

GENDER RESEARCH

DOI: 10.15838/sa.2026.2.50.6

UDC 338.48 | LBC 65.433

© **Shubat O.M., Afrilian P.**

GENDER EQUALITY AND WOMEN'S LEADERSHIP IN REGIONAL TOURISM IN INDONESIA: INNOVATIVE DEVELOPMENT MODEL IN MATRILINEAL SOCIETY



OKSANA M. SHUBAT

Ural Federal University named after the first President of Russia B.N. Yeltsin
Yekaterinburg, Russian Federation

e-mail: o.m.shubat@urfu.ru

ORCID: [0000-0002-0929-8144](https://orcid.org/0000-0002-0929-8144) ResearcherID: [M-7443-2013](https://orcid.org/M-7443-2013)



PEPY AFRILIAN

Ural Federal University named after the first President of Russia B.N. Yeltsin
Yekaterinburg, Russian Federation

e-mail: pepyafrilian@uinmybatusangkar.ac.id

ORCID: [0000-0003-0540-0620](https://orcid.org/0000-0003-0540-0620) ResearcherID: [OHV-2123-2025](https://orcid.org/OHV-2123-2025)

The relevance of the study is due to the strategic importance of the development of inclusive tourism for the regional economy of Indonesia and the need to overcome the gender paradox, in which women, making up the majority of the workforce in the tourism industry, are systematically excluded from decision-making processes. The scientific novelty consists in a comprehensive analysis of this problem in the unique matrilineal socio-cultural context of the Minangkabau people in West Sumatra, where traditional institutions can potentially contribute to the economic empowerment of women, which remains insufficiently studied in modern scientific literature. The aim of the work is to analyze the mechanisms, results, and limitations of female-led management model in the Kubu Gadang tourist village as an example of inclusive and sustainable regional tourism development. The methodology of qualitative research (the case study method) is applied. Data collection was carried out between August and November 2025 using participant observation, in-depth interviews and document analysis. The study revealed a number of innovations being introduced for sustainable development

and attracting tourist flows: institutional innovations related to rethinking, adapting and successfully integrating traditional institutions of local communities into modern management structures; organizational innovations related to the introduction of a hybrid gender-inclusive management model; cultural innovations that consolidate gender equality and enable the inclusion of women in the economic system communities. The introduction of these innovations has led to positive socio-economic effects. It is concluded that the successful development of regional tourism is determined not only by the creation of physical infrastructure, but also by the socio-cultural strengthening of the local community. Local traditions and the leadership role of women are the most important factors in the formation of a sustainable regional tourism management system. The limitations of the work are related to the cultural specificity of the case, which requires conducting comparative studies in other cultural contexts and organizing long-term monitoring to assess the sustainability of the identified effects and transformations.

Gender equality, women's leadership, matrilineal society, innovation, tourist village, Indonesia.

Introduction

Tourism has undergone a significant transformation in recent decades: previously it was considered mainly as a form of leisure, but now it has become a powerful sector of the global economy (Elgin, Elveren, 2024; Cerisola, Panzera, 2025). According to the United Nations Office on Tourism, the number of international trips amounted to 1.4 billion in 2024 and this indicator actually reached the pre-pandemic level¹. The accelerated growth continued in 2025: in the first six months, the number of international tourist arrivals increased by 5% compared to the same period in 2024, which is about 4% higher than the level observed in the pre-pandemic years². At the same time, the tourism industry makes a significant contribution to the development of the economies of regions and countries, contributing to job creation and improving the standard of living (Kronenberg, Fuchs, 2022; Brida, Cardenas-García, 2025). Tourism can act as a catalyst for regional development and reduce territorial disparities (Leonidova, 2021). At the same time, the development of the tourism sector faces a number of difficulties,

among which researchers especially highlight the uneven distribution of tourist flows, the shortage of qualified personnel and the underdevelopment of infrastructure (Frolova, Rogach, 2023).

In Indonesia – an archipelago with more than 17,000 islands, tourism is considered one of the strategic sectors of the economy (Utami et al., 2023). However, for a long time its development was focal in nature. The focus on territories such as Bali has led to their overpopulation and, at the same time, to the underutilization of the potential of other regions (Suyadnya, 2021). The government's response was to change the paradigm of tourism development from the creation of resort infrastructure to the implementation of the strategy of "tourist villages". The key goal of this initiative was to transform local communities from passive performers into active participants in the integrated development of territories (Purnamawati, 2021). According to researchers, this paradigm of tourism development has significant potential to stimulate the national economy and increase state budget revenues (Nurjaya, 2023).

¹ UN Tourism. (2025, January 21). International tourism recovers pre-pandemic levels in 2024. Available at: <https://www.untourism.int/news/international-tourism-recovers-pre-pandemic-levels-in-2024>

² UN Tourism. (2025, September 9). International tourism up 5% in first half of 2025 despite global challenges. Available at: <https://www.untourism.int/news/international-tourism-up-5-in-first-half-of-2025-despite-global-challenges>

The positive results of the government's initiatives manifested themselves quickly enough: as early as 2023, the contribution of tourism to the country's GDP amounted to about 5%³. Tourist villages made the most significant contribution during the pandemic. In the context of the collapse of international travel, domestic tourism has become a key factor in supporting and stabilizing incomes for local communities (Simanjuntak, 2021).

