

## Empowering Local Creators and Governance for Sustainable Village Tourism in Bandung Regency

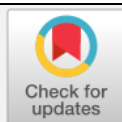
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### ARTICLE INFO

**Publication Info:**  
Research Article



#### How to cite:

Wijayanto, F., Kolopaking, L. M., & Mardiana, R. (2025).  
*Empowering Local Creators and Governance for Sustainable Village Tourism in Bandung Regency.*  
*Society*, 13(2), 814–832.

DOI: [10.33019/society.v13i2.828](https://doi.org/10.33019/society.v13i2.828)

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Received: March 22, 2025;

Accepted: April 21, 2025;

Published: April 28, 2025;

### ABSTRACT

Bandung Regency is home to over 100 tourism villages; however, only a few have emerged as prominent destinations at the regional or national level. This study investigates the role and quality of local creators in promoting sustainable governance in tourism villages. It seeks to answer two primary research questions: (1) What are the qualities of local creators in tourism villages in Bandung Regency? and (2) What forms of governance underpin sustainable tourism village development? Drawing on the theory of structuration, which conceptualizes the dynamic interplay between structure and agency, this study adopts a qualitative approach through a comparative case study of two tourism villages with contrasting typologies. Data were collected using observation, in-depth interviews, focus group discussions, and social network analysis, involving 23 purposively selected informants. The findings suggest that the capacities of local creators, including leadership, experience, competence, and social innovation, play a pivotal role in advancing governance, particularly in contexts where formal institutional frameworks are still emerging. These actors engage in reflective and adaptive practices in response to local dynamics. Governance practices are shaped through penta-helix collaboration, inclusive dialogue among stakeholders, and the equitable distribution of benefits. These mechanisms not only mirror each village's unique social structure but also shape the agency of local actors within participatory governance processes. From a rural sociology perspective, strengthening the quality of local creators and enhancing governance frameworks is critical to promoting sustainable village tourism in Bandung Regency.

**Keywords:** Governance; Local Creators; Rural Tourism; Sustainability; Village

## 1. Introduction

Tourism has evolved into one of the most dynamic sectors of the global economy, making significant contributions to gross domestic product (GDP), employment, and socio-economic development in both developed and developing countries (L. Xu et al., 2022). According to the World Travel and Tourism Council, the sector is projected to contribute 10.8% to global GDP by 2026 (Khan et al., 2022; Khizar et al., 2023). Tourism also holds potential for cultural preservation and environmental sustainability (Strippoli et al., 2024). However, recent studies indicate that efforts to mitigate tourism's adverse effects, such as the overexploitation of local resources and the disruption of cultural values, remain limited (Vu et al., 2024). UNESCO continues to face major challenges in safeguarding world heritage sites that are increasingly vulnerable to overtourism and governance-related conflicts (Peng, 2021). These concerns underscore the pressing need for adaptive, collaborative, and community-based approaches to tourism development (Coria & Calfucura, 2012; Grilli et al., 2021).

In Indonesia, the government launched the "Desa Wisata Bangkit" (Reviving Tourism Villages) program as a strategic initiative to promote sustainable, community-based tourism. West Java, particularly Bandung Regency, is widely recognized for its rich natural and cultural assets, alongside its vibrant creative economy. The enactment of Bandung Regency Regional Regulation No. 77 of 2020, which targets the development of 100 tourism villages, represents a significant policy step toward boosting rural economic growth. Despite this, the implementation process has encountered several practical barriers. Although formal management structures (Surat Keputusan or SK) have been established for all 100 villages, only a few are functioning effectively. Many local stakeholders lack the capacity to manage sustainable tourism, and structurally, the regulation does not provide detailed guidelines for governance. Additionally, local initiators often lack the skills necessary to sustain long-term tourism development.

Prior studies have highlighted three critical empirical challenges that form the basis of this research. First, the roles of local actors often do not align with their capacity to manage tourism villages, and community involvement remains limited. Second, tourism village development is frequently centered on output metrics, such as visitor numbers and short-term revenues, without adequately addressing community sustainability or institutional capacity-building. Third, there is currently no framework or instrument to assess the quality of local creators as central agents in driving sustainable tourism village governance (K. Xu et al., 2017). Research by further confirms that community-based tourism efforts continue to face misalignments between formal institutions and local agency (Peeters et al., 2024; Vu et al., 2024). In Bandung Regency, tourism villages evolve through dynamic interactions between policy structures, individual agency, and social networks; however, these elements remain insufficiently integrated.

