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Community decision making based on social capital during COVID-19 pandemic: Evidence from Bangelan Village tourism, Indonesia

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ABSTRACT

Bangelan is one of the villages which proclaim as a tourism village in Malang Regency. However, the COVID-19 pandemic has impacted tourist visits, causing considerable losses to tourism economic activityr. This study aims to determine the structure of community adaptation in the face of the COVID-19 pandemic, which is associated with social capital and collective actions to restore socioeconomic conditions. Assessment of social capital used three variables: trust, social norms, and social networks, each of which identifies its relationship with collective action. This study used descriptive analysis and Structural Equation Modeling (SEM) and the data were obtained from the questionnaire. The study results explain that the norm variable in social capital was the most influential for the community to make decisions in taking collective action to restore the socioeconomic conditions. The norms were based on compliance with applicable norms and social sanctions against those who violate. Social norms affected almost every aspect of people's lives and became development pillars. The success of development efforts depended on conforming to or contradicting the development with pre-existing norms. In addition, the role of the community as hosts was the most important element in tourism development where they lived. Furthermore, norms could prevent outsiders from taking the opportunities that often dominate the development of local tourism destinations.

INTRODUCTION

Indonesia is a country with various tourism potentials and unique culture where the form of popular tourism is an alternative to improve the welfare of the community through the empowerment process. The tourism sector can spur economic growth by increasing job opportunities, increasing per capita income, and increasing people's welfare (Beridze et al., 2020). In 2019, the Ministry of Tourism targeted 20 million foreign tourists. A breakthrough in the tourism sector was made to accomplish this, one of which was village tourism as a form of alternative tourism. The development of tourist villages is highly recommended to apply the concept of Community-Based Tourism (CBT) as a fundamental development (Dangi & Jamal, 2016; Noorashid & Chin, 2021). With CBT implementation, many tourist villages are developing and starting to advance in their management, both individually and in groups. Based on the Ministry of Tourism and Creative Economic

data, in August 2021, 1,838 tourist villages already registered their business activities (Noviarita et al., 2021).

At the beginning of 2020, the world faced a catastrophic Corona Virus Disease 2019 (COVID-19) pandemic. The impact of this pandemic disaster is multidimensional and spread in almost all provinces. It is not limited to the health sector as the national disaster status has also been established in many fields especially economy and socio-culture, including the tourism sector (Hadi, 2020). Tourism is the sector that is most affected due to travel prohibition, thereby drastically reducing the number of visitors at tourist destinations, hotels' occupancy rate, and transactions with travel agents. This also happens to Community Based Tourism (CBT) or tourist villages that are very vulnerable to the COVID-19 pandemic (Noorashid & Chin, 2021). The decline in the tourism and travel business also impacts MSME (Micro, Small, Medium Enterprise) businesses and disrupts employment (Sugihamreta, 2020). In addition, the COVID-19 pandemic has caused local revenue (PAD) from tourist villages to decline due to the lack of tourist visits (Sari & Nabella, 2021).

One of the tourist villages affected by the COVID-19 pandemic is Bangelan Village, located in Wonosari District, Malang Regency. Bangelan village has various physical and non-physical potentials that support its existence as a tourist village. One of the tourist attractions in Bangelan Village is Tanaka Waterfall which can attract up to thousands of visitors on weekends before COVID-19. Apart from the tourism sector, Bangelan village's economy is also supported by agricultural and livestock activities, with the primary commodities being rice, coffee, and goats. COVID-19 pandemic has significantly impacted Bangelan Village life, including the tourism sector. During the COVID-19 pandemic, there was a decrease in tourist visits to Bangelan Village, which influenced the community's economy. As an agricultural village, Bangelan Village's agricultural and livestock activities are hampered in the marketing aspect due to mobility restrictions during the pandemic.

One of the keys to handling the impact of COVID-19 both in social and economic aspects is by strengthening community capacity, i.e. social capital (Prayitno et al., 2022). From the perspective of political science, sociology, and anthropology, social capital generally refers to the norms, networks, and organizations through which people gain access to power and various resources, which are tools that enable decision making and policymaking. The results of studies in multiple countries show that strong social capital will stimulate the growth of various economic sectors because of the high level of trust and closeness of relationships in a vast growing network of fellow economic actors. The culture of mutual assistance, helping each other, and mutual reminding among individuals in village community entities reflects the spirit of reciprocity, trust, and social networks (Haridison, 2021).

