

THE ROLE OF COMMUNITY SUPPORT IN BUILDING COMPETITIVE ADVANTAGE IN TOURISM VILLAGES: A STUDY OF KUTUH TOURISM VILLAGE

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Abstract:

This study aims to analyze the role of community support as a determinant of the competitive advantage of tourism villages, considering the influence of Government Role and Destination Image. A quantitative approach was employed using a survey method involving community members engaged in tourism activities in Kutuh Tourism Village. Data were collected through structured questionnaires and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The results of reliability and validity tests indicate that all research constructs meet measurement quality standards, with Cronbach's Alpha values as follows: Government Role 0.84, Destination Image 0.87, Community Support 0.91, and Competitive Advantage 0.85; Composite Reliability: Government Role 0.89, Destination Image 0.91, Community Support 0.94, Competitive Advantage 0.90; and AVE: Government Role 0.61, Destination Image 0.65, Community Support 0.70, Competitive Advantage 0.62. Structural model analysis revealed that Government Role ($\beta = 0.36$, $t = 4.28$, $p < 0.001$) and Destination Image ($\beta = 0.43$, $t = 5.12$, $p < 0.001$) positively and significantly affect Community Support, which in turn strongly influences Competitive Advantage ($\beta = 0.50$, $t = 6.21$, $p < 0.001$). These findings confirm that the competitive advantage of tourism villages is not solely determined by destination factors, but strongly depends on the level of community participation and support. The study provides important practical implications for tourism village management by emphasizing the strengthening of government involvement, the development of a positive destination image, and strategies to increase community participation sustainably.

Keywords: Community Support, Competitive Advantage, Tourism Village, Government Role

INTRODUCTION

The development of tourist villages has now become a key strategy in supporting local economic development. This initiative not only aims to improve community welfare through increased income and employment opportunities, but also emphasizes preserving local social and cultural sustainability. Within the framework of community-based tourism (CBT), tourist villages function not merely as recreational destinations but also as spaces for empowering local communities who actively participate in resource management, tourism service provision, and the preservation of cultural values (Rifdah & Kusdiwanggo, 2024). The success of tourist villages depends heavily on the destination's capacity to build sustainable competitive advantage, which is measured not only by its physical appeal but also by the level of social support, economic participation, and commitment of the local community (Ulum & Dewi, 2021). Recent research also emphasizes that the role of local communities as key stakeholders contributes to the effectiveness of community-based destination management (Kuswardhani & Yani, 2021).



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Facing increasingly intense competition among tourist destinations, many tourist villages face significant challenges in maintaining their competitive advantage. Development strategies often focus on physical infrastructure development, facility improvements, and destination promotion and branding to attract tourists. Although destination image has been shown to influence tourist behavior, including visit intentions and the likelihood of recommending a destination (Andzani et al., 2024), an approach that focuses too much on the physical aspects of a destination can overlook internal socio-economic factors. In particular, the role and support of local communities as the main actors in community-based tourism is a crucial aspect for the sustainability of the competitiveness of tourist villages (Adyatma & Nida, 2021).

Community support is a key element in the development of tourism villages, as they serve as providers of tourism experiences (hosts), protectors of cultural values, and local economic actors who directly influence the quality of tourism services. Based on social exchange theory, communities tend to support tourism development when they perceive the benefits to be commensurate with or greater than the costs and risks borne (Arma et al., 2025). Community support not only reflects a positive attitude toward tourism but also serves as a prerequisite for social stability, service quality, and social legitimacy, ultimately strengthening the destination's competitiveness (Hilmawan et al., 2023).

Previous studies have shown that the role of government and destination image significantly contribute to the competitive advantage of tourism destinations. The government's role can be seen through policies, regulations, infrastructure provision, and facilitation of capacity development in the local community and tourism sector. Meanwhile, destination image functions to shape tourist perceptions and trust, which impact visiting behavior and recommendations (Nasution et al., 2024). A quantitative study in Kutuh Tourism Village showed that the role of government and destination image significantly influence the competitive advantage of tourism villages (Chandra et al., 2026). However, this research has not yet detailed the social mechanisms that bridge the influence of these two factors, particularly through community support as the primary mediator.