From a sociological perspective, tourism village development often prioritizes governmental agendas and economic targets. Institutional frameworks are commonly applied through top-down mechanisms that neglect local social dynamics. As a result, local actors, who are expected to function as change agents, often become disempowered within rigid regulatory environments. This disconnect frequently leads to resistance or implementation failures when policies do not reflect local realities. In this context, the development of tourism villages in Bandung Regency represents not only a policy execution process but also a grassroots strategy for advancing rural sustainability. Understanding the dialectical interplay between structure and agency is thus critical for assessing the role of local creators in sustainable tourism governance.

Existing literature has yet to explicitly examine how the quality of local creators shapes governance systems in tourism villages. A recent study demonstrated that innovation among micro, small, and medium enterprises (MSMEs) positively influences tourism village sustainability (Purnomo & Purwandari, 2025). Other research has emphasized the contributions of formal and informal leaders in aligning local practices with national tourism policies (Ferdian et al., 2024; Hermawan et al., 2023; Priatmoko et al., 2021), or has focused on stakeholder engagement and participatory approaches (Amrullah et al., 2023; Fang et al., 2025). Nevertheless, few studies investigate the tangible governance mechanisms implemented in tourism villages. Furthermore, the reciprocal relationship between the quality of local creators and governance frameworks remains largely unexplored. This gap signals the need for a conceptual framework that integrates local agency and governance structures as mutually reinforcing components in shaping sustainable tourism practices.

To address this gap, this study employs three theoretical frameworks. First, Giddens' structuration theory serves as a lens for examining the mutual reproduction of social structure and human agency (Giddens, 1984). Second, Neveu's concept of social capital is used to understand how accumulated resources, such as skills, recognition, and networks, can be mobilized to generate influence and leadership (Neveu, 2018). Third, the collaborative governance model by Ansell and Gash is applied to explore how inclusive decision-making and stakeholder consensus underpin effective tourism governance (Ansell & Gash, 2008). These three perspectives inform a comprehensive conceptual framework for analyzing the role of local creators in fostering sustainable tourism governance.

The significance of this study lies in its attempt to bridge a critical theoretical and empirical gap: the under-examined relationship between structure and agency within the governance practices of tourism villages. This research seeks to contribute to theory-building by offering a structured framework for evaluating the role of local creators in sustainable tourism development. Accordingly, this study poses two central research questions: (1) What is the quality of local creators in the governance of tourism villages? and (2) What defines sustainable tourism village governance?

## 2. Literature Review

### 2.1. Local Champions as Catalysts in Rural Development

In the digital era, rural development is increasingly driven by grassroots initiatives led by citizen leaders who are recognised for their intelligence, competence, and creativity (Kolopaking et al., 2021). Individuals with innovative dispositions typically demonstrate awareness, critical reflection, and the capacity for transformative action. These individuals often emerge as *local champions* who initiate meaningful change within their communities (Amongjati et al., 2019). Community-based initiatives led by such figures contribute significantly to strengthening local identities and fostering social resilience in rural settings (Ashmore et al., 2017). Cels et al. describe these agents of change as social innovators responsible for cultivating creativity and initiating reform within society (Cels et al., 2012). Their legitimacy is frequently supported by strong social capital, including community trust and the ability to mobilize collective action.

Within the framework of rural tourism, local champions are not only community leaders but also facilitators who oversee the empowerment of local stakeholders (Abas et al., 2022). Their leadership is critical in building an integrated and sustainable tourism model that is rooted in the structural and cultural dimensions of rural life (Andari et al., 2024; Block, 2019). Local champions play a strategic role in ensuring the continuity of tourism villages by

promoting participatory practices and encouraging community involvement in tourism-related activities (Yuwono & Putrianti, 2022). Although various terms such as local initiators, local innovators, and local creators are often used interchangeably in the literature, this study adopts the term *local creators* to emphasize the agentic capacity of individuals to influence, organize, and mobilize collective efforts for rural transformation.