Social capital is the whole thing that arises to facilitate the actions of individuals in their social structure (Coleman, 1989). Social capital refers to social networks, relationships between individuals, reciprocal norms, and the emergence of trust between individuals (Putnam, 2000). Each group has potential social capital where its utilization is related to the radius of trust (Fukuyama, 2001). Social capital is related to the ability of a community in an entity or group to work together to build a network to achieve a common goal. This cooperation is characterized by reciprocal and mutually beneficial interrelationships built on trust, supported by positive and strong social norms and values. Coleman (1989) argued that the notion of social capital is determined by its function. There are many functions of social capital. However, there are two common elements: (i) social capital covers some aspects of the social structure, and; (ii) social capital makes it easy for people to do things within the framework of the structure of the social.

Social capital integrates social, environmental, and economic dimensions that play a positive role in the political dimension. The principle of social capital is under the sustainable, inclusive development paradigm that encourages participation and accessibility to society (Fathy, 2019). Social capital is rooted in the idea that norms, trust, and informal networks are valuable resources. The three elements of social capital are interconnected (Farisa et al., 2019). Research on the relationship among elements of social capital shows that there is a direct influence between social norms and trust on social networks that leads to community participation (Farisa et al., 2019).

Norms relate to concrete values that guide the behavior of each individual under regulations applicable in society (Fathy, 2019). For example, Fukuyama (2001) mentioned that norms and values can underlie trust formation.

Social networks are structural elements of social capital that refer to the reciprocal relationships and beliefs in those structures. Social networks can arise from norms and values that are held firmly together. Cooperation is what occurs with a moral exchange, repetition of interactions, and creation a shared identity (Fathy, 2019)

Trust is exchanged with the foundation of norms for the benefit of the people (Fukuyama, 2001). Trust becomes an important aspect in shaping social capital in a rural community. Social norms and values will not become social capital without being based on trust.

The concept of social capital is one of the crucial components to support the human development model. Humans are placed as subjects that determine the direction of development implementation. In various studies, social capital has been associated with village development. A study conducted by Rivera et al. (2019) regarding the role of social capital in agriculture and village development showed that the four dimensions of social capital, including cooperation, trust, culture and tradition, and sense of community, play an important role in agriculture and village development. These four dimensions influence how people organize themselves, relate to each other, and interact for development (Rivera et al., 2019). In term of sustainable village development, the social capital of rural communities will be considered from an inclusive perspective based on the norms of trust to generate profits in the development of the social, ecological, and economic sectors of the village (Podgorskaya & Schitov, 2021). Social capital is a significant issue that policymakers must consider in the village development process. Weak social capital can hamper the implementation of village development policies but can be a supporting factor when strong and well-rooted (Wiesinger, 2007). In the development of the Bangelan tourism village, social capital is shown through mutual assistance in the community. One form of social capital established is a public trust, both towards fellow community members and stakeholders. People do not hesitate to give each other assistance in materials and labor. The existence of community groups also forms a strong network in society.

Social capital can help overcome barriers to collective action (Aldrich, 2012; Nugraha et al., 2021). Social capital focuses on relationships between human beings that encourage social networks so that people are willing to take collective action based on solidarity, tolerance, and mutual trust. With social capital, the community has the instruments to deal with problems caused by the COVID-19 pandemic (Hadiwijoyo & Hergianasari, 2021). However, the community's collective action in solving problems does not just appear. Participation and cooperation are needed that arise from strong social capital conditions. This study aims to identify an appropriate model to describe the relationship between community social capital and the decision to take collective action for the Bangelan Village community.

RESEARCH METHOD

Research survey was conducted in Bangelan Village, Wonosari District, Malang Regency, Indonesia, using questionnaires instrument within October 2021 period under social distancing policy. Data collection aimed to obtain the characteristics of social capital and its relation to the collective actions of the people. The number of samples was determined based on the Krejcie-Morgan formula. Based on the calculations, with a population of 1,397 heads of family, the sample size was found to be of 300 heads of family, consisting of 100 respondents from Arjomulyo Hamlet, 100 respondents from Bangelan Hamlet, 50 respondents from Sidomulyo Hamlet, and 50 respondents from Kampung Baru Hamlet. In addition, observation and interviews were conducted to obtain information related to the condition of the community during COVID-19 pandemic.