Today, 6,154 tourist villages are officially registered in the country. They are classified into four categories: pilot, developing, advanced, and independent (Dzulkifli, Masjhoer, 2020). Each category has its own characteristics. For instance, tourist villages of the "pilot" category have poorly developed infrastructure and a weak tourist flow, they require serious government support (Sitepu et al., 2021). Tourist villages of a developing type are already showing growth and are beginning to attract tourists from neighboring regions, but they need transformation, modernization of management and marketing mechanisms of their development. Advanced villages usually have a stable management system and receive a steady stream of international tourists, which translates into an increase in the income of the local population. "Independent villages" have the most advanced type of management and development, in which the community itself initiates (and implements) innovations, adheres to national and international standards for tourism development, as well as the principles of sustainable development. Despite the fact that this type of tourist villages is developing quite successfully in Indonesia, it is not predominant in the tourism sector, and research in this area is limited. Thus, the scientific literature focuses on describing the economic development outcomes, management models, and economic success factors of such villages (Tang, Xu, 2023; Abdurakhmanova, Ahrorov, 2025). At the same time, much less attention

is paid to the socio-cultural aspects of their development success: gender equality, inclusive participation of local residents in decision-making. The potential of traditional matrilineal societies remains particularly poorly understood. These include, in particular, the Minangkabau people in West Sumatra, where women have historically played a central role in family relations. This gap in research becomes especially evident against the background of the nationwide problem of growing social inequality, which is recognized as one of the key challenges to Indonesia's sustainable development (Hakam, 2021).

It is worth noting that the issues and problems of regional and local tourism development are relevant for other countries as well. For example, Russian researchers note that regional tourism development can be extremely uneven, the development of infrastructure budgets remains low, and significant government support is required for regions and individual territories to unlock local tourism potential (Kuznetsova, Umanskaya, 2025; Leonidova, 2025). An important factor hindering the effective development of tourism in Russian regions is the lack of elaboration of the relevant regulatory framework defining the concept and principles of sustainable tourism, the development of which is necessary to support small towns and villages, ensure demographic stability and increase industry incomes (Gvozdeva et al., 2025). Despite the exceptional importance of sustainable tourism development in the country and in its individual territories, such sustainability seems to the authors to be difficult to achieve (Al'mukhamedova, 2024). At the same time, Russian researchers are developing tools for the sustainable development of the industry. Alternative tourism, which assumes harmony with the local environment, society and culture, taking care of local traditions, can

³ The Ministry of National Development Planning/Bappenas. Available at: <https://www.bappenas.go.id/en>

be one of the tools for the development of regional and local tourism (Brazales et al., 2020).

The authors cite the following contradiction as one of the problematic issues of the development of local tourism: women, who bear the main burden of daily work in the field of tourism, are often excluded from the processes of strategic planning and management of territorial development (Yarosh, Kalkova, 2022; Khan'kova, 2025). West Sumatra demonstrates this contradiction especially vividly, despite the fact that in the cultural system of Minangkabau, women have significant hereditary rights (inheritance rights here are passed down the female line from mother to daughter) and can nominally occupy status positions in the management system of a tourist village, while their real role is often limited to performing only household duties. Thus, women in the tourism sector of West Sumatra, in fact, form the basis of the operational activities of tourist villages, but their voice in strategic decision-making remains marginalized (Elfira, 2023).

That is why the experience of Kubu Gadang village, which this study focuses on, is particularly valuable. This is the only village in West Sumatra where management is entirely carried out by women, and traditional matrilineal values are integrated into modern economic practices: women here determine the direction of business development, manage finances and create cultural innovations, forming centers of attraction for tourist flows. Thus, the study of the system and practices of organizing a tourism business in Kubu Gadang fills a gap in the scientific literature and at the same time allows constructing a model of gender-inclusive tourism.

The aim of the study is to analyze the mechanisms, results and limitations of the management model based on female leadership in the tourist village of Kubu Gadang as

an example of inclusive and sustainable development of regional tourism.

Research methodology

The study is based on the methodology of qualitative research (using the case study method). We choose the qualitative methodology, first, due to the specifics of the research object – Kubu Gadang village is a unique example of successful tourism development based on matrilineal values, and second, due to the potential of a qualitative methodology to holistically and deeply explore complex social processes, emphasizing the role of individual participants in such processes (Hall, Liebenberg, 2024).

Data collection was carried out between August and November 2025 using three complementary methodologies. First, there was included surveillance with a focus on decision-making processes. One of the authors of the study was directly immersed in the life of the community, taking part as an observer in traditional deliberation meetings (*musyawarah*) that form strategic decisions regarding the directions of village development.

Second, 43 in-depth interviews were conducted. The interviewees consisted of 15 representatives of the leadership of the tourist village, responsible for developing its development strategy; 10 ordinary members of the village, directly involved in operational activities; 6 representatives of the village administration, providing administration of management decisions; 3 keepers of traditional values (*Bundo Kandung*); 2 traditional elders (*Ninik*); 2 representatives of creative professions (artists and artisans); 5 representatives of the younger generation of villagers. This approach to sampling provided a representative coverage of all key groups of ancient inhabitants and allowed for a multidimensional analysis of the studied issues.