## 2.2. Village Tourism Governance

Governance, particularly in the context of rural tourism, has become a central topic of study due to its intersection with state, market, and community interests. As Mandić and Kennell argue, governance frameworks in tourism provide an analytical lens to examine institutional arrangements that facilitate accountability, participation, and coordination across multiple sectors (Mandić & Kennell, 2021). Within the governance literature, concepts such as *network governance* and *collaborative governance* have received increasing scholarly attention and are sometimes used interchangeably (Wang & Ran, 2023).

Network governance refers to cooperative arrangements between public and non-public actors that enable collective policy formulation and service delivery based on mutual trust, reciprocity, negotiation, and interdependence (Provan & Kenis, 2007). Meanwhile, collaborative governance involves formalized processes in which public institutions and non-state stakeholders engage in consensus-based, joint decision-making to address shared challenges and achieve collective outcomes (Ansell & Gash, 2008; Emerson, 2018). Both approaches highlight the importance of inclusive engagement and shared responsibility, which are essential principles in sustainable tourism village governance.

## 2.3. Anthony Giddens' Structuration Theory

Structuration theory conceptualizes structure and agency as an inseparable unity, often described as a duality, similar to two sides of the same coin. *Agency* refers to the capacity of individuals (agents) to take action and initiate change within their social environment. Through their actions, individuals may sustain, reproduce, or transform existing social structures (Whittington, 2015). These actions are not isolated but are embedded within broader structural contexts and are continuously shaped by the very structures they seek to influence (Ritzer & Goodman, 2008).

Kinseng (2017) underscores that social structure occupies a central position in sociological inquiry. Within this framework, structure comprises both *rules* and *resources*. Rules include both formal regulations and informal norms, while resources are categorized into *allocative* (related to material and economic control) and *authoritative* (related to power and influence) dimensions (Achmad, 2020). Importantly, Giddens argues that structures are not merely constraining; they also possess enabling properties that allow actors to operate and innovate within them (Giddens, 2010).

Social practices, therefore, emerge through the dynamic interplay between structure and agency. Rather than existing in opposition, the two are interdependent and mutually constitutive. This perspective allows for an understanding of how local actors, such as community leaders in tourism villages, are both shaped by and capable of reshaping the institutional structures within which they operate.

### 3. Research Methodology

#### 3.1. Research Design

This study adopts a constructivist paradigm using a qualitative approach and a comparative case study design to examine two prominent tourism villages in Bandung Regency. The Social Network Analysis (SNA) method was applied to assess the quality of local creators and the governance mechanisms in tourism village management. According to Creswell, qualitative research is intended to explore and understand the meanings individuals or groups assign to a social problem through in-depth, contextual interpretation of data (Creswell, 2013).

#### 3.2. Data Collection

This study employed both primary and secondary data sources. Primary data were gathered through field observations, focus group discussions (FGDs), and in-depth interviews. Secondary data were obtained from various official documents and reports issued by the two tourism villages. The procedures for collecting primary data included:

- 1) Observations, conducted to gain an objective understanding of the field context;
- 2) FGDs, aimed at aligning perceptions and achieving a shared understanding of key issues;
- 3) In-depth interviews, conducted to comprehensively explore the perspectives and experiences of research participants.

The research was carried out in Alamendah Tourism Village (Rancabali Sub-district) and Cibiru Wetan Tourism Village (Cileunyi Sub-district), both located in Bandung Regency. These sites were purposively selected as comparative cases due to their regional and national recognition as exemplary tourism villages. Fieldwork was conducted over a four-month period, from February to May 2025.

A purposive sampling strategy was employed, targeting informants whose characteristics aligned with the research objectives. A total of 23 informants participated, comprising 10 individuals from Alamendah and 13 from Cibiru Wetan. Informants were selected based on the following criteria:

- 1) affiliation with community-based institutions, organizations, or gender-specific groups;
- 2) direct involvement in tourism village management; and
- 3) active engagement or interaction with other tourism stakeholders.

The unit of analysis in this study was the individual.