Social capital variables (trust, norms, and networks) were composed using the mode of collective action, which in the next stage would encourage the development of adaptation models for rural communities in the face of the COVID-19 pandemic. Using Structural Equation Modeling (SEM), the relationship among social capital variables consisting of trust, norm, and social network could be found, so that the relationship with collective action could be determined.

Analysis techniques in this study were descriptive statistical and SEM analysis. Descriptive statistical analysis describes and interprets data in the form of statistical data to explain each research data (Gitleman et al., 2019). The data presentation from this analysis takes the form of graphs or tables of the average, percentage of data, standard deviation, and others.

Table 1. Research Variable and Indicator

Variable	Indicators	Source
Trust (K)	Trust in fellow people (K1)	(Farisa et al., 2019)
	Trust in people of different cultural backgrounds (K2)	(Hidayat et al., 2020)
	Trust in the village apparatus or government (K3)	(Dewi et al., 2021)
	Trust in local community leaders (K4)	
	Trust in local religious leaders (K5)	
	Trust in village institutions (K6)	
	Confidence in information related to the development program to be implemented (K7)	
Social Norms (N)	Adherence to applicable customary norms (N1)	(Farisa et al., 2019)
	The presence of social sanctions (N2)	(Hidayat et al., 2020)
	Attendance level in participating in customary activities or events (N3)	(Dewi et al., 2021)
Social Networking (J)	Willingness in building cooperation to achieve mutual success (J1)	(Farisa et al., 2019)
	Participation in religious activities (J2)	(Hidayat et al., 2020)
	Participation in community social activities (J3)	(Dewi et al., 2021)
	Activeness in expressing opinions (J4)	
	Communication with others (J5)	
	Participation in a group or community (J6)	

Model (SEM) shows a causal relationship between measured and latent variables based on hypotheses. This analytical technique involves conceptualizing a model based on indicators or parameters of each variable (Holipah et al., 2019). SEM analysis uses data sample groups or usually refer to as multiple group analysis, which aims to determine whether there are structural model similarities between sample groups (Holipah et al., 2019). The SEM model determines which model is most suitable for relating which social capital variables have the greatest influence on decision making. Meanwhile, confirmatory factor analysis (CFA) was carried out before testing the overall model using SEM. CFA was used to see whether the measuring instrument is under the theory by looking at the correspondence between the indicators and their constructs.

Three fitting models represent the results that explain the relationship between social capital and decision making. Each model describes the dependent variable (Y) or endogenous form, namely the decision-making variable. The independent variable is (X) or exogenous, while the social capital variables are trust, norms, and social networks.

Model 1 has a path coefficient of the social network variable and the norm variable directly related to the trust variable. Furthermore, the trust variable is directly related to the decision-making variable.

Model 2 has the path coefficient of the social network variable and the trust variable directly related to the norm variable. Furthermore, the norm variable is directly related to the decision-making variable.

Model 3 has a path coefficient of the norm variable and the trust variable directly related to the social network variable. Furthermore, social network variables are directly related to decision-making variables.

Based on these three models, we compared and took the model that best describes the relationship between community social capital variables and decision-making in Bangelan Village.

RESULT AND DISCUSSION

Respondent Characteristic

This research was conducted in Bangelan Village, Wonosari District, Malang Regency. The area of Bangelan Village is estimated to be around 768.10 ha or 16.33% of the total area of Wonosari District (Figure 1).