The semi-structured interview guide consisted of eight research blocks focused on studying various aspects of women's participation in the socio-economic life of the village: the distribution of gender roles and the perception of gender barriers, women's experience in the tourism business, access to resources, the role of traditions and institutions in social and economic life, the economic effects and results of the development of the tourist village, the perception of ongoing social changes.

Third, we carried out an analysis of documents to supplement and verify the collected data: a medium-term plan for the development of the village, archives describing the specifics of tourism activities in the village and minutes of traditional deliberation meetings (*musyawarah*) at which management decisions are made regarding the development of the tourist village, the charter of the women's cooperative established in the village, its financial statements, as well as official statistical indicators of the tourism sector in the region.

The study was conducted in stages. After data collection, transcription, verbatim transcription and analysis of interview recordings were carried out to form a comprehensive understanding of the problem under consideration (Volo, 2020; Heriyanto, Nurislaaminingsih, 2025). The data was then encoded by identifying codes corresponding to predefined research blocks. These codes have been organized into broader thematic categories. We applied triangulation to ensure the reliability of the results – cross-validation of data obtained from interviews, observations, and document analysis. The validated results were then interpreted.

Results of the research

The conducted research allowed obtaining a number of significant results.

First, we revealed the presence of institutional innovations in the management

structure of the village's tourism activities. Such innovations are expressed primarily in the reactualization and reinterpretation of the traditional role of Bundo Kanduang and its legitimization. In the culture of West Sumatra, Bundo Kanduang is the central figure of the social structure of the female population, she serves as the guardian of traditions and cultural code, adviser and administrator of ancestral property. Bundo Kanduang is not just a title, but a philosophical concept that integrates the spiritual, social and cultural roles of the senior woman of the community. Our research has shown that in the modern management structure of the Kubu Gadang tourist village, the Bundo Kanduang figure plays a crucial role. From a symbolic figure and a cultural symbol, she transformed into a governing entity with the right of veto in matters related to the preservation of cultural authenticity. In modern conditions, Bundo Kanduang is a mandatory participant in traditional deliberation meetings (12 meetings attended by an observer) that determine the strategic directions of the development of the tourist village. Bundo Kanduang always has the final say when discussing the development of a particular area of tourism related to the cultural customs and traditions of West Sumatra.

In the course of our research, we recorded a case when a fierce debate arose at such a meeting regarding the commercialization of one of the elements of traditional culture in order to attract more tourists. The Bundo Kanduang veto put an end to this debate, and the assembly did not even begin voting on the issue. The typicality of this situation is confirmed by the results of in-depth interviews. For example, one of the women interviewed noted: *"If there is disagreement about the cultural relevance of certain tourist practices, we do not resort to voting. We turn to the wisdom of Bundo Kanduang. Their*

knowledge of customs ensures that tourism activities preserve authenticity and respect traditions" (52-year-old female representative of the village leadership).

In the course of our research, an interesting fact was recorded about Bundo Kandung clothing. Their traditional attire, a particularly striking element of which is a horn-shaped headdress, serves as a visual confirmation of wisdom, authority and the preservation of cultural values. The included observation showed that Bundo Kandung always performs in full traditional attire during public events, however, in his daily managerial activities, attending management meetings, he may not use full ceremonial attire, which indicates a certain adaptation of this institution to new historical contexts without losing its significance and authority.

Second, the study revealed a hybrid management model typical of the Indonesian economic system, typical for a tourist village. An important feature of this model is that it organically combines traditional practices with modern management approaches. It is characterized by a high level of women's participation in economic processes, in particular in making managerial decisions: planning, implementing certain activities in the village, as well as evaluating their effectiveness, and decisions related to cultural customs and traditions have always required the approval of women elders (Ninik) and Bundo Kandung. *Table 1* summarizes the indicators characterizing the features of women's participation in village management practices.

Another important feature of the Kubu Gadang tourist village management model is the creation and successful functioning of a new and unique form of business organization, a cooperative founded by women. The institutionalization of the cooperative in the economic system of the

Table 1. Women's participation in the management system of the Kubu Gadang tourist Village

Type of management practice	Women's participation rate, %	Key roles played by women
Strategic planning	72	Development policy/strategy development
Financial management	68	Budget allocation and financial control
Development of cultural programs	85	Development of cultural events and performances
Coordinating the work of the community	77	Interaction with stakeholders
Marketing and promotion	63	Digital marketing and visitor engagement
Source: own compilation.		

tourist village included the development of its charter, the formation of the board structure and the creation of a transparent financial system. An analysis of his business plan revealed the existence of clearly defined and specific strategic goals for managing general funds and supporting women's entrepreneurship. Thus, the entrepreneurial activity of the tourist village has transformed from spontaneous activity to structured economic activity. The cooperative's lending mechanism is based on a social security system, where repayment of the loan is guaranteed by the reputation of the community, rather than tangible assets. During the interview, one of the members of the cooperative explained: *"We don't need a bank deposit because our reputation is our guarantee. If I can't get the money back, I'll lose face in my community, and that's more valuable than any property"* (cooperative member, 45 years old).