Based on these conditions, there is an urgent need to further explore the role of community support as a key determinant of the competitive advantage of tourist villages. Community support is understood as a rational response to government policies and the developing image of the destination, as well as a key factor in ensuring the sustainability of the competitiveness of tourist villages in the long term (Suandari et al., 2023). Therefore, this study is aimed at providing a more comprehensive understanding of how the role of government and destination image influence community support, and how this support contributes to the competitive advantage of tourist villages. The objectives of this study include: 1) analyzing the influence of the role of government on community support in the development of tourist villages; 2) analyzing the influence of destination image on community support; and 3) analyzing the influence of community support on the competitive advantage of tourist villages. This study is expected to provide a theoretical contribution to the literature on community-based tourism and serve as an empirical basis for the development of policies and strategies for managing more inclusive and sustainable tourist villages (Veronica et al., 2025).

Competitive Advantage of Tourism Villages. The competitive advantage of a tourism destination is generally understood as the destination's ability to create superior value compared to competitors through a combination of resources, management, and policies that support sustainability. The destination competitiveness model emphasizes that competitiveness stems not only from core resources and attractors, but also from supporting factors, destination management, and consistent policies and planning to maintain the destination's long-term sustainability. In the



context of tourism villages, competitive advantage becomes crucial because tourism villages operate in an increasingly competitive market, where the quality of experience, consistency of service, and social legitimacy will determine the destination's sustainable performance.

In addition to destination aspects, the competitive advantage of tourism villages is heavily influenced by the local social ecosystem. Community-based tourism villages require community support as an operational prerequisite because the community is the primary actor interacting directly with tourists. It means that the competitive advantage of tourism villages is determined not only by "what" the destination has, but also by "how" the destination is managed and supported by the local community (Sidiq & Resnawaty, 2017)

Community Support in Community-Based Tourism. Community support can be understood as the level of acceptance, participation, and willingness of a community to support tourism development in their area. In the literature, community support is often positioned as a key variable influencing a destination's social legitimacy, management stability, and the quality of the tourism experience provided by the community.

The social exchange theory framework explains that community support for tourism is formed through cost-benefit evaluations: residents tend to support it when the perceived benefits are perceived to outweigh the costs or risks (Village, 2025). This approach has evolved into a more comprehensive framework, where community support is influenced by institutional factors, perceived impacts, and residents' experiences with the tourism development process. In other words, support is not simply an attitude, but rather the result of dynamic social relationships and policies that shape residents' perceptions (Ulum & Dewi, 2021). In tourism villages, community support serves as "social capital" that determines a destination's ability to maintain service quality, create authentic experiences, and maintain social acceptance of tourism activities.

The Role of Government and Community Support. The government's role in destination development includes formulating regulations, providing infrastructure, facilitating human resource capacity, promotion, and cross-stakeholder coordination. In the destination competitiveness model, policy, planning, and management are critical components that can strengthen or weaken competitiveness (Khoir et al., 2025). From the community's perspective, a perceived effective government role—for example, program transparency, facilitating community involvement, and providing tangible support—can increase perceived benefits and decrease perceived risks. Using social exchange theory, government policies and interventions influence the perceived benefit-cost balance among residents, thus encouraging community support (Arfa & Aprita, 2021). Therefore, the government's role deserves to be positioned as a determinant of community support in tourism villages.

Destination Image and Community Support. Destination image is defined as the perceptions, beliefs, and impressions formed about a destination. Many studies place destination image as a significant factor influencing tourists' behavioral intentions. In aggregate, meta-analyses show that destination image plays a significant role in predicting tourists' behavioral intentions (e.g., visit intention and recommendation), with different contributions between cognitive and affective dimensions (Ely et al., 2024).