About 96% or 289 of 300 respondents were of productive age, i.e. 15-65 years. This can be an opportunity to develop Bangelan tourism village because it has better human resources for physical, creativity, and knowledge. Tourist villages like Bangelan can be developed because people of productive age can work well and develop their creativity to innovate (Marysya & Amanah, 2018).
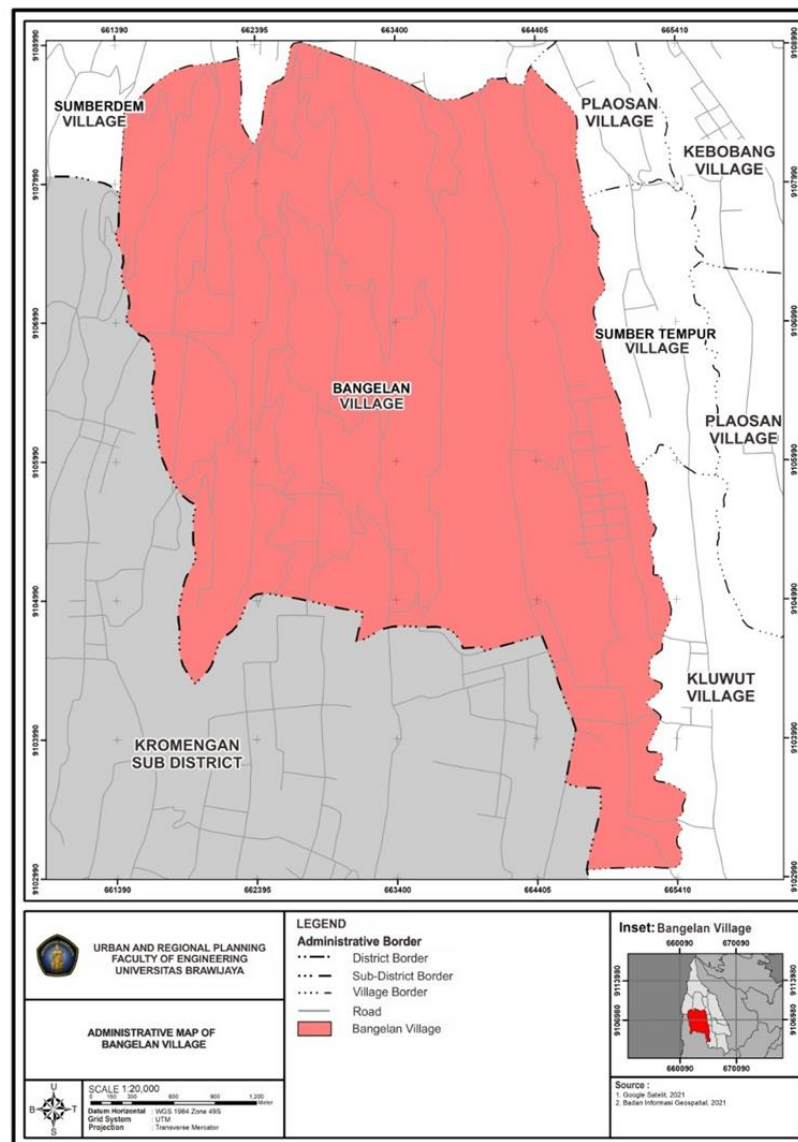
Figure. 1. Map of Bangelan village administration
Source: Google Satellite, 2021

Most of the respondents were male, with 197 people or 66% of the total respondents. The male dominance of the respondents indicated the development of tourist villages tend to require male workers. Meanwhile, the females generally joined the Women Farmers Group, where one of the activities is being shopkeeper at Umbulan Tanaka Tourism. Men as the head of the family are responsible for meeting the family's needs by working. In work, men tend to rely on physical strength for heavier activities than women (Amanah & Fatchiya, 2018).

About 59% or 177 respondents were elementary school graduates, 20% from junior high school, and 19% from high school. Meanwhile, the rest were associate program graduates and bachelors. This shows that the respondent's education level is still relatively low, affecting the human resource quality at Bangelan Village. In addition, the level of education

influences people's views on overcoming problems. The higher the education taken, the higher the ability to receive information, apply innovations, and find solutions to problems (Ancok, 2003).

Table 2. Respondent Characteristics

Variable Category	Frequency	Proportion %
Age		
15-65 years	289	96
> 65 years	11	4
Gender		
Male	197	66
Female	103	34
Education		
Elementary school	177	59
Junior high school	60	20
High school	56	19
Bachelor	5	2
Non-formal	2	1
Main job		
Unemployed	16	5
Farmer	131	44
Farm worker	57	19
Breeder	61	20
Entrepreneur	4	1
Private employee	13	4
Trader	11	4
Driver	3	1
Craftmen	2	1
Civil servant	2	1
Side job		
Not working in tourism	260	87
Tourism sector as main job	38	13
Tourism sector as side job	2	1
Income		
<3,068,275 rupiahs	253	84
3,068,275 rupiahs	36	12
>3,068,275 rupiahs	11	4

Sample size 300 respondents

Most respondents worked as farmers, as many as 131 people or 44% of respondents. Job as farmers and farm laborers are in line with the potential possessed by Bangelan Village, especially in term of agricultural coffee commodities. The second highest number of occupation was breeders, with 61 people or 20% of the total respondents. In addition, a small number of respondents worked as employees, civil servants, entrepreneurs, builders, and drivers. The majority of respondents worked in the agricultural sector, which is natural because agriculture is a sector that opens up many opportunities for rural areas. It does not require higher education graduates, just people who can work physically, to work on agricultural land (Kurniawan, 2021).