**Table 1. Informants from Alamendah and Cibiru Wetan Tourism Villages**

Alamendah Tourism Village			Cibiru Wetan Tourism Village		
Actor	Actor Position	Actor Type	Actor	Actor Position	Actor Type
AR	Village Head	Institution	HS	Village Head	Institution
WND	Dawala Chairman	Group	DB	Village Strategic Plan	Institution
RD	Community Leader	Individual	MPY	Head of Pokdarwis	Institution
AEP	Dawala Treasurer	Group	LN	Chairman of BUMDes	Institution
AW	Agriculture	Individual	ON	PKK Chairperson	Institution
GT	Youth Organization	Institution	NN	Women Farmers Group	Institution
BRM	Plantation	Individual	FF	Founder Maggot	Group
UJ	Arts	Individual	AEP	Founder Bioflok	Group
PT	MSME	Individual	IJ	Chairman of Batu Kuda	Group
LLT	Livestock	Individual	ASP	Chairman of Tanga 1000	Group

Alamendah Tourism Village			Cibiru Wetan Tourism Village		
Actor	Actor Position	Actor Type	Actor	Actor Position	Actor Type
			DD	Swarga TV	Institution
			YY	MSME	Individual
			AY	Youth Organization	Institutions

Source: Processed primary data (2024)

**Table 1** highlights the differences in the composition and number of local actors across the two sites. In Alamendah, ten local initiators were identified, consisting of six individual actors, two group-based actors, and two from institutions. In Cibiru Wetan, thirteen local initiators were recorded, comprising one individual actor, four from groups, and six institutional actors.

The data collection process was supported by a team of student interns assigned to both locations. All qualitative data were transcribed and organized based on the central research questions concerning the quality of local creators and the governance mechanisms promoting sustainability. This study forms part of a thesis research project that has been reviewed and approved by the academic advisory committee and authorized institutions at IPB University.

### 3.3. Data Analysis

This study employed a four-stage qualitative analysis process comprising data reduction, data display, verification, and conclusion drawing (Moleong, 2014). The analysis incorporated Social Network Analysis (SNA) to identify key actors, patterns of collaboration and communication, as well as forms of dominance and marginalisation within the social structure. The primary objective was to examine the quality of central actors (nodes) and the collaborative patterns that emerged in the governance of tourism villages.

The first stage involved analysing transcribed data from observations, in-depth interviews, and focus group discussions (FGDs) to identify relationship patterns among actors. The analysis used three main approaches:

- 1) Mention-based network, where Actor A is considered connected to Actor B if B is explicitly mentioned by A during the interview;
- 2) Co-occurrence network, where two actors mentioned within the same sentence or paragraph are interpreted as being relationally linked;
- 3) Interaction-based network, where actor relationships are identified through direct engagement observed during FGDs or meetings, such as through verbal exchanges, mutual evaluations, or coordinated actions.

In the second stage, these identified relationships were organised into an  $n \times n$  adjacency matrix, where a value of “1” indicated the presence of a relationship between actors, and “0” signified its absence.

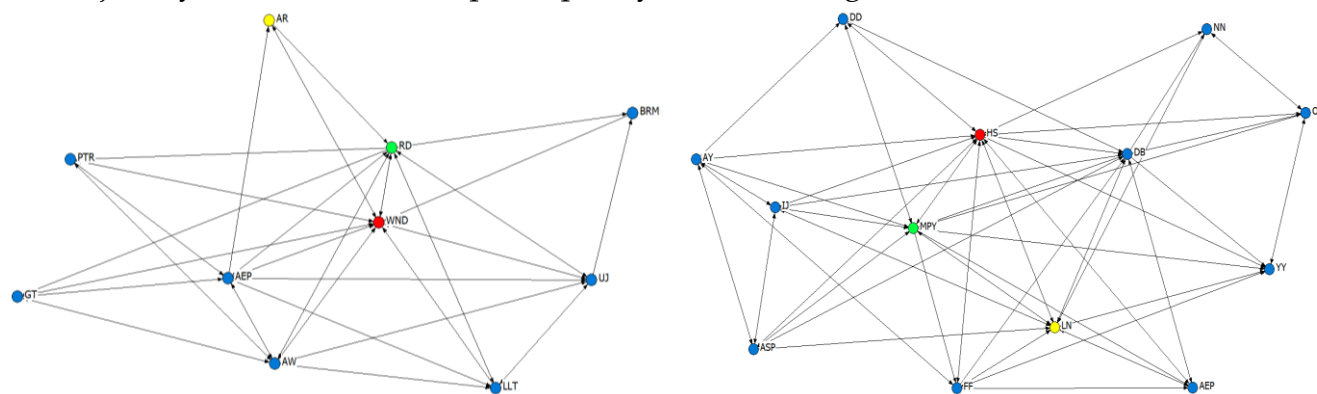
The third stage involved processing the adjacency matrix using UCINET 6.0 to identify the most dominant, central, and bridging actors in the network. This software enabled a structural mapping of influence and connectivity within the tourism village governance system.

