
Systematic Literature Review of Sustainable Tourism Village Development: Identification of Four Key Issues and Formulation of a Holistic-Resilient Circular Village (HRCV) Framework

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Abstract

Rural communities can become more economically independent through the development of tourism villages, which also helps increase Locally Generated Revenue (PAD). However, the full potential of tourism villages has not been fully realized due to several obstacles in its implementation. By reviewing and synthesizing previous research, this study hopes to identify these challenges and provide a more comprehensive framework to address them. This research uses a Systematic Literature Review (SLR) approach, utilizing the PRISMA flowchart and CASP tools for quality evaluation, on 20 international articles indexed in Scopus and Web of Science from 2019 to 2025. Three coding phases—open, axial, and selective—were used to analyze the data. Based on the data, four key issues commonly identified across countries are weak participatory governance, low economic resilience, conflicts in spatial planning, and limited human resource quality and digital literacy. Sustainable tourism villages can be built based on the revolutionary Holistic-Resilient Circular Village (HRCV) paradigm, which combines integrated spatial design, circular economy, participatory governance, and Penta Helix synergy.

Keywords: *Tourism Village; Systematic Literature Review; Participatory Governance; Circular Economy; HRCV*

Introduction

In modern rural development, tourism villages are seen as an important strategy that can unite community economic empowerment, local cultural preservation, and environmental preservation. Tourism

villages are a way to spur the local economy and encourage independence in Indonesia and other countries. Sustainable rural development is expected to be supported by tourism villages, as tourism villages are expected to generate significant Regional



Original Revenue (PAD) from tourism-related taxes and levies (Salihin, 2025; Sari et al., 2024).

Although rural tourism has a lot of untapped potential, research shows that this sector contributes only a small amount to Indonesia's Regional Original Revenue (PAD). The Central Statistics Agency estimates that this sector accounts for 20-30% of the total PAD in the country by 2023. This shows that the regional treasury has not been completely filled as a direct result of the influx of tourists. Given this scenario, it is clear that governance, economic resilience, environmental conservation, quality of human resources, as well as operational and technological issues are just some of the more complex factors that influence the difficulties in developing tourism communities. Therefore, a holistic strategy is needed to identify these limiting causes and provide long-term solutions.

There have been a number of studies that have examined the problems in the development of tourist villages and offered solutions. Contained in the research conducted Ariyani & Fauzi (2024) explain that methods such as Bayesian networks are very necessary for the sustainable governance of tourism villages because these challenges are very significant such as the uncertainty of managers and complex cross-role relationships. As for the research Park & Kim (2025) Researching the existence of local residents is not always properly included in the development process when using the current tourism model. Changes in social and economic conditions and erosion of local identity are the possible causes of excessive

top-down tactics. This is precisely the opposite in research Cheer (2024) Focusing on the importance of rural-based solutions that focus efforts at the group level to maintain the social and cultural cohesion of the region over a long period of time.

Environmental considerations, in addition to economic and governmental considerations, are a major obstacle to the growth of tourism villages. According to the opinion in the study Samper-Mendivil et al., (2025) Through the development of rural tourism, the environment is the most vulnerable main subject. In general, low-quality jobs that are only available for part of the year are also present in this context. However, Drapela (2023) found that some rural areas in the Czech Republic are experiencing problems due to overtourism, which is defined as an increase in the number of visitors beyond the capacity of the ecosystem to sustainably accommodate them. The study proposes eight techniques to reduce adverse impacts on the environment to address these problems.

Priatmoko et al., (2025) conducted a comprehensive review of 66 papers on tourism villages in Indonesia and found five interrelated factors that make Community-Based Tourism (CBT) successful. However, as shown by Gedecho et al., (2025), there is still no link between spatial planning and the growth of the tourism industry. This is a significant gap in global studies.

After reviewing the literature, it is clear that the problem of tourism village development stems from a tangle of interrelated factors, including governance, economy, community, environment, and institutional capabilities, among many other factors. However, most

current research deals with these areas separately, so it doesn't provide a comprehensive picture.