As many as 260 respondents did not work in the tourism sector (87% of respondents). Thirty-eight

people, or 12% of respondents, worked in tourism as a side job apart from their main job, and some others made tourism their permanent job. The types of tourism job carried out by respondents included shopkeepers, traders, technicians, parking attendants, and tour managers. Not all villagers were members of tourist villages; this is because tourism is not the main economic sector in rural areas (Kurniawan, 2021).

As many as 253 people, or 84% of the total respondents, had income below the district minimum wage, i.e. less than 3,068,275 rupiahs. The respondent's occupation, in which farmers dominate, made the income obtained uncertain. The farmers' income depends on the harvest season especially during COVID-19 pandemic, with several respondents stating that it was challenging to market their agricultural products. The minimum income is due to education, where people with a lower education level generally have an average minimum wage income.

Confirmatory Factor Analysis

In this study, the use of CFA aims to determine valid and significant indicators on each dimension of social capital, including norms, trust, and social networks. Before the CFA was carried out, there were 16 indicators of social capital that needed to be tested for validity. CFA analysis was done in 2 stages, where the first stage showed that all social capital variables had the value of Critical Ratio (CR) and p level significantly. Meanwhile, indicators that showed low factor loading were then deleted. The indicators included trust in one's fellow community members (K1), trust in people from diverse cultural backgrounds (K2), confidence in local religious leaders (K5), confidence in tourism agencies such as Pokdarwis (K6), presence in following activities or custom events (N3), activity in expressing opinions (J4), and participation in religious activities (J2).

On the other hand, with the modified model, a measurement model of each variable was obtained. First, trust was influenced by three indicators: trust in village officials or government (K3), trust in local community leaders (K4), and communication with others (K7). Second, norm was influenced by two indicators: obedience to prevailing customary norms (N1) and the existence of social sanctions (N2). Third, network was influenced by three indicators: the willingness to build cooperation to achieve mutual success (J1), the participation in community social

activities (J3), and the participation in a group or community (J5).

The second stage was to determine indicators that can measure social capital variables using a feasibility test goodness of fit. The indicator was valid if it had a loading factor ≥0.5, CR≥1.96 and p≥0.05 (Figure 2 and Table 3).

Table 3 indicates that the ratio of the first and second stages is different, as shown by Chi-square, Probability, CMIN/DF, GFI, AGFI, TLI, CFI, and RMSEA. The Chi-square value declined from 26.690 to 250.533 in the first stage to 26.690 to 250.533 in the second stage. Also, CMIN/DF decreased from 2.880 to 1.570 in the second stage. Meanwhile, the chi-square value decreased, where p value 0.000 became 0.063 in the second stage. Likewise, GFI value of 0.877 became 0.979, AGFI value of 0.830 to 0955, TLI value of 0.871 to 0.986, and CFI value of 0.893 to 0.991. Overall, in the goodness of fit test, the model meets four to five goodness of fit criteria (Haryono, 2016).

Table 3. Goodness of Fit of CFA Model

Test	Cut of value	1st stage	2nd stage
Chi-square	<α.df (α=0.005)	<124.718 (df=87) 250.533	<35.718 (df=17) 26.690
Probability	≥0.05	0.000	0.063*
CMIN/DF	≤2.00	2.880	1.570*
GFI	≥0.90	0.877	0.979*
AGFI	≥0.90	0.830	0.955*
TLI	≥0.95	0.871	0.986*
CFI	≥0.95	0.893	0.991*
RMSEA	≤0.08	0.079*	0.044*