The fourth stage entailed interpreting the network data through the lens of Giddens’ structuration theory to uncover how social relations are produced and reproduced over time and how these relations shape the governance structures of tourism villages. This interpretive phase facilitated a more nuanced understanding of the interaction between agency and structure in shaping local governance practices.

## 4. Results and Discussion

### 4.1. Interpreting the Quality of Local Creators in the Dynamics of Social Networks: A Study on Tourism Village Management

Local creators are the key actors in the governance of tourism villages. They not only serve as program implementers or drivers of community-based tourism activities, but also act as agents with the capacity to connect various interest nodes, foster innovation, and respond to the dynamics of social and institutional structures at the local level. Their position within the social network, along with their intrinsic individual qualities, constitute crucial variables in explaining the trajectory of sustainable and participatory tourism village transformation.



**Figure 1. Sociogram of Local Creators in Alamendah and Cibiru Wetan Villages**

**Table 2. Recapitulation of Local Creators in Alamendah and Cibiru Wetan Village**

Actors	Alamendah Tourism Village			Actors	Cibiru Wetan Tourism Village		
	Degree Centrality	Closeness Centrality	Betweenness Centrality		Degree Centrality	Closeness Centrality	Betweenness Centrality
AR	2.000	0.563	14.167	HS	11.500	0.962	31.979
WND	8.000	0.909	13.083	DB	8.000	0.750	15.100
RD	7.500	0.859	6.333	MPY	9.000	0.800	11.669
AEP	6.500	0.784	5.917	LN	8.500	0.775	11.112

Source: Processed UCINET 6.0

**Table 2** presents the social network analysis conducted using UCINET 6.0 on actors involved in the management of Alamendah and Cibiru Wetan tourism villages, revealing significant differences in relational structures and influence distribution. Data interpretation was carried out by analysing relationship patterns alongside in-depth interview findings to explain the value of influence.

In Desa Alamendah, the actor WND functions as a local creator due to being the most dominant figure in leading and organising the tourism village. This aligns with their position as the Chairperson of the Dawala Group, which holds autonomous authority in management. Additionally, WND is regarded as having the highest level of closeness with other local initiators, serving as a trusted mover and facilitator among the various stakeholders. Furthermore, WND acts as a connector since all forms of coordination-both within the Dawala Group and with the government and private sectors-must pass through this chairperson in accordance with the established standard operating procedures (SOP). This network structure is the result of a legitimacy centralisation process established since the village deliberation in 2018,

when the village granted a full mandate to the Dawala Group to manage the tourism village program.

This structure also illustrates how the credibility of a local creator is built through a combination of experience, social involvement, and capacity to adapt to external dynamics. For example, WND is known to maintain intensive relations with the Bandung Regency Tourism Office and to actively participate in tourism village management forums at the West Java provincial level. This external network provided access to training, technical assistance, and partnership opportunities. Simultaneously, WND maintains emotional ties with the local community through informal activities, such as community discussions, youth training, and collaboration with local MSMEs. This demonstrates that creativity in managing the tourism village stems not only from new ideas, but also from the ability to manage complex social relations.

Meanwhile, in Cibiru Wetan Village, actor HS serves as a local creator because of its dominant role, particularly in formal capacity, as the Village Head. This dominance is reflected in policies that integrate village institutions into tourism village management. Additionally, HS is regarded as having the closest ties with other initiators, because all institutional activities within the village require the approval and knowledge of the Village Head. Finally, the HS acts as a connector, as all decisions or policies are channelled through village deliberations, with the Village Head serving as the intermediary in decision-making.