In the context of community-based tourism villages, destination image not only impacts the demand side (tourists) but can also influence the supply side (community). A positive destination image can increase community pride, strengthen local identity, and encourage community participation in maintaining the quality of services and tourism experiences. Conversely, when an image is developed without benefits and community involvement, community support can weaken. Therefore, destination image is relevant and can be tested as a factor influencing community

support, particularly in tourism villages that rely on community participation as the "engine" of services and experiences.

Based on a synthesis of previous theory and research, the following research hypotheses are formulated:

- H1: The role of government has a positive influence on community support for the development of tourism villages. Argument: Government policies, facilitation, and support can improve residents' perceptions of benefits and reduce risks, thereby encouraging community support (Nisa et al., 2025).
- H2: Destination image has a positive influence on community support for the development of tourism villages. Argument: A positive destination image has the potential to increase community pride and motivation for participation, as well as strengthen residents' confidence in tourism prospects (Suandari et al., 2023).
- H3: Community support has a positive influence on the competitive advantage of tourism villages. Argument: Community support strengthens social legitimacy, the quality of host-guest interactions, and the consistency of service, which conceptually form the foundation of the competitiveness of community-based destinations (Hilmawan et al., 2023)

METHODS

This study used a quantitative approach with an explanatory design, aiming to examine the relationships between variables and explain the influence of the government's role and destination image on community support and its implications for the competitive advantage of tourism villages. The quantitative approach was chosen because it aligns with the research objectives, which focus on empirically testing conceptual models and causal relationships between constructs.

Data Type and Source. The data used in this study is primary data. Primary data were obtained directly from respondents through the distribution of structured questionnaires to residents involved in tourism activities in Kutuh Tourism Village. The collected data reflect respondents' perceptions of the government's role, destination image, community support, and the competitive advantage of tourism villages.

Data Collection Technique. Data collection was conducted through a survey method using a written questionnaire. The questionnaire was structured based on indicators developed from theoretical studies and previous research. Each statement was measured using a Likert scale with five levels of assessment, ranging from strongly disagree to agree strongly. The survey method was chosen because it allows for efficient data collection from a relatively large number of respondents and is suitable for quantitative analysis based on a structural model.

Population and Sample. The population in this study comprised the community involved in tourism activities in Kutuh Tourism Village, whether as business operators, tourism workers, or members of the community participating in the management and supporting activities of the tourism village. The sample was determined using a purposive sampling technique, which selects respondents based on specific criteria relevant to the research objectives, such as direct or indirect involvement in village tourism activities. This technique was chosen to ensure that respondents had sufficient experience and understanding of the phenomenon being studied.

Research Variables. The variables used in this study include:

1. Government Role, which reflects community perceptions of government policies, facilitation, and support in tourism village development.



2. Destination Image, which describes perceptions of the reputation, attractiveness, and general impression of the tourism village.
3. Community Support, which indicates the level of community acceptance, participation, and willingness to support tourism village development.
4. Competitive Advantage, which represents the tourism village's ability to possess uniqueness, attractiveness, and a superior position compared to similar destinations.

Data Analysis Techniques. The collected data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). This technique was chosen because it can analyze relationships between latent variables simultaneously and is suitable for use in research with predictive structural models. The analysis stages included evaluating the measurement model (outer model) to test the validity and reliability of the instrument, and evaluating the structural model (inner model) to examine the relationships between the research variables. Significance testing was conducted through a bootstrapping procedure to obtain path coefficient values and statistical significance.

Appropriateness of the Method to the Research Objectives. The selection of a quantitative approach using a survey method and PLS-SEM analysis was deemed appropriate for the research objectives, which are to empirically test the role of community support as a determinant of the competitive advantage of tourism villages. This method allows researchers to obtain a measurable picture of the relationships between variables and provides a strong analytical basis for formulating policy implications and strategies for tourism village management.