*denotes good fit criteria

Relationship between Social Capital and Collective Action

The relationship between social capital and Bangelan village collective action was analyzed using SEM. Three models were displayed to determine the best model for describing the relationship between social capital and collective action in Bangelan Village (Table 4).
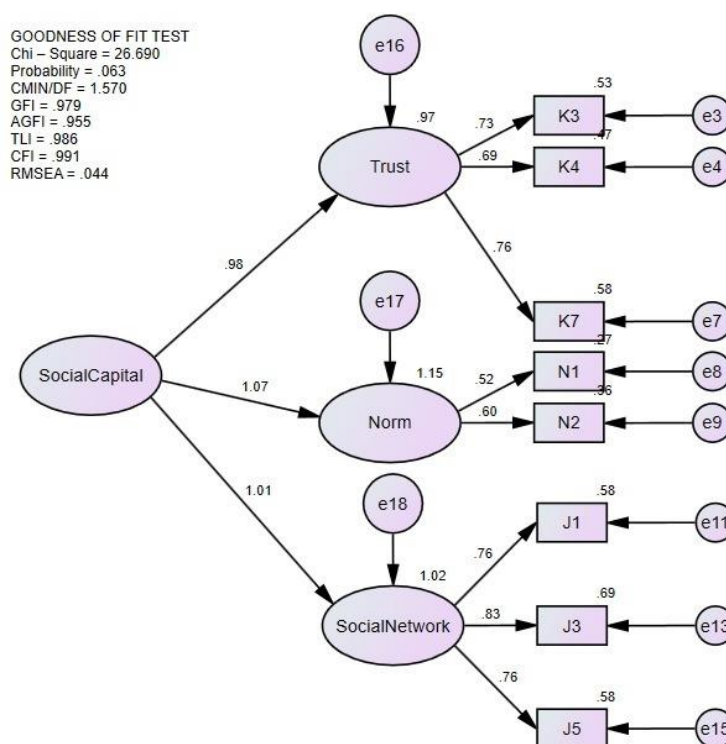

Figure 2. CFA analysis of the model

Table 4. Comparison of Models of Social Capital
        Relationship

Model	Variable relationship	CR	Sig. level
1	Trust <- Norm	0.518	0.605
	Trust <- social network	2.923	0.003
	Collective Action <- Trust	4.624	0.000*
	norm < -> social network	7.515	0.000*
2	Norm <- Trust	-0.171	0.864
	Norm <- Social Network	0.218	0.828
	Collective Action <- Norm	4.444	0.000*
	Trust <-> social network	9.029	0.000*
3	Social Network <- Trust	1.726	0.084
	Social Network <- Norm	-0.403	0.687
	Collective Action <- Social Network	4.620	0.000*
	Trust <-> norm	7.395	0.000*

*denotes significant level at p 0.05

Table 5 shows a comparison among three models, all of which display have six criteria goodness of fit index. GOFI showed appropriate result so that it is acceptable. There are two significant paths in each model, and the rest are insignificant paths. Models with a CR value of ≥1.96 and a p value of ≥0.05 are fit and acceptable. The higher the CR value, the better the model, and indicate a more significant model. Based on these considerations, it was concluded that Model 2 is the best model to describe the relationship between social capital and the collective actions of Bangelan Village (Figure 3).

Table 5. Goodness of Fit Index of Model

Test	Cut of value	Model 1	Model 2	Model 3
Chi-square	<α.df (α=0.005)	<55.002 (df=31) 56.696	<55.002 (df=31) 56.566	<55.002 (df=31) 56.565
Probability	≥0.05	0.003	0.003	0.003
CMIN/DF	≤2.00	1.829*	1.825*	1.825*
GFI	≥0.90	0.966*	0.966*	0.966*
AGFI	≥0.90	0.939*	0.940*	0.939*
TLI	≥0.95	0.971*	0.971*	0.971*
CFI	≥0.95	0.980*	0.980*	0.980*
RMSEA	≤0.08	0.053*	0.053*	0.053*

*denotes good fit criteria

Table 6. Path Coefficient Estimate Results

No	Variable relationship	CR	Sig. level	Loading factor
1	Norm <- Trust	-0.171	0.864	-3.822
2	Norm <- Social Network	0.218	0.828	4.865
3	Collective Action <- Norm	4.444	0.000*	0.381
4	Trust <-> social network	9.029	0.000*	0.996