Cibiru Wetan Village also exhibits notable structural characteristics, namely the active involvement of village institutions such as the Village Consultative Body (BPD), community empowerment institutes (LPM), and Village-Owned Enterprises (BUMDes), which form part of the tourism coordination forum. In 2023, the village established the Cibiru Wetan Tourism Village Forum, which comprises various community elements. This forum is tasked with formulating work plans, evaluating tourism programs, and serving as a platform for mediation between business actors and the village government. Although the forum is coordinated by the Village Head, its existence opens up a deliberative space that was previously unavailable.

These findings indicate that the key nodes in the social networks of tourism villages are not always determined by formal structural positions. In Alamendah, non-governmental actors are able to occupy strategic positions within the network due to expertise and social legitimacy built through bottom-up processes. Conversely, in Cibiru Wetan, power is more concentrated within the village government structure, with the village head acting as both a regulator and the main driver of innovation. In this regard, the strategy of role differentiation among actors in Cibiru Wetan is more systematic, but the decision-making process tends to be top-down.

This section analyses the quality of local creators based on the forms of capital they possess. Bourdieu's argued that an actor's position is largely determined by its capital (Casey, 2005). Capital is understood as a set of assets, skills, knowledge, and recognition held by individuals or groups that can be used to expand influence and gain power (Neveu, 2018). Empirically, there are similarities in the types of capital possessed by local creators in both research locations, namely, position, educational background, experience, capacity, and social innovation as indicators of quality.

**Table 3. Quality of Local Creators in Alamendah and Cibiru Wetan Village Tourism**

Aspects of Quality	Alamendah Tourism Village	Cibiru Wetan Tourism Village
Leadership Scope	Village Tourism Group Leader	Village Head

Aspects of Quality	Alamendah Tourism Village	Cibiru Wetan Tourism Village
<b>Educational Background</b>	Bachelor's Degree in Tourism	Bachelor's Degree in Agriculture
<b>Experience</b>	Travel Agency	Consultant in Village Development
<b>Capacity</b>	Mobilizer, Facilitator, Innovator, Motivator, Conceptualist	Inisiator, Mediator, Mobilizer, Motivator, Regulator
<b>Social Innovation</b>	Social Entrepreneurship	Rural Digitalization

Source: Processed primary data (2024)

**Table 3** presents a comparison of the qualities of the local creators in the two villages, highlighting distinct orientations and strategies in shaping tourism governance. The WND, aged 38, has an educational background in tourism and professional experience in the travel agency sector. He is recognised as an innovator in participatory-based managerial systems through the Dawala Group and as a social entrepreneur who emphasises community empowerment. His innovations include the development of community-based tourism products, diversification of services, such as educational tours and local culinary experiences, and the establishment of fair economic benefit-sharing mechanisms. Moreover, he facilitated training programs for local youth and built partnerships with various private sector actors. His strength lies in his market acumen and flexible construction of external networks. However, the dominance of this individual's position has raised concerns regarding the limited formal involvement of village institutions, posing the risk of exclusion for actors outside the core group. Some residents have noted that activity selection processes remain confined to existing networks and lack sufficient space for broader inclusion.

Conversely, HS, aged 52, with a background in agriculture and experience as a rural development consultant, exemplify strong qualities in regulation, formal governance, and institutional integration. He promoted the digitalisation of the tourism village through the development of a village website and social media platforms, established a data-based documentation system, and facilitated multi-actor collaboration through village deliberation mechanisms. This strategy has resulted in a more institutionally inclusive governance structure, engaging entities such as BUMDes, BPD, youth organisations, women's groups (PKK), and neighbourhood associations (RT/RW) within a joint forum. In 2022, HS also initiated the "Cibiru Wetan Tourism Village" program, allowing people with disabilities and women to actively participate in designing tourist destinations and skill development programs. Nevertheless, he faces challenges in engaging informal community members and independent tourism actors, who feel underrepresented in the decision-making process. Acknowledging this limitation, HS have begun to introduce a digital-based open reporting system to enable more participatory citizen input.