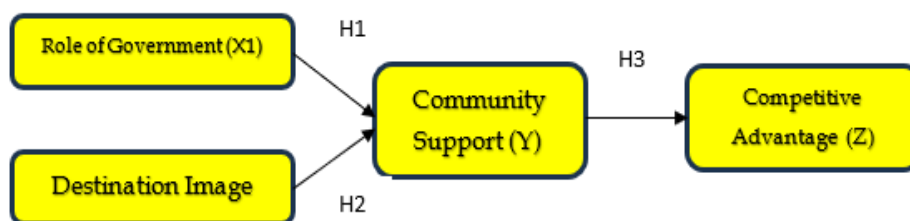


Figure 1. Research Model

RESULTS AND DISCUSSION

The characteristics of the respondents in this study are presented in Table 1. Respondents were members of the community involved in tourism activities in Kutuh Tourism Village, including local tourism business operators, tourism sector workers, and community members involved in village tourism support activities. The distribution of respondents by gender, age group, type of involvement, and duration of involvement is presented briefly to illustrate the profile of the study sample.

Table 1. Respondent Characteristics

No	Characteristics	Category
1	Gender	Male; Female
2	Age	<20, 20-30, 31-40, >40
3	Work	Entrepreneurs, Private Employees, Civil Servants, Others

Measurement Model Test Results (Outer Model). The measurement model was evaluated to ensure that each research construct – namely, Government Role, Destination Image, Community Support, and Competitive Advantage – met adequate validity and reliability standards. This process



aimed to assess the extent to which the indicators used consistently measured the intended concepts and were able to produce reliable data. The results of the reliability and convergent validity tests are summarized in Table 2, which shows Cronbach's Alpha and Composite Reliability values as indicators of the constructs' internal consistency, while the Average Variance Extracted (AVE) value was used to evaluate the extent to which the constructs explained the variance of their own indicators. Overall, these findings confirm that the research instrument has good measurement quality, with each construct accurately and consistently describing the conceptual dimensions, making it suitable for use in subsequent structural model analysis.

Table 2. Results of the Reliability and Convergent Validity Test

Construct	Cronbach's Alpha	Composite Reliability	AVE
Role of Government	0.84	0.89	0.61
Destination Image	0.87	0.91	0.65
Community Support	0.91	0.94	0.70
Competitive Advantage	0.85	0.90	0.62

1. Government Role. A Cronbach's Alpha value of 0.84 indicates that the indicator used to measure public perception of the government's role has good internal consistency. A Composite Reliability of 0.89 confirms that this construct is stable and reliable. An AVE value of 0.61 indicates that 61% of the indicator's variance is explained by the construct, thus achieving convergent validity (Khoir et al., 2025).
2. Destination Image. A Cronbach's Alpha of 0.87 indicates that the destination image indicator has high reliability. A Composite Reliability of 0.91 indicates that the construct is highly consistent and ready for use in structural analysis. An AVE of 0.65 indicates adequate convergent validity, meaning that the majority of the indicator's variance can be explained by this construct (Andzani et al., 2024).
3. Community Support. This construct demonstrates very high internal reliability with a Cronbach's Alpha of 0.91 and a Composite Reliability of 0.94. An AVE value of 0.70 confirms that 70% of the indicator's variance is explained by the construct, indicating very strong convergent validity (Akhyar & Syamni, 2025).
4. Competitive Advantage. A Cronbach's Alpha of 0.85 and a Composite Reliability of 0.90 indicate good internal consistency and construct stability. An AVE of 0.62 indicates that convergent validity has been achieved, indicating that the indicators used adequately describe the construct of competitive advantage in tourism villages (Kuswardhani & Yani, 2021).

All constructs had reliability and convergent validity values above the recommended threshold, indicating that this research instrument is valid and reliable. Therefore, the constructs can be used for further PLS-SEM structural model analysis.

Structural Model Test Results (Inner Model). Structural model testing was conducted to examine the relationships between variables according to the research hypotheses. The results of the hypothesis testing are presented in Table 3, while the structural model visualization is shown in Figure 1. The test results show the path coefficient values for each relationship between variables, along with the t-statistic and p-value.