*denotes significant level at p 0.05

The path coefficient can be said to be significant and interconnected when based on the results, Model 2 (Figure 3) showed two paths that worked significantly, i.e. norm to collective action and the trust associated with social networks. The path that did not have an insignificant path coefficient is trust towards norm and the path of social networking to the norm.
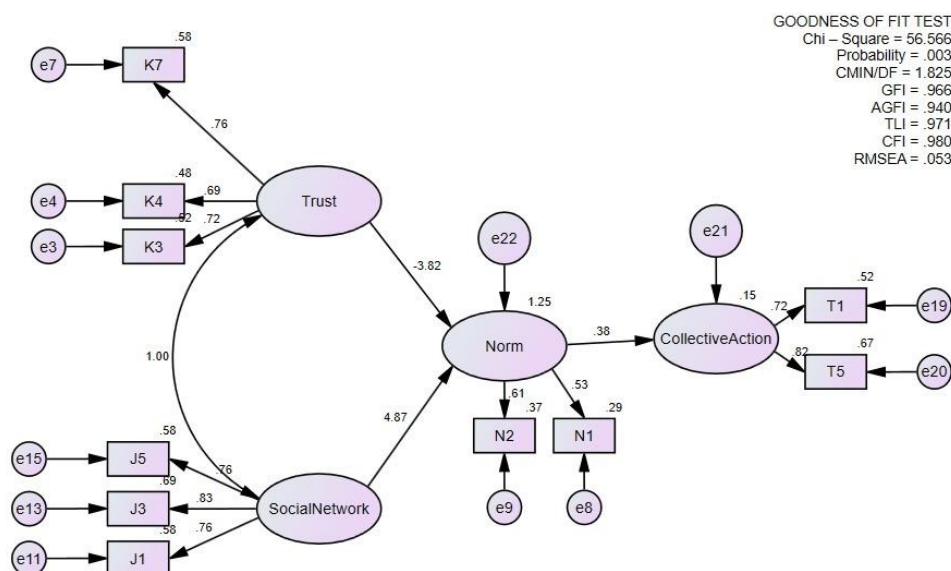

Figure 3. Model relationship among variables of SEM results

Based on these results, it can be concluded that the most significant model in describing the relationship between the variable dimensions of social capital and the collective actions of the people of Bangelan Village is Model 2. Variables that relate significantly in Model 2 include norms and collective action variables and significantly interconnected social networks and trust. Variables of trust and social networking are not significantly related to the norm variables. Norm is the variable that influences the Bangelan Village community the most in making decisions to take collective action.

People who adhere to norms will think first about what other people think of what they will do in a question, and will usually consult with others before making a decision. Norms will change the shape of the desire to behave well and solve the problem of collective action. Norms present order in society. Without norms it will be difficult to see how human can behave. Human needs norms to guide their behavior, provide balance in social relationships, and understand each other's actions. Norms influence people's decisions on how to treat, act, and speak people (Gram et al., 2021).

Norms affect almost every aspect of people's lives, and can be a pillars of development. Norms are important because they regulate and enforce behavior and address social inequalities. The success of a development effort often depends on whether the change fits or goes against pre-existing norms. Therefore, development must consider whether it influences the social norms themselves. Social policy must be increasingly aware of the importance of norms to achieve their goals. In the development of Tourism Villages, the community as the host has become the most important element in tourism development where they live in. These norms can prevent outsiders from taking opportunities that often dominate the development of local tourism destinations and prevent acts of corruption (Ostrom, 2014). Norms are mutually agreed upon values in society that can regulate individual behavior in a group or society. This value can encourage the community to take action together for the common good (Vipriyanti, 2011).

Decision Making Based on Social Capital

Social norms lead to cooperation between individuals and groups, related to honesty, commitment, responsibly carrying out tasks, and reciprocity. All forms of traditional socio-cultural groups such as tribes, clans, rural associations, or religious sects, are based on shared norms in cooperation to achieve common goals. Coordination for collective action can be found in society's informal norms.

According to Coleman and Putnam's concept, most research on social capital assume that social capital facilitates collective action. The entities of networks, norms, and trust enable collective action to solve problems (Putnam, 1993).

Social norms are a form of transfer of actions that can control rights from one actor to another and a set of rules that must be obeyed by the community in a certain area (Putnam, 2000). The norms and values in the community will become social capital only if they can facilitate an action. In addition, Hauberer (2011) also explained that the most important characteristic is a reciprocal process because individuals will help each other without expecting anything in return. Therefore, they can form social interactions that will later help solve problems in collective action. These theories are in line with the findings of the social capital conditions of the Bangelan Village community in making decisions to deal with the COVID-19 pandemic. The existence of social norms adopted by the Bangelan Village Community is manifested in obedience to applicable customary norms and sanctions. They adhere to the norms that apply both under normal conditions and during the COVID-19 pandemic.