From the perspective of Giddens' structuration theory, these two local creators represent agencies that emerge within different structural contexts (Giddens, 2010). WND operates within a social space that enables greater community agency, allowing it to reproduce innovative patterns without being constrained by bureaucratic structures. His agency is reflective, rooted in cultural practices, and sensitive to market opportunities. In contrast, the HS exercise agency is grounded in the utilisation of formal structures and steering change through regulatory

approaches. This form of agency is discursive and institutionally robust, yet more vulnerable to resistance from actors who fall outside the purview of the village government structures. Thus, the quality of local creators cannot be separated from their social positioning within networks, the types of capital they possess (social, cultural, and symbolic), or their capacity to strategically articulate change within existing structures. The combination of social network analysis and the examination of creator quality demonstrates that the success of a tourism village is not solely determined by the strength of formal structures but also by the extent to which spaces for agency are created, sustained, and equitably distributed among local actors. These findings underscore the importance of fostering collaborative governance capable of bridging structural logic with the dynamic agency of local creators in shaping a socially just and sustainable tourism village future.

#### 4.2. Strengthening Local Governance Structures in Village Tourism Development

The Regional Government of Bandung Regency enacted Regional Regulation No. 7 of 2020, concerning the development of tourism villages. However, the regulations do not clearly stipulate the mechanisms or technical aspects of tourism village governance. The findings from this study indicate that local creators are capable of initiating and sustaining governance mechanisms within tourism villages. At the same time, social structure also shapes the characteristics of these governance mechanisms. Structure, as Giddens posits, is not merely constraining, but also enabling (Whittington, 2015).

**Table 4. Social Structure of the Tourism Village**

Structure	Alamendah Tourism Village	Cibiru Wetan Tourism Village
Regulation	Autonomy	Dependent
Cultural Values	Mechanical solidarity	Organic solidarity
Economic System	Homogeneous	Heterogeneous
Resources	Nature and tourism potential	Access to development
Institutional	Dominance of informal institutions	Dominance of formal institutions
Infrastructure	Tourism amenity	Digital system/artificial destination
Technology	Tourism product innovation	Rural digitalization
Social Change	Social entrepreneurship	Digital transformation

Source: Processed primary data (2024)

**Table 4** illustrates the similarities in the structural components of the social system, yet highlights differences in their forms and characteristics between the two research sites. The key components of the social structure include regulation, cultural values, local economic systems, resources, institutions, infrastructure, technology, and social change. However, the form and nature of these components differ according to the typology of each village-Alamendah Tourism Village as a rural 'village-village' type, and Cibiru Wetan Tourism Village as a semi-urban 'village-town' type.

Typologically, Alamendah is characterised as a village village with a more homogeneous community, mechanical solidarity, and limited access to external influences. In contrast, Cibiru Wetan represents a 'village-town' type, marked by a more heterogeneous population, organic solidarity, and greater access to external resources.

According to Gunadi, 'village-village' types tend to be more closed due to their distance from urban centres, while 'village-town' types are typically more open due to their proximity to

the city (Gunadi, 2021). Empirically, proximity to urban centres influences the intensity of interactions, quality of infrastructure, and adoption of technology within the rural social structure.

Local creators act as reflective agents who, in Giddens' terminology, possess the capacity to monitor both actions and structures simultaneously. In both villages, these local creators have actively fostered pentahelix collaboration in tourism village governance, supported by local policies issued by the Regent and the Bandung Regency Office of Culture and Tourism.

**Table 5. Tourism Village Pentahelix Collaboration**

Stakeholder	Alamendah Tourism Village		Cibiru Wetan Tourism Village	
	Role	Actors	Role	Actors
Academics	Tri Dharma Perguruan Tinggi	UNISBA, UPI, Unpad, UIN Bandung, ITB, and Telkom	Tri Dharma Perguruan Tinggi	UIN Bandung, Unpad, UPI, STIE Yapari, UNISBA, and Unwim
Business	CSR	PT Adira Finance and PT Geodipa Energi	Rural Digitalization and Strategic Vendors	PT Telkom Indonesia, Sunflower Hotel, Braga Hotel, and