This lending model has successfully solved the problems of access to financial resources for business development, especially for women, who traditionally have not been able to make

formal collateral. In addition, she demonstrated how, in certain cultural contexts, informal financial mechanisms based on community trust can be more effective than the formal mechanisms of typical credit institutions.

We should note that such cooperatives are considered in the community as the basis of its economic sustainability: *“It is important not only for money management, but also because it provides women with a more significant role in shaping the future of the village”* (one of the village elders).

Third, an important cultural innovation of the tourist village is the development of inclusive (especially gender-inclusive) art forms. For example, women were allowed performing the traditionally male Randai martial arts dance. As the interviewed villagers noted, the transformation of predominantly male art forms into gender-inclusive ones was a complex process of balancing the preservation of traditional culture with innovations that

allowed women to be included in the economic system of the community. However, as our research has shown, the degree of public approval and acceptance of cultural innovations is not yet absolute (*Tab. 2*).

Fourth, the functioning of a hybrid model of tourist village management with female leadership in the field of tourism initiated a significant economic transformation and increased economic independence and protection of women. During an in-depth interview, one of the respondents noted: *“Previously, the money from the harvest went straight to her husband... Now, thanks to the income from the guests of the guest house, I can independently manage the funds, distribute them to the needs of children and household without having to ask every time”* (owner of the guest house, 45 years old).

The results of the included observation showed that women in the tourist village of Kubu Gadang actively manage finances: they open accounts, organize funds and independently make decisions about reinvestment. There is a positive transformation of consumption patterns – the share of expenditures on education, health and nutrition of children in the structure of household expenditures

Table 2. Cultural innovations in Kubu Gadang tourist village

Aspect of cultural innovation	Traditional form	Innovative form	Degree of acceptance/approval by the community, %
Performance of traditional Randai dance	Men only	Men and women	92
Storytelling (representation of traditional tales, myths, etc.)	Men only	Men and women	85
Demonstration of crafts	Women only	Open for everybody	78
Master classes on the study of traditions	Age restrictions apply	No age restrictions	95
Ceremonial events	Private events	Available for tourists to visit	88
Source: own compilation.			

Table 3. Indicators of socio-economic transformation in the Kubu Gadang tourist village in the period 2014–2024

Indicator	2014	2024	Growth
Average monthly household income, IDR	1 200 000	2 800 000	2.3 times
Average share of household income that is controlled by women, %	35	68	1.9 times
Average savings rate, % of household income	5	22	4.4 times
Business reinvestment, IDR/ per month	150 000	750 000	5 times
Number of households employed in the formal sector of the economy	12	38	3.2 times
Source: own compilation.			

is increasing, and these expenditures are increasing in absolute terms. In addition, household incomes and savings grew. *Table 3* presents the most obvious manifestations of the economic changes that have occurred in the tourist village since 2014.

Discussion of the results

The results of our research convincingly show that the sustainable development of local tourism in Indonesia should be ensured not only by creating the necessary physical infrastructure, but also, above all, by reviving and reinterpreting the traditions and socio-cultural foundations of the local community. The uniqueness of the Kubu Gadang village case lies primarily in the fact that traditional institutions such as Bundo Kanduang, their attributes and artifacts have not turned into museum exhibits, but have been integrated into the management system as a real decision-making mechanism. This was probably the most important discovery of our research – the reactualization and legitimization of the Bundo Kanduang Institute, its evolution from an exclusively ceremonial figure to a subject of strategic management, which takes an active part in budget planning and determining the directions of village development. It is worth noting that this phenomenon has its roots in the deep philosophical and legal system of West Sumatran society “*adaik basandi syara’, syara’basandi Kitabullah*” (Rusyaida, Marh, 2020), where Bundo Kanduang embodies the ideal of a wise woman and a keeper of traditions. Thus, during the transformation of the tourism sector in West Sumatra, a new role for women was not created, but the existing cultural and historical model was reactivated and adapted to modern conditions. This probably explains the sustainability and legitimacy of this innovation in the eyes of the community.

According to the study, the reactivation of the traditional institution has led to

the formation of a stable hybrid model of tourist village management, which resolves the classical dualism between tradition and modernization/innovation. This hybrid model, which has demonstrated its effectiveness in the case of the right of veto, works on the basis of mutual respect and synergy, allowing the community to develop its economy without sacrificing its cultural identity.

The most noticeable positive effects from the functioning of this model are observed in the field of gender equality, where a significant increase in women’s income levels has been recorded, and their ability to control household finances and the community as a whole has increased. This, in turn, creates prerequisites for greater economic agency for women and changes in consumption patterns within households in favor of greater investment in human capital development. Institutionalizing this gender transformation through the creation of a cooperative form of business run by women creates the foundation for the long-term economic sustainability of the tourism sector.

The results obtained correspond to the conclusions of Russian scientists studying the problems of the sustainable tourism development. For instance, it is noted that the concentration of tourist flows in a limited number of regions creates risks for the sustainable development of territories, can lead to conflicts between tourists and local communities, ecosystem degradation, loss of biodiversity and irreversible changes in natural landscapes (Gvozdeva et al., 2025). The authors of this study talk about the need to redistribute tourist flows and develop infrastructure in less popular regions. These conclusions are consistent with our case study of Kubu Gadang village, where the development of tourism based on local traditions and women’s leadership has allowed not only to attract tourists, but also to strengthen the socio-cultural potential of the community.