Table 3. Test Results: Path Coefficient, t-statistic, and p-value

Hypothesis	Connection	Path Coefficient (β)	t-stat	p-value	Decision
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H1	Role of Government → Community Support	0.36	4.28	<0.001	Accepted
H2	Destination Image → Community Support	0.43	5.12	<0.001	Accepted
H3	Community Support → Competitive Advantage	0.50	6.21	<0.001	Accepted

Hypothesis H1: Government Role → Community Support. The analysis results show a path coefficient of 0.36, indicating a positive relationship between government role and community support. It means that the more effective and visible the government's role—through policies, facilitation, and regulations—the more likely the community is to support the development of tourism villages. A t-statistic of 4.28 and a p-value <0.001 indicate that this relationship is statistically significant, thus accepting hypothesis H1. This finding supports previous literature suggesting that government involvement can increase community participation and support in the development of community-based tourism destinations (Putri et al., 2023).

Hypothesis H2: Destination Image → Community Support. The path coefficient β of 0.43 indicates that destination image has a positive influence on community support. In other words, when communities perceive the image of a tourist village as positive, attractive, and potentially enhancing local reputation, they are more motivated to participate and provide support. A t-statistic of 5.12 and a p-value <0.001 confirm that this relationship is statistically significant. These results align with Suandari's study, which emphasized that destination image not only influences tourists but also influences the perceptions and participation of local communities (Ely et al., 2024).

Hypothesis H3: Community Support → Competitive Advantage. The analysis results show a path coefficient of 0.50, indicating that community support has a strong influence on the competitive advantage of tourism villages. It means that the level of community participation, involvement, and active support directly increases the competitiveness of tourism villages, both through service quality, tourism experiences, and social legitimacy. A t-statistic of 6.21 and a p-value <0.001 indicate this influence is highly significant. This finding strengthens the argument that community support is a key mediator linking external factors (government role, destination image) with the competitive advantage of tourism destinations (Ely et al., 2024).

All research hypotheses were accepted because the path coefficients were positive and significant. It indicates that the role of government and destination image directly influence community support, which then plays a key role in enhancing the competitive advantage of tourist villages. Practically, these results emphasize the importance of a tourism village development strategy that integrates government policies, a positive destination image, and active community participation to achieve sustainable competitiveness.

The analysis results show that the Role of Government has a positive and significant influence on Community Support with a path coefficient of $\beta = 0.36$, t-stat 4.28, and p-value <0.001. This finding confirms that effective government policies, development facilitation, and infrastructure provision significantly increase community participation and support for the development of tourism villages. Communities tend to provide higher levels of support if they perceive direct benefits from government intervention. This result is in line with Subowo's research (Khoir et al., 2025), which emphasizes that government involvement in providing transparent facilities and policies increases the perception of benefits for the community and minimizes the perception of risk, thereby encouraging active participation in destination development. This finding also strengthens the community-based tourism literature, which positions the government as a key actor in building

social legitimacy and operational stability of destinations (Arma et al., 2025). However, it should be noted that the quality of policy implementation and communication between the government and the community may influence this influence. If the government is less transparent or facilitation is not well-targeted, the effectiveness of the government's role in encouraging community support may be reduced. Future research could examine moderating factors such as perceptions of policy fairness or the effectiveness of government communication in increasing community support.

The Influence of Destination Image on Community Support. The path coefficient of 0.43 indicates that destination image has a significant positive effect on community support. It suggests that community perceptions of the reputation, attractiveness, and positive image of a tourist village influence their motivation to support tourism activities. When communities perceive a tourist village's image as positive and capable of enhancing the community's reputation, they are more motivated to participate actively. This finding is consistent with the research of Ely et al. (2024), who stated that destination image not only influences tourist behavior but also influences the attitudes and involvement of the local community. In this context, destination image can act as a strategic tool for tourism village managers to strengthen community support by building positive perceptions, promoting cultural values, and increasing community involvement.

A limitation that may influence these results is the subjectivity of community perceptions of destination image, which can vary depending on their personal experiences or interactions with tourists. Further studies could include objective indicators, such as tourist numbers or destination awards, to strengthen the validity of the findings.