Research Implication

Based on the results of SEM modeling, relationships social capital and decision making to take collective action are in line with Coleman and Putnam, who said that social capital facilitates collective action to solve problems (Putnam, 1993). Social capital is a form and spontaneous process developed in society to enable development (Thomas et al., 1966).

Social capital refers to the institutions, relationships, and norms that shape people's social interactions. Social capital is not only the number of institutions that support society but also the glue that holds them together. The social capital is the ability to work together as a group to achieve common goals. In contrast, simple social capital is the existence of a set of informal values or norms among group members that allow cooperation (Fukuyama, 1997).

For this reason, the existence of social capital makes life easier for the community.

Social capital variables are associated with collective action variables to produce Model 1, 2, and 3. Based on the findings, model 2 shows that norm is the most influential variable in making decisions to take collective action in the Bangelan Village community. The form of norms that influence the Bangelan Village community in making decisions to take collective action is community obedience to applicable customary norms and existing social sanctions.

This finding is consistent with the results of field observations to those directly involved in tourism activities, such as managers, parking attendants, and technicians. They were generally well prepared to assist in developing tourist communities. Tourism management standards were implemented effectively coupled with the expertise and experience of responsible operators.

The participation of tourism actors shows diverse behavior and performance in activities and efforts to develop tourism. This study shows that traders (66.7% of respondents) were very ready to serve visitors at tourist attractions. However, their involvement in meetings or discussions about the development of the tourism community was relatively low. Meanwhile, shopkeepers who are members of the Women's Farmer's Group showed higher activity. They always analyzed the tourism business at the end of each month and found more information about the viability of the tourism village. This women's farmer group was directly affected by tourism activities during the pandemic.

Efforts to develop collective actions of rural communities require the assistance of various parties. Governments can get involved to support technical or management guidance and assistance. Government and chain-managed tourism business implemented a number of initiatives and practices focused on health and hygiene, prudent marketing, domestic tourism, booking flexibility, cancellation policies, community support, vacations, and contracts (Noorashid & Chin, 2021; Salem et al., 2022). Dissemination of health protocols for tourism services is an important priority for preventing the transmission of virus transmission, and ensuring steps for implementing health standards - Cleanliness, Health, Safety and Environmental Sustainability (CHSE) (Illiyyina et al., 2021).

Hospitality training can be applied to managers, women farmers, parking attendants, and technicians to improve their service quality. They need to understand the concept of interpretation and sustainable tourism so that visitors experience a process of engagement and learning to produce a deep impression and revisit intention in the future (Li & Zhao, 2021; Nugroho et al., 2021).

Local government as well as village administration office should facilitate the needs of tourism management in the village. The establishment of collective action is not a simple process. It requires a long process and time to accumulate experiences to form social capital. Collective action processes and mechanisms require an enforcing norms and the extent to which people adhere to them. The village government needs to be involved in the process to follow, assist, and develop the potential of tourism villages. Existing social organizations are essential to enhance collective action of people. An implication for increased participation in tourism development is for community leaders to reach out and learn from people who are marginalized within community networks (Hwang & Stewart, 2017)

CONCLUSION AND SUGGESTION

This research proves that the construction of the social capital model works well to explain the relationship among variables, consisting of trust, norm and social network. The measurement results of the model produce the following relationship effects. Trust is influenced by indicators of trust in village officials or government, trust in local community leaders, and communication with others. Norms are influenced by indicators of obedience to prevailing customary norms and the existence of social sanctions. Network is influenced by indicators of the willingness to build cooperation to achieve mutual success, the participation in community social activities, and the participation in a group or community.

Furthermore, this research proves that social capital of rural communities has resulted in adaptive capacity for resource management and village development. The social capital model is implemented in the right decision-making mechanism during the pandemic to encourage the management of tourist villages with innovation and diversification to develop village potential. In other words, the social capital of the Bangelan Village community through decision

making in collective actions has succeeded in carrying out economic recovery efforts during the COVID-19 pandemic.

Furthermore, norms are the main variables in social capital that influence the Bangelan Village community in making decisions to take collective action. A series of norms or informal values, forms of social networks, and shared beliefs believed by the Bangelan village community allow the creation of collaboration that encourages collective action of all community potentials in effective economic recovery after the COVID-19 pandemic.

The research findings suggest efforts to develop collective actions through government and tourism business role in implementing health standards of CHSE, applying interpretation and sustainable tourism, and increasing leadership capacity to reach out all people within community networks.

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