In Russian studies, the authors note that the sustainable development of tourism is impossible without taking into account socio-cultural factors and the active participation of the local population in decision-making processes (Al'mukhamedova, 2024). This thesis is fully supported by our research, in which the institutionalization of the role of Bundo Kanduang and the creation of a women's cooperative became key success factors.

The effective hybrid management model we have studied, combining traditional institutions with modern economic practices, is consistent with the principles and tools for sustainable development of territories developed by Russian authors. One of these tools, as noted earlier, is alternative tourism, based on local traditions and small-scale activities (Brazales et al., 2020).

Thus, the experience of the Kubu Gadang tourist village, despite its unique matrilineal context, offers universal principles for organizing inclusive tourism that can be adapted in other countries, including Russia.

Conclusion

Our study in the Kubu Gadang tourist village revealed a number of innovations being implemented for the sustainable development of the village itself and attracting tourist flows. These include institutional innovations related to rethinking, adapting and successfully integrating traditional institutions of local communities into modern management structures; organizational innovations related to the introduction of a hybrid gender-inclusive management model; cultural innovations that consolidate gender equality and enable the inclusion of women in the economic system of the community. According to the study, the introduction of these innovations has led to positive socio-economic effects – increased economic independence and protection of women, an

increase in income and consumer spending, as well as a change in the structure of expenditures (the share of expenditures focused on the development of human capital is increasing), an increase in the level of savings of the population and increase in business reinvestment opportunities.

The results obtained allow concluding that the successful development of tourism is determined not only by the creation of physical infrastructure, but also by the socio-cultural strengthening of the local community. Local traditions and the leadership role of women are the most important factors in the formation of a sustainable regional tourism management system.

Despite the fact that the case of the Kubu Gadang tourist village represents valuable research experience and significant new knowledge regarding the development of local tourism in Indonesia, the conducted research has certain limitations. First of all, they are related to the specific cultural context of West Sumatra, which requires extremely careful adaptation of this model of tourism development in other regions, as well as the limited scope of the study within a single village.

At the same time, we believe that Kubu Gadang's experience is extremely valuable for Indonesia, as it shows the possibility of implementing an alternative model for the development of inclusive tourism. Moreover, the research results, despite the special cultural context, are relevant for other countries, in particular for Russia. They show possible effective directions for the development of regional tourism and the reduction of gender inequality in certain industries or in certain territories.

In the future, our research needs to be developed in several directions. First of all, comparative studies in regions with different cultural characteristics will allow better understanding the applicability of this model,

its positive effects and limitations. In addition, long-term studies are certainly needed to assess the sustainability of the positive dynamics of the development of a tourist village implementing a hybrid gender-inclusive management model. Finally, the development of more accurate and measurable performance indicators is necessary to evaluate this model, similar to it or alternative in other settings.

In general, the experience of the Kubu Gadang tourist village shows that truly sustainable development begins with strengthening local institutions and empowering the population, which becomes the main architect of its development. This approach to the development of regional tourism not only contributes to the creation of an authentic tourism product, but also brings tangible benefits and benefits to the local population.

REFERENCES

- Abdurakhmanova A., Ahrorov F. (2025). The economic and social impacts of ecotourism on local employment and income: A case study of rural Samarkand, Uzbekistan. *Regional Science Policy and Practice*, 17(3), 1–9. DOI: 10.1016/j.rspp.2025.100180
- Al'mukhamedova O.A. (2024). Sustainable tourism development: A literary review of foreign scientific research. *Servis v Rossii i za rubezhom*, 18(5), 6–15. DOI: 10.5281/zenodo.14933101 (in Russia).
- Brasales D.E., Tapia P.Kh., Koroleva I.S. (2020). Alternative tourism as a type of sustainable tourism. *Nauchnyi rezul'tat. Tekhnologii biznesa i servisa*, 6(2), 3–19. DOI: 10.18413/2408-9346-2020-6-2-0-1 (in Russia).
- Brida J.G., Cárdenas-García P.J. (2025). Introduction: Special focus on tourism, economic development and environmental impact. *Tourism Economics*, 31(1), 72–75. DOI: 10.1177/13548166241248244
- Cerisola S., Panzera E. (2025). Heritage tourism and local prosperity: An empirical investigation of their controversial relationship. *Tourism Economics*, 31(5), 964–983. DOI: 10.1177/13548166241234099
- Dzulkifli M., Masjhoer J.M. (2020). The measurements of tourist satisfaction levels on attractions, accessibility, and amenities in pulesari tourism village, Sleman regency. *Jurnal Pariwisata Terapan*, 4(1), 48–58. DOI: 10.22146/jpt.51330
- Elfira M. (2023). Minangkabau mothers and daughters in contemporary “rantau” society; Regaining. *Wacana, Journal of the Humanities of Indonesia*, 24(2), 197–224. DOI: 10.17510/wacana.v24i2.1170
- Elgin C., Elveren A.Y. (2024). Unpacking the economic impact of tourism: A multidimensional approach to sustainable development. *Journal of Cleaner Production*, 478, 1–11. DOI: 10.1016/j.jclepro.2024.143947
- Frolova E.V., Rogach O.V. (2023). Limitations and prospects of domestic tourism development in Russian regions. *Ekonomika regiona*, 19(1), 208–219. DOI: 10.17059/ekon.reg.2023-1-16 (in Russia).
- Gvozdeva M.A., Barinova V.A., Levakov P.A. (2025). Transformation of tourism in the paradigm of sustainable development. *Evrasiiskaya integratsiya: ekonomika, pravo, politika*, 19(4), 59–70 (in Russia).
- Hakam A. (2021). Contested gender roles and relations in matriarchal minangkabau. *Muqoddima Jurnal Pemikiran dan Riset Sosiologi*, 2(1), 37–46. DOI: 10.47776/MJPRS.002.01.03
- Hall S., Liebenberg L. (2024). Qualitative description as an introductory method to qualitative research for master's-level students and research trainees. *International Journal of Qualitative Methods*, 23, 1–5. DOI: 10.1177/16094069241242264
- Heriyanto H., Nurislamingsih R. (2025). From code to theme: Coding techniques for qualitative researchers. *ANUVA*, 9(2), 295–303. DOI: 10.14710/anuva.9.2.295-303
- Khan'kova O.V. (2025). Gender-specific preferences in youth tourism. *Obshchestvo: sotsiologiya, psikhologiya, pedagogika*, 7, 56–60. DOI: 10.24158/spp.2025.7.7 (in Russia).
- Kronenberga K., Fuchs M. (2022). The socio-economic impact of regional tourism: An occupation-based modelling perspective from Sweden. *Journal of Sustainable Tourism*, 30(12), 2785–2805. DOI: 10.1080/09669582.2021.1924757
- Kuznetsova V.D., Umanskaya M.V. (2025). Current trends and ways of developing domestic tourism in Russia under sanctions. *Ekonomika i biznes: teoriya i praktika*, 1–2(199), 136–139. DOI: 10.24412/2411-0450-2025-1-2-136-139 (in Russia).
- Leonidova E.G. (2021). Tourism in Russia in the context of covid-19: Assessment of the economic effect of stimulating demand for the country and regions. *Ekonomicheskie i sotsial'nye peremeny: fakty, tendentsii, prognoz=Economic and Social Changes: Facts, Trends, Forecast*, 14(2), 59–74. DOI: 10.15838/esc.2021.2.74.4 (in Russia).

- Leonidova E.G. (2025). The development of the tourism industry in the regions of the North-West of Russia in modern conditions. *Problemy razvitiya territorii=Problems of Territory's Development*, 29(1), 10–29. DOI: 10.15838/ptd.2025.1.135.2 (in Russia).
- Nurjaya I.N. (2023). Legal policy of sustainable tourism development: Toward community-based tourism in Indonesia. *Journal of Tourism Economics and Policy*, 2(3), 123–133. DOI: 10.38142/jtep.v2i3.404
- Purnamawati I.G.A. (2021). Sustainable tourism development through improving the role of customary village. *International Journal of Social Science and Business*, 5(1), 26–33. DOI: 10.23887/ijssb.v5i1.30778
- Rusyaída R., Marh N.F. (2020). The role of bundo kundang in developing halal tourism and creative economy based on local wisdom in Tirtasari Tilatang Kamang, *Ekonomika Syariah: Journal of Economic Studies*, 4(2), 179–195. DOI: 10.30983/es.v4i2.3704
- Simanjuntak M. (2021). Designing of service dominant logic and business model canvas: Narrative study of village tourism. *Golden Ratio of Marketing and Applied Psychology of Business*, 1(2), 73–80. DOI: 10.52970/grmapb.v1i2.60
- Sitepu E.S., Manurung J.S., Rismawati. (2021). Implementation of sustainable tourism development of tourism villages in Langkat Regency. *International Journal of Applied Sciences in Tourism and Events*, 5(2), 176–189. DOI: 10.31940/ijaste.v5i2.176-189
- Suyadnya I.W. (2021). Tourism gentrification in Bali, Indonesia: A wake-up call for overtourism. *Masyarakat: Jurnal Sosiologi*, 26(2), 163–190. DOI: 10.7454/MJS.v26i2.12930
- Tang M., Xu H. (2023). Cultural integration and rural tourism development: A scoping literature review. *Tourism and Hospitality*, 4(1), 75–90. DOI:10.3390/tourhosp4010006
- Utami D.D., Dhewanto W., Lestari Y.D. (2023). Rural tourism entrepreneurship success factors for sustainable tourism village: Evidence from Indonesia. *Cogent Business and Management*, 10(1), 1–21. DOI: 10.1080/23311975.2023.2180845
- Volo S. (2020). Tourism statistics, indicators and big data: A perspective article. *Tourism Review*, 75(1), 304–309. DOI: 10.1108/TR-06-2019-0262
- Yarosh O.B., Kalkova N.N. (2022). The role of souvenir products in the product positioning of a tourist region. *Regionologiya*, 30(3), 647–672. DOI: 10.15507/2413-1407.120.030.202203.647-672 (in Russia).

INFORMATION ABOUT THE AUTHORS

Oksana M. Shubat – Doctor of Sciences (Economics), Associate Professor, professor of department, Ural Federal University named after the first President of Russia B.N. Yeltsin (19, Mira Street, Yekaterinburg, 620062, Russian Federation; e-mail: o.m.shubat@urfu.ru)

Pepy Afrilian – graduate student, Ural Federal University named after the first President of Russia B.N. Yeltsin (19, Mira Street, Yekaterinburg, 620062, Russian Federation; e-mail: pepyafriilian@uinmybatusangkar.ac.id)

Шубат О.М., Африлиан П.

ГЕНДЕРНОЕ РАВЕНСТВО И ЖЕНСКОЕ ЛИДЕРСТВО В РЕГИОНАЛЬНОМ ТУРИЗМЕ ИНДОНЕЗИИ: ИННОВАЦИОННАЯ МОДЕЛЬ РАЗВИТИЯ В МАТРИЛИНЕЙНОМ ОБЩЕСТВЕ

Актуальность исследования обусловлена стратегической важностью развития инклюзивного туризма для региональной экономики Индонезии и необходимостью преодоления гендерного парадокса, при котором женщины, составляя большинство рабочей силы в туристической отрасли, систематически исключаются из процессов принятия решений. Научная новизна состоит в комплексном анализе данной проблемы в уникальном матри-

линейном социокультурном контексте народности минангкабау в Западной Суматре, где традиционные институты потенциально могут способствовать расширению экономических прав и возможностей женщин, что остается недостаточно изученным в современной научной литературе. Цель исследования заключается в анализе механизмов, результатов и ограничений модели управления на основе женского лидерства в туристической деревне Кубу Гаданг как примера инклюзивного и устойчивого развития регионального туризма. Применяется методология качественных исследований (метод кейс-стади). Сбор данных осуществлялся в период с августа по ноябрь 2025 года с использованием методов включенного наблюдения, глубинных интервью и анализа документов. Исследование выявило ряд инноваций, внедряемых для устойчивого развития и привлечения туристических потоков: институциональные инновации, связанные с переосмыслением, адаптацией и успешным включением в современные структуры управления традиционных институтов местных сообществ; организационные инновации, связанные с внедрением гибридной гендерно-инклюзивной модели управления; культурные инновации, закрепляющие гендерное равенство и позволяющие включать женщин в экономическую систему сообщества. Внедрение этих инноваций привело к положительным социально-экономическим эффектам. Сделан вывод о том, что успешное развитие регионального туризма определяется не только созданием физической инфраструктуры, но и социально-культурным укреплением местного сообщества. Местные традиции и лидерская роль женщин являются важнейшими факторами формирования устойчивой системы управления региональным туризмом. Ограничения работы связаны с культурной специфичностью кейса, что требует проведения сравнительных исследований в иных культурных контекстах и организации долгосрочного мониторинга для оценки устойчивости выявленных эффектов и трансформаций.

Гендерное равенство, женское лидерство, матрилинейное общество, инновации, туристическая деревня, Индонезия.

ЛИТЕРАТУРА

- Альмухамедова О.А. (2024). Устойчивое развитие туризма: литературный обзор зарубежных научных исследований // Сервис в России и за рубежом. Т. 18. № 5. С. 6–15. DOI: 10.5281/zenodo.14933101
- Брасалес Д.Э., Тапия П.Х., Королева И.С. (2020). Альтернативный туризм как вид устойчивого туризма // Научный результат. Технологии бизнеса и сервиса. Т. 6. № 2. С. 3–19. DOI: 10.18413/2408-9346-2020-6-2-0-1
- Гвоздева М.А., Баринаева В.А., Леваков П.А. (2025). Трансформация туризма в парадигме устойчивого развития // Евразийская интеграция: экономика, право, политика. Т. 19. № 4. С. 59–70.
- Кузнецова В.Д., Уманская М.В. (2025). Современные тенденции и пути развития внутреннего туризма России в условиях санкций // Экономика и бизнес: теория и практика. Т. 1–2. № 199. С. 136–139. DOI: 10.24412/2411-0450-2025-1-2-136-139
- Леонидова Е.Г. (2025). Развитие туристической индустрии в регионах Северо-Запада России в современных условиях // Проблемы развития территории. Т. 29. № 1. С. 10–29. DOI: 10.15838/ptd.2025.1.135.2
- Леонидова Е.Г. (2021). Туризм в России в условиях covid-19: оценка экономического эффекта от стимулирования спроса для страны и регионов // Экономические и социальные перемены: факты, тенденции, прогноз Т. 14. № 2. С. 59–74. DOI: 10.15838/esc.2021.2.74.4
- Фролова Е.В., Рогач О.В. (2023). Ограничения и перспективы развития внутреннего туризма в регионах России // Экономика региона. Т. 19. № 1. С. 208–219. DOI: 10.17059/ekon.reg.2023-1-16
- Ханькова О.В. (2025). Гендерные особенности предпочтений в молодежном туризме // Общество: социология, психология, педагогика. № 7. С. 56–60. DOI: 10.24158/spp.2025.7.7
- Ярош О.Б., Калькова Н.Н. (2022). Роль сувенирной продукции в товарном позиционировании туристического региона // Регионоведение. Т. 30. № 3. С. 647–672. DOI: 10.15507/2413-1407.120.030.202203.647-672
- Abdurakhmanova A., Ahrorov F. (2025). The economic and social impacts of ecotourism on local employment and income: A case study of rural Samarkand, Uzbekistan. Regional Science Policy and Practice, 17(3), 1–9. DOI: 10.1016/j.rsp.2025.100180

- Brida J.G., Cárdenas-García P.J. (2025). Introduction: Special focus on tourism, economic development and environmental impact. *Tourism Economics*, 31(1), 72–75. DOI: 10.1177/13548166241248244
- Cerisola S., Panzera E. (2025). Heritage tourism and local prosperity: An empirical investigation of their controversial relationship. *Tourism Economics*, 31(5), 964–983. DOI: 10.1177/13548166241234099
- Dzulkifli M., Masjhoer J.M. (2020). The measurements of tourist satisfaction levels on attractions, accessibility, and amenities in pulesari tourism village, Sleman regency. *Jurnal Pariwisata Terapan*, 4(1), 48–58. DOI: 10.22146/jpt.51330
- Elfira M. (2023). Minangkabau mothers and daughters in contemporary “rantau” society; Regaining. *Wacana, Journal of the Humanities of Indonesia*, 24(2), 197–224. DOI: 10.17510/wacana.v24i2.1170
- Elgin C., Elveren A.Y. (2024). Unpacking the economic impact of tourism: A multidimensional approach to sustainable development. *Journal of Cleaner Production*, 478, 1–11. DOI: 10.1016/j.jclepro.2024.143947
- Hakam A. (2021). Contested gender roles and relations in matriarchal minangkabau. *Muqoddima Jurnal Pemikiran dan Riset Sosiologi*, 2(1), 37–46. DOI: 10.47776/MJPRS.002.01.03
- Hall S., Liebenberg L. (2024). Qualitative description as an introductory method to qualitative research for master's-level students and research trainees. *International Journal of Qualitative Methods*, 23, 1–5. DOI: 10.1177/16094069241242264
- Heriyanto H., Nurislamingsih R. (2025). From code to theme: Coding techniques for qualitative researchers. *ANUVA*, 9(2), 295–303. DOI: 10.14710/anuva.9.2.295-303
- Kronenberga K., Fuchs M. (2022). The socio-economic impact of regional tourism: An occupation-based modelling perspective from Sweden. *Journal of Sustainable Tourism*, 30(12), 2785–2805. DOI: 10.1080/09669582.2021.1924757
- Nurjaya I.N. (2023). Legal policy of sustainable tourism development: Toward community-based tourism in Indonesia. *Journal of Tourism Economics and Policy*, 2(3), 123–133. DOI: 10.38142/jtep.v2i3.404
- Purnamawati I.G.A. (2021). Sustainable tourism development through improving the role of customary village. *International Journal of Social Science and Business*, 5(1), 26–33. DOI: 10.23887/ijssb.v5i1.30778
- Rusyaaida R., Marh N.F. (2020). The role of bundo kanduang in developing halal tourism and creative economy based on local wisdom in Tirtasari Tilatang Kamang, *Ekonomika Syariah: Journal of Economic Studies*, 4(2), 179–195. DOI: 10.30983/es.v4i2.3704
- Simanjuntak M. (2021). Designing of service dominant logic and business model canvas: Narrative study of village tourism. *Golden Ratio of Marketing and Applied Psychology of Business*, 1(2), 73–80. DOI: 10.52970/grmapb.v1i2.60
- Sitepu E.S., Manurung J.S., Rismawati. (2021). Implementation of sustainable tourism development of tourism villages in Langkat Regency. *International Journal of Applied Sciences in Tourism and Events*, 5(2), 176–189. DOI: 10.31940/ijaste.v5i2.176-189
- Suyadnya I.W. (2021). Tourism gentrification in Bali, Indonesia: A wake-up call for overtourism. *Masyarakat: Jurnal Sosiologi*, 26(2), 163–190. DOI: 10.7454/MJS.v26i2.12930
- Tang M., Xu H. (2023). Cultural integration and rural tourism development: A scoping literature review. *Tourism and Hospitality*, 4(1), 75–90. DOI: 10.3390/tourhosp4010006
- Utami D.D., Dhewanto W., Lestari Y.D. (2023). Rural tourism entrepreneurship success factors for sustainable tourism village: Evidence from Indonesia. *Cogent Business and Management*, 10(1), 1–21. DOI: 10.1080/23311975.2023.2180845
- Volo S. (2020). Tourism statistics, indicators and big data: A perspective article. *Tourism Review*, 75(1), 304–309. DOI: 10.1108/TR-06-2019-0262

ИНФОРМАЦИЯ ОБ АВТОРАХ

Оксана Михайловна Шубат – доктор экономических наук, доцент, профессор кафедры, Уральский федеральный университет имени первого Президента России Б.Н. Ельцина (Российская Федерация, 620062, г. Екатеринбург, ул. Мира, д. 19; e-mail: o.m.shubat@urfu.ru)

Пепи Африлиан – аспирант, Уральский федеральный университет имени первого Президента России Б.Н. Ельцина (Российская Федерация, 620062, г. Екатеринбург, ул. Мира, д. 19; e-mail: pepyafrilian@uinmybatusangkar.ac.id)