The Influence of Community Support on Competitive Advantage. The results show that Community Support has a strong positive influence on the Competitive Advantage of tourist villages, with a path coefficient of $\beta = 0.50$, a t-statistic of 6.21, and a p-value < 0.001 . This finding confirms that active community participation, their involvement in service provision, and commitment to cultural preservation are key factors enhancing a tourist village's competitiveness, both through the quality of the tourist experience and social legitimacy.

This finding supports Hilmawan's research (2023), which emphasized that social capital in the form of community support is a determinant of the sustainable competitiveness of community-based tourist destinations. In other words, competitive advantage depends not only on physical aspects or infrastructure but is also greatly determined by the level of participation and involvement of the local community. Limitations that need to be considered are the sample size and the focus of the study, which was only on one tourist village. Therefore, generalizing the findings to other tourist villages requires caution. Future research could expand the sample to several tourist villages to test the consistency of this relationship.

Implications of the Findings. Practically, these findings indicate that sustainable village tourism development must integrate:

1. An active role for the government in effective policy, facilitation, and communication,
2. A positive and relevant destination image for local communities,
3. Strategies to increase community involvement as social capital in building competitive advantage.

Theoretically, this study adds empirical evidence that community support is a key mediator linking government role and destination image to the competitive advantage of village tourism. It strengthens the literature on community-based tourism and social exchange theory in the context of community-based destination development.

For further research, it is recommended: 1. Include moderating indicators, such as perceived policy fairness or previous tourism experience, 2. Expand research locations to test the



generalizability of the findings, 3. Combine objective quantitative indicators with community perceptions to increase validity.

CONCLUSION

Based on the results of data analysis and hypothesis testing, several key findings can be concluded as follows:

1. **The Role of Government in Community Support.** The role of government has a positive and significant influence on community support. It indicates that government policies, development facilitation, and infrastructure provision significantly increase community participation and support in tourism village development. This finding underscores the importance of government involvement as a strategic stakeholder in building social legitimacy and operational stability of destinations.
2. **Destination Image in Community Support.** Destination image also has a significant positive influence on community support. Community perceptions of the reputation and attractiveness of tourism villages encourage active participation. This finding supports the literature stating that destination image influences not only tourists but also local communities as key actors in community-based tourism management.
3. **Community Support in Competitive Advantage.** Community support has been shown to have a positive and significant influence on the competitive advantage of tourism villages. It confirms that the level of community participation, active involvement, and commitment are crucial factors in improving service quality, tourism experiences, and social legitimacy, thereby strengthening destination competitiveness. This finding confirms that the competitive advantage of tourism villages is highly dependent on social capital and community participation.

Overall, this study shows that a combination of effective government involvement, a positive destination image, and strong community support are key factor in building the competitive advantage of community-based tourism villages. These findings contribute to the community-based tourism literature by emphasizing the role of community support as a mediator between external factors (government and image) and destination competitive advantage.

Recommendations. Based on the results of this study, it is recommended that tourism village development be implemented with a more holistic and participatory strategy. The government needs to increase its role through transparent policies, facilitating relevant infrastructure development, and providing training and empowerment programs for local communities. It aims to encourage tangible community support, as community involvement has been proven to be a key factor in strengthening the competitive advantage of tourism villages. Furthermore, tourism village managers must actively maintain and build a positive destination image, both through promotion, environmental management, and the preservation of local cultural values. A positive image not only attracts tourists but also fosters community pride, thus motivating residents to participate in tourism activities.

Community participation should be a primary focus of any tourism village development program. Steps such as involving the community in service management, providing incentives for active participation, and developing participatory mechanisms can increase consistent community support and the sustainability of destination operations. For future research, it is recommended to expand the scope of the study to several tourism villages to test the generalizability of the findings and consider additional variables that may moderate or mediate the relationships between



constructs, such as perceptions of government policy fairness or community experiences with tourism. Integrating objective indicators, such as tourist numbers or village income, with community perceptions can strengthen the validity of research findings. By implementing these recommendations, tourism villages will not only have a stronger competitive advantage but also be able to improve local community well-being and maintain socio-cultural sustainability.

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