack of coordination is a common challenge in CBT, where strong community participation does not always translate into effective organizational structures (Soltani & Ghaderi, 2025). Promotion strategies further reflect this condition. Tourism promotion relies largely on informal networks, including personal connections and word-of-mouth communication. While these methods are effective in building trust and authenticity, they are limited in scale and reach. To achieve long-term competitiveness, more systematic marketing strategies, including digital promotion and branding, are necessary. Existing research emphasizes the importance of digital platforms in expanding market access and enhancing destination visibility (Akhteruzzaman, 2025; Altınok, 2024).

3.3 Human Resource Training and Capacity Building Practices

Training and capacity building in Kampung Wisata Yoboi are present, yet they remain uneven, partially coordinated, and not always aligned with the real needs of the community. The findings indicate that some residents have participated in various training programs provided by external parties, including tourism awareness, content creation, written batik, woodcarving, and other tourism-related skills. However, access to these programs is not equally distributed. Several informants highlighted that training is sometimes conducted outside the village, such as in hotels or urban areas, which limits participation due to time, mobility, and financial constraints. As a result, not all community members can benefit from these opportunities. This condition reflects broader challenges identified in previous studies, where tourism training programs often face issues related to accessibility, relevance, and practical application (Harprianto et al., 2025; Bindawas, 2025). Training initiatives that are not context-specific tend to have limited impact on improving service quality and operational performance.

Beyond formal training, capacity building in Kampung Yoboi also takes place through informal and community-driven initiatives. One significant example is the establishment of a reading house managed by a Papuan literacy activist. Although currently operated mostly by herself due to declining participation from others, the initiative demonstrates a strong commitment to education and community development. The informant emphasized that participation in such initiatives is not solely motivated by economic interests, but also by concern for the younger generation, ensuring they have opportunities to learn, grow, and

improve their future prospects. In this context, tourism is viewed as one pathway for broader community empowerment and youth development.

This finding expands the understanding of human resource development in tourism. In Kampung Yoboi, capacity building is not limited to technical skills such as guiding, serving visitors, or promoting tourism products. It also encompasses literacy, cultural transmission, youth education, and social empowerment. The reading house serves as an important form of informal human resource development, strengthening the community's educational foundation, which indirectly supports long-term tourism sustainability. This perspective aligns with literature emphasizing the importance of holistic development in tourism communities (Suyatna et al., 2024). Informal learning is further reflected in daily economic activities, particularly in woodcarving. A local woodcarving entrepreneur provided a critical perspective on existing training practices, noting the absence of clear role distribution and accountability in managing different areas of tourism development. According to the informant, training programs are sometimes conducted merely to fulfil participant quotas rather than to ensure meaningful skill application. This highlights a key weakness in the current system, where training exists but lacks connection to practical responsibilities and real field needs.

Despite this limitation, the woodcarving entrepreneur also demonstrated a strong ethical commitment to knowledge sharing. He emphasized that if only one individual possesses carving skills, the knowledge risks disappearing when that person is no longer active. Therefore, he actively encourages other community members to learn woodcarving. This reflects a community-based model of capacity building, where knowledge is treated not as private property but as a shared cultural resource to be preserved and transmitted across generations. Such practices reinforce community resilience and highlight the importance of maintaining local knowledge systems in the face of modernization (Escamis & Hinlayagan, 2024). In practice, woodcarving activities also function as informal learning spaces. Community members engage in collective work, share stories, divide benefits, and create a supportive working environment. This process integrates skill development with social bonding, demonstrating that training in Kampung Yoboi often occurs through practice, imitation, storytelling, and collaboration rather than through formal classrooms or structured workshops.

However, the findings suggest that informal capacity building alone is insufficient to ensure consistent tourism service quality. Visitors continue to report weaknesses in areas such as hospitality, professionalism, information delivery, cleanliness, and accessibility. This indicates that training efforts need to be more systematic and directly linked to service standards. Without structured implementation and follow-up mechanisms, the outcomes of both formal and informal training remain difficult to sustain. This challenge underscores the importance of developing integrated capacity-building systems that connect training programs with practical application and governance frameworks (Dangi & Petrick, 2021).

Therefore, human resource development in Kampung Wisata Yoboi requires a balanced integration of formal and informal approaches. Formal training is essential to strengthen competencies related to service standards, communication, visitor management, hygiene, safety, pricing transparency, and digital promotion. At the same time, informal training remains crucial for preserving local knowledge and skills, including woodcarving, batik production, sago processing, cultural performances, and local culinary practices. By integrating these approaches, Kampung Yoboi can enhance the quality of its tourism human resources while maintaining its community-based character and cultural authenticity.

3.4 The Impact of Human Resource Ethics on Visitor Satisfaction and Service Quality

The findings demonstrate that human resource ethics have a direct and significant impact on visitor satisfaction and service quality in Kampung Wisata Yoboi. Visitor experiences reveal several critical issues, including feeling less welcomed, receiving limited information, and encountering challenges related to cleanliness and accessibility. One visitor described the experience as feeling like “an outsider who was not really noticed,” indicating a gap between the village’s tourism potential and the actual delivery of services. These inconsistencies suggest that ethical service practices are not yet implemented in a systematic and reliable manner. In the context of community-based tourism (CBT), visitor satisfaction is closely linked to service quality, particularly in terms of hospitality, communication, and environmental conditions (Purnomo & Purwandari, 2025; Turčinović et al., 2025). When these elements are not consistently maintained, the destination’s image may weaken, reducing the likelihood of repeat visits and positive word-of-mouth promotion (Ferdian et al., 2024). This relationship highlights that ethical tourism practices are not only a matter of values but also a determinant of destination competitiveness and sustainability.

A closer examination of the findings reveals a structural gap between traditional hospitality values and professional service standards. Kampung Yoboi possesses strong cultural norms that emphasize welcoming guests, collective responsibility, and local pride. However, these values are not always translated into consistent and structured service practices. As a result, visitor satisfaction tends to depend on individual interactions rather than on a standardized tourism service system. This condition reflects a common challenge in rural tourism destinations, where cultural strengths are not fully supported by formal training and operational systems (Muruganantham & Patro, 2026). This gap becomes more evident when examining specific aspects of the visitor experience. Limited tourism information creates confusion, particularly for first-time visitors, while inadequate cleanliness and difficult accessibility reduce overall comfort. These issues indicate that ethical responsibility in tourism extends beyond interpersonal behaviour. It includes the obligation to provide clear information, maintain environmental hygiene, and ensure accessible and safe facilities. In this sense, ethical tourism practice must integrate both social interaction and supporting infrastructure (Ramaano, 2025).

The data analysis results reinforce this argument by showing that visitor perspectives dominate the evaluation of tourism human resource quality. Four respondents contributed to this theme, including two visitors, a woodcarving entrepreneur, and a written batik entrepreneur. The second visitor contributed the highest percentage coverage (6.50%), followed by the first visitor (5.53%), the woodcarving entrepreneur (1.68%), and the written batik entrepreneur (1.59%). This distribution suggests that ethical service is ultimately assessed through direct visitor experience, particularly in relation to hospitality, communication, information availability, cleanliness, accessibility, and professionalism. The issue of professionalism further explains the gap between expectations and reality. Visitor perceptions that services are not yet professional indicate the need for more structured competencies in communication, guest handling, information delivery, and service consistency. However, professionalism should not be interpreted as replacing local cultural values with rigid commercial standards. Instead, it should function as a mechanism to translate local hospitality into service practices that are consistent, understandable, and comfortable for visitors. Cleanliness and information provision emerge as central components of ethical responsibility. When visitors receive insufficient guidance or encounter poorly maintained environments, they may perceive the destination as unprepared or poorly managed. Therefore, cleanliness, accessibility, and information are not merely technical

concerns but integral elements of ethical tourism practice that shape visitor trust and satisfaction.

Human resource ethics in Kampung Wisata Yoboi can be understood as operating across three interconnected dimensions: social, managerial, and environmental. The social dimension relates to hospitality, respect, and the ability to create a welcoming atmosphere. The managerial dimension involves governance, coordination, clear role distribution, service standards, pricing transparency, and information systems. The environmental dimension focuses on cleanliness, accessibility, safety, and visitor comfort. These dimensions demonstrate that ethical tourism service must be implemented not only at the individual level but also through structured and collective management systems. The findings further indicate that human resource ethics influence not only immediate visitor satisfaction but also the long-term sustainability of the destination. Consistent ethical practices can strengthen Kampung Yoboi's image as a welcoming and culturally rich tourism village, while inconsistencies may hinder its ability to retain visitors despite its unique attractions.

These results support previous studies emphasizing the importance of ethical practices and community involvement in sustainable tourism (Chan et al., 2021; Herdiana, 2019). They also reinforce the role of service quality as a key determinant of visitor satisfaction and destination performance (Purnomo & Purwandari, 2025; Turčinović et al., 2025; Ferdian et al., 2024). However, this study extends the discussion by demonstrating that community participation alone is not sufficient. In Kampung Yoboi, strong local values already provide a solid foundation, but they must be institutionalized through clearer governance, inclusive training, consistent service standards, transparent pricing, and improved information systems.

4. CONCLUSION

This study explored the implementation of human resource ethics in the tourism management of Kampung Wisata Yoboi, Jayapura Regency, highlighting the intricate connection between community-based tourism (CBT), local traditions, and ethical practices in tourism operations. The findings underscore that while tourism in Kampung Yoboi is deeply rooted in local culture, community participation, and collective responsibility, there remains a gap between informal, tradition-based ethical practices and the formal systems required for sustainable tourism governance. Community members engage in tourism in a manner reflective of shared responsibility, focusing on hospitality, cultural preservation, and mutual assistance. However, despite these strong ethical foundations, tourism has not been fully institutionalized in formal planning processes, which limits the sustainability and accountability of tourism practices.

Furthermore, the study reveals that while human resource ethics influence visitor satisfaction, challenges persist in translating local values into consistent and professional service standards. Visitors' experiences are shaped by the village's cultural hospitality but are hindered by inconsistencies in cleanliness, accessibility, and information delivery. These service gaps not only affect immediate visitor satisfaction but also undermine long-term sustainability. This study highlights the need for a balanced approach that integrates formal governance structures, capacity-building initiatives, and community-driven values to ensure the continued growth and ethical sustainability of tourism in Kampung Wisata Yoboi.

This study contributes to the understanding of human resource ethics in rural tourism management, particularly in the context of community-based tourism in Indonesia. Theoretical contributions include extending the concept of human resource ethics to encompass not only interpersonal behavior but also organizational practices and

environmental stewardship. The findings suggest that ethics in tourism should integrate social, managerial, and environmental dimensions to create a holistic approach that supports both ethical practices and sustainable tourism development. This expands the existing literature on community involvement in tourism by emphasizing the need for formalization of ethical practices through institutional mechanisms, governance structures, and transparency in tourism management.

From a practical perspective, the study highlights the importance of integrating formal and informal training approaches in tourism development. While community-driven initiatives are essential for preserving local culture and knowledge, they need to be complemented by structured training programs that address service standards, professionalism, and visitor management. For tourism destinations like Kampung Wisata Yoboi, this study suggests that developing clear governance structures and coordinated marketing strategies are critical for enhancing competitiveness and ensuring the long-term success of tourism initiatives. By recognizing the value of local traditions and combining them with modern management practices, tourism businesses can enhance both visitor satisfaction and community well-being.

While this study offers valuable insights into the ethical dimensions of tourism management in Kampung Wisata Yoboi, several limitations must be considered. First, the study relied heavily on qualitative data from interviews and observations, which may not fully capture the perspectives of all stakeholders, particularly those who were not directly involved in the tourism sector. Future research could expand on this study by incorporating a broader range of participants, including tourists, local entrepreneurs, and government officials, to provide a more comprehensive understanding of human resource ethics in tourism.

Additionally, the study found a gap between informal community practices and formal governance structures, which has implications for the institutionalization of ethics in rural tourism. Future research could examine how formalizing ethical practices through policy and governance frameworks affects the sustainability and competitiveness of CBT destinations. Furthermore, the findings highlighted issues related to inconsistent service quality and visitor dissatisfaction, suggesting a need for further exploration into the role of training programs and professional development in enhancing service delivery. Future studies could explore the impact of targeted training initiatives on service quality and tourism sustainability, particularly in rural and community-based tourism settings.

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