The Holistic-Resilient Circular Village (HRCV) is a more comprehensive solution framework developed by systematically synthesizing 20 international papers from 10 countries. This effort distinguishes this study from previous studies. For long-term village sustainability, the HRCV model integrates participatory governance, economic resilience, strategic planning, and human resource capacity building. As a result, the study provides a more flexible and comprehensive framework for growth, while also identifying problems in tourist villages in different countries.

Literature Review and Hypothesis

Positioning Theory

According to the Theory of Fiscal Decentralization, which is rooted in the field of regional finance (Oates, 1972; Bahl & Bird, 2018), decentralization can only succeed if local governments are able to manage and utilize their economic potential effectively. According to this hypothesis, in terms of the growth of the tourist community, a greater number of visitors does not necessarily mean greater regional revenue (PAD). This is highly dependent on the efficiency of local governments in handling taxes, fees, and other forms of income related to tourism, as well as on the quality of their revenue management systems. Therefore, the ability of local administrations to maximize the economic potential of existing economies is just as important as the number of tourists

visiting a tourism city in determining its success.

The opposite view is that the involvement of local communities is essential for the development of tourist areas. According to the philosophy of Community-Based Tourism (CBT) (Tosun, 2006), this is because society should not be seen as a secondary thing in the tourism industry, but as an integral part of the process from start to finish. Because the CBT strategy prioritizes community empowerment and the preservation of local identity in tourism destinations, this strategy is believed to be able to support social and economic sustainability. However, there are a number of problems with this method, the most significant of which is the lack of flexibility in the design of spaces to adapt to changing environmental conditions and the evolving nature of the tourism industry, as well as the lack of economic efficiency based on circular cycles.

Given these constraints, it is clear that developing a tourism community using the Circular Economy model is the right step. In order to promote economic sustainability and limit negative environmental consequences, the concept of the Circular Economy (Circular Economy) emphasizing a closed circular economy system, adaptive resource reuse, resource efficiency, and waste reduction (Geissdoerfer et al., 2017). As a way to make tourism villages more economically resilient in the face of external threats such as the COVID-19 pandemic, changes in tourist patterns, and environmental problems caused by

overtourism, this strategy is increasingly prominent in the tourism industry.

Drawing on these various perspectives, this study seeks to provide a more comprehensive theoretical framework that incorporates elements of participatory governance, sustainable economic development, strategic planning, and institutional capacity building. This integration is based on the Holistic-Resilient Circular Village (HRCV) model, which views the development of tourist villages as a complex system that includes institutional, social, economic, and environmental factors. With this technique, the development of tourist villages is expected to run more sustainably and adaptively, and be able to handle various problems in the future.

Research methods

Through the Systematic Literature Review (SLR) which will be used in this study which aims to identify, assess, and synthesize literature sources regarding the further development of tourism villages. The SLR approach was chosen because it provides a comprehensive understanding of the patterns, challenges, and tactics of tourism village development based on previous research, namely Snyder (2019). Mentioned in the study Budgen & Brereton (2006) The research process also follows several stages of SLR which include the preparation of research questions, search for reading sources, article selection, quality assessment, and data synthesis.

Literature searches were conducted through Scopus and Web of Science (WoS) data on articles published in the 2019–2025 period.

The keywords used are ("rural tourism" OR "tourist village" OR "tourism village") AND ("sustainable development" OR "community-based tourism" OR "circular economy") AND ("governance" OR "spatial planning" OR "local economic development"). The inclusion of the content is contained in journal articles registered in Scopus or WoS, using a quantitative approach or mixed methods, discussing tourism villages or rural tourism, and written in English or Indonesian. Inappropriate, duplicate, and completely unavailable articles are excluded from his observation.

Article selection follows PRISMA guidelines (Page et al., 2021). Of the 82 articles found, 70 articles remained after the deduplication. The process of selecting titles and abstracts obtained 34 articles, then the overall narrative will be adjusted by determining 20 articles that meet the conditions for further study.

The quality of the article was assessed using the Critical Appraisal Skills Programme (CASP) with six indicators, namely the clarity of the research objectives, the suitability of the method, the strength of the research design, the validity of the findings, the transferability of the results, and the contribution to the development of the tourist village. The results of the assessment showed 15 high-quality articles and 5 medium-quality articles so that all articles were considered worthy of final synthesis.

Data through selected articles will be separated into a synthesis matrix that includes authors, year, research location, approach, findings, and main issues of the research. Data observation was carried out using thematic analysis through stages that included

open coding, axial coding, and selective coding. This process will have four main themes which include governance, economic resilience, environmental sustainability, as well as human resource shelter and digital technology, which further becomes the basis for the development of the Holistic and Resilient Circular Village (HRCV) concept.

Results and Discussion

Article Characteristics

This study looked at 20 articles from various countries to get a design on the development of tourist villages. Several articles from Indonesia have shown that rural tourism is indispensable in the national development plan. However, research from South Africa and several European countries shows that there are challenges to the development of tourist villages that have a universal background, including governance, the environment, and the use of local communities.

Table 1. Distribution of Research Methods

Method	Quantity	Percentage
Qualitative	10	50%
Mixed <i>methods</i>	3	15%
Bibliometrics	2	10%
Quantitative	5	25%
Total	20	100%

Table 1 shows the variety of research methods used. The qualitative approach dominated with a percentage of 50%, followed by quantitative methods (25%), mixed methods (15%), and bibliometrics (10%). Mastery in a qualitative approach has shown that the development of tourism villages still needs to be discussed through

social perspectives, community presence, and various changes between stakeholders. Meanwhile, the use of mixed methods and quantitative approaches shows the efforts of researchers to obtain more comprehensive and structured results. The diversity of these methods as a whole states that the existence of a tourist village is a multidimensional event that has an impact on social, economic, environmental, and institutional factors.

Weak Participatory Governance

The results of the synthesis have shown how weak attendance management is which is one of the main obstacles in the development of tourist villages. These problems contain low community involvement, inequality in the distribution of economic benefits, declining cooperation between sectors, and institutional shelter that has not been maximized. Referring to the research of Ariyani & Fauzi in 2024, it explores the weakness of management and the complexity of relationships across roles, while in the research according to Park & Kim (2025) shows that government policies have repeatedly not involved the community properly. As for the research Tong et al., (2024) stating that unclear ownership rights and weak monitoring will result in uneven distribution of economic benefits.

Various studies also provide solutions through strengthening cooperative governance with the community base. As mentioned in the study Park & Kim (2025) develop a tourism model on a regional and community basis to realize value loops, while Pramono & Juliana (2025) focusing on the importance of social capital, institutional

capacity, and equitable distribution of benefits. Meanwhile, according to Yasir et al., (2021) also proposed the Penta Helix model as a form of collaboration between experts, businesses, communities, governments, and the media. This study

states that participatory governance is the most important main step in the design of HRCV.

Low Economic Resilience

Table 2. Synthesis of Solutions to Economic Resilience Problems

Solution	Source	Solution Core
<i>Community-based circular economy</i>	(Mehdi, 2025)	Implementation of the RYTHM Camp project through the integration of homestays, local transportation, local culinary, trekking, and souvenir shops to create local economic circulation
<i>Digital nomadism</i>	(Amaral et al., 2024)	Encourage tourists to stay longer (weekly-monthly) to reduce the impact of <i>seasonality</i>
<i>Value loops and social benefit cycles</i>	(Park & Kim, 2025)	<i>Adaptive reuse</i> , skills certification, and strengthening the circulation of economic value at the local level
Business diversification and institutional strengthening	(Wijijayanti et al., 2020)	Implementation of strategies through strengthening Pokdarwis, BUMDes, cooperatives, and MSMEs
Budget training and assistance	(Ramukumba, 2024)	Gradual training, credit line assistance, and digital capacity development through the website

Analysis in Table 2. shows that low economic resilience is influenced by dependence on seasonal tourism, limited access to financing, weak institutional capacity, and linear economic dominance. As research has shown Amaral et al., (2024) stated that there is a dependence on the visit of seasonal tourists to improve the economy of the highly vulnerable community, while following the opinion Moon & Field (2025) Considering that tourism villages are very vulnerable to crises from outside because they are highly dependent on one main economic activity.

As a key solution, several studies have focused on the importance of economic turnover, business diversity, and digital technology. In the research conducted Mehdi (2025) Proposing the integration of homestays, local vehicles, culinary, and handicrafts in a circular economy system to develop local economic activities. Meanwhile, according to the opinion in the study Wijijayanti et al., (2020) stated on strengthening Pokdarwis, BUMDes, cooperatives, and MSMEs, while Ramukumba's research in 2024 proposed governance training, financing channels, and improving digital literature sources. This

research reinforces the importance of the circular economy in the framework of HRCV to keep the economy of tourism villages increasing.

Spatial Conflict and Environmental Degradation

Table 3. Synthesis of Solutions to Spatial Conflict and Environmental Degradation

Solution	Source	Solution Core
<i>Carrying capacity-based zoning</i>	(Moon & Saha, 2025)	Distribution of seven land use zones and the implementation of <i>Physical Carrying Capacity</i> (PCC), <i>Real Carrying Capacity</i> (RCC), and <i>Effective Carrying Capacity</i> (ECC)
<i>Overtourism mitigation toolkit</i>	(Drápela, 2023)	Eight strategies, including quota restrictions, accommodation regulation, tourism tax, strengthening infrastructure, separation of space functions, <i>off-season promotion</i> , and development of alternative destinations
Land suitability analysis (VAC analysis)	(Sasongko & Trisandini Azzizi, 2024)	Classification of land suitability into classes I, II, and III as the basis for development decision-making
Classification of village spaces	(Rogerson & Rogerson, 2021)	The division of village areas into three categories: <i>fringe</i> , <i>exotic/remote</i> , and <i>in-between</i> for a contextual development approach
Integration of GIS technology	(Gedecho et al., 2025)	Utilization of geospatial tools to support integrated and sustainable spatial planning

The research in Table 3 has shown that spatial planning problems and environmental degradation are the most important challenges in the development of tourist villages. These main problems include inappropriate spatial planning, land use problems, overtourism, and declining supportive environmental control.

Contained in the research Park & Kim (2025) shows the development of tourism infrastructure without a spatial plan that results in problems in land use, while in Drápela's opinion 2023 explores the risk of overtourism on the honesty of the destination

environment. Some of the solutions that have been provided include areas with carrying capacity bases, land suitability analysis, and GIS technology integration. Moon & Field (2025) has developed the concept Carrying capacity through Physical Carrying Capacity (PCC), Real Carrying Capacity (RCC), and Effective Carrying Capacity (ECC). In addition, in the research Gedecho et al., (2025) focusing on the importance of the use of GIS in driving more integrated and sustainable spatial planning. This result states that integrated spatial planning is urgently needed as the main basis in HRCV design.

Limited Capacity of Human Resources and Digital Technology

Table 4. Solutions to HR Capacity Problems and Digital Technology

Solution	Source	Solution Core
Gradual training	(Wijijayanti et al., 2020); (Ramukumba, 2024)	From basic to managerial skills, through Seda
Adaptive capacity	(Pramono & Juliana, 2025)	E-commerce, virtual tour (Nglanggeran)
Academic assistance	(Yasir et al., 2021)	Higher education as a catalyst for innovation
Strengthening local institutions	(Wijijayanti et al., 2020)	Pokdarwis, BUMDes, cooperatives, MSMEs

The results of the analysis in Table 4. It shows that the limited capacity of human resources and the low adoption of digital technology are still the main obstacles in the development of tourism villages. These problems include declining digital skills, weak managerial shelters, and limited use of technology for tourism marketing and governance. Mentioned in the study Pramono & Juliana (2025) has shown how low the adaptive capacity of the community is which hinders the ability of tourism villages to face market and technological changes.

Various studies focus on the importance of further training, strengthening local institutions, and digital change. As according to Wijijayanti et al., (2020) and Squirrelly (2024) has submitted proposals for training in stages ranging from basic skills to digital marketing. According to research conducted Yasir et al., (2021) It also focuses on the role of universities as a renewable catalyst through the distribution of knowledge and community assistance. This research

highlights that the increase in human resource shelter and digital change are important points in establishing superior and advanced tourism villages.

Holistic-Resilient Circular Village (HRCV) Framework

Based on the synthesis of four main problems and various solutions that have been found, this research developed the Holistic-Resilient Circular Village (HRCV) design as a model for sustainable tourism village development. This design includes four main foundations, namely participatory governance, penta helix synergy, circular economy, and integrated spatial planning.

Participatory governance positions the community as the main role in development through strengthening local institutions such as Pokdarwis, cooperatives, and BUMDes. The penta helix synergy function to build collaboration between academics, government, business, communities, and the media. The circular economy focuses on

realizing the turnover of local economic value through business diversification and waste reduction, while integrated spatial planning focuses on the importance of zoning, environmental carrying capacity, and the use of GIS in the development of tourist villages. The four bases are interconnected and begin to form rules for the development of tourist villages that are more adjusted, involved, and sustainable. Seeing this, the HRCV design provides an offer for an approach that not only prioritizes economic growth, but also pays attention to the social, environmental, and governance elements that are incorporated.

DISCUSSION

Integration of the Four Problems as an Interconnected System

The results of theoretical analysis and empirical analysis support each other: The four main problems that hinder the development of tourism villages do not stand alone, but are interrelated in a cause-and-effect network. When we discuss how to ensure the sustainability of tourism villages, complex patterns emerge from the interaction between government, economy, environment, human resources (HR), and digital technology. The results of the study show that regional or partial solutions will not be able to solve the problem comprehensively because difficulties in one area will inevitably spread to other areas.

First of all, the economic power of a place is very closely related to the level of democracy in its government. As explained in the study Pramono & Juliana (2025) stated that there is success in implementing economic

diversification in tourism groups that take a democratic governance model such as the Nglanggeran Tourism Village. There is clear evidence that the participation of local communities in tactical decision-making leads to better spatial planning and renewable products. It also accelerates the formation of community-based businesses and ensures greater economic benefits are shared more equitably. In contrast, communities that do not engage communities lose the organic drive to fully utilize their local economic potential. This makes it harder for them to adapt.

In addition, economic stability is low, so natural and physical variables are increasingly depressed. Sometimes natural resources are overexploited in the seasons when they are needed by visitors. According to Drapela (2023), excessive tourism that exceeds the carrying capacity of the environment has the potential to damage ecosystems, causing overcrowding, deteriorating environmental quality, and loss of local well-being. This trend suggests that these cities are more vulnerable to environmental damage due to a lack of economic diversification.

Third, the difficulty of land use and environmental degradation is caused by poor government management and the failure of institutions to cooperate. Rogerson & Rogerson (2021) argues that the "one size fits all" strategy in development has a disadvantage because it does not take into account the geographical and cultural diversity of each location. Without a common policy regarding spatial planning, protected areas, residential areas, economic activity

corridors, and tourist zones are all competing for the same land in the same way. Therefore, it is clear that the failure of regulatory bodies and the lack of development restrictions are the main reasons for negative environmental consequences, not the abuse of tourism.

Fourth, the implementation of different strategic concepts is hampered by limited human resources and the use of digital technology. According to Squirrelly (2024), most small-scale tourism business owners still use traditional marketing strategies such as word-of-mouth marketing and simple social media because they lack knowledge of how to use technology. The circular economy, smart digital marketing, and the use of GIS are some of the innovative ideas and creative concepts that have not been fully implemented due to the shortage of a workforce with the right skills. This is the beginning of a continuous cycle of negativity: low capacity, solutions fail, problems remain unsolved, and community capacity is not growing.

Based on previous discussions of causal studies, this article proposes a paradigm shift towards a more holistic and integrated approach to support the development and improvement of tourism cities. It is expected that government measures that target only one element, such as physical infrastructure development, skills education, or increased marketing activities, will not provide a long-term answer unless other elements are also improved.

Therefore, a development model is needed that can synergistically combine democratic governance, economic freedom at the local level, long-term spatial planning, and human

and technical resource development. In this study, the idea of a Holistic and Resilient Circular Village (HRCV) has been developed by studying the interrelationships of various systems.

Theoretical Implications

The Holistic-Resilient Circular Village (HRCV) approach provides theoretical cooperation by combining participatory governance, economic turnaround, spatial planning, and human resource shelter and digital technology in a series of tourism village development. This is in stark contrast to previous approaches that focused more on one aspect, the HRCV model provides a more comprehensive multidimensional approach.

This research shows that the development of tourist villages cannot be explained simply through economic factors or community presence, but also requires a combination of social, economic, environmental, institutional, and technological aspects. The HRCV has been developed based on cross-border empirical synthesis to be able to describe a pattern of problems and solutions that are general. This design also has operational value because each basis can be used as the basis for the final assessment and policy planning for the development of sustainable tourism villages.

Practical and Policy Implications

The HRCV design has a practical impact on local governments, destination governance, and communities in developing further tourism villages. Local governments are also instrumental in practicing a participatory approach by involving the community during

the process of planning, implementing, and assessing tourism programs. Local institutions will be strengthened such as BUMDes, Pokdarwis, and tourism cooperatives are also the most important steps to increase the distribution of economic benefits to the community.

Through environmental aspects, the government also needs to implement spatial plans with zoning, a supportive environment, and GIS technology to reduce spatial problems and environmental degradation. Meanwhile, destination managers also need to develop economic turnover models through business diversity, strengthening local MSMEs, and the use of digital technology used by marketing and tourism management. This study also provides an opportunity for further research in testing the empirical validity by using the HRCV approach in various tourist village backgrounds and improving guidelines in standardized measurements in each HRCV pillar.

Conclusion

Through a literature review of twenty selected articles from various countries, this study achieved success in identifying four main problems that hinder the growth of tourism villages, which include ineffective attendance management, weakening economy, geographical disputes and environmental degradation, as well as the capacity of human resources and digital technology that is not yet feasible. These four problems are interconnected and require a comprehensive tactic, not a separate approach.

This research presents an HRCV work design that obtains four main foundations, which include Participatory Governance, Penta Helix Synergy, Circular Economy, and Integrated Space Planning. The HRCV work series theoretically provides an integrated model that is sourced from empirical research between countries and can be applied as a guideline in the development of superior tourism villages.

This research has several limitations. First, this study only contains 20 publications so additional empirical validation is still needed. Second, the data source only comes from Scopus and the Web of Science, so articles using national data such as SINTA and Google Scholar have not complied. Third, the HRCV work design has not been tested directly through field testing to require empirical application in certain tourist villages. Seeing this, the research will continue to provide cooperation in the form of a real merger on cross-country and the development of a design in accordance with the HRCV for tourism villages further.

It is suggested that further research can test the HRCV work design empirically in various tourist villages and develop guidelines on each basis of HRCV. It is very necessary to implement the HRCY draft for local governments by strengthening local institutions, circular economy, digital technology, and Penta Helix cooperation. Meanwhile, tourism village managers are encouraged to use the diversity of tourism products and develop digital skills to strengthen sustainable competition in tourism villages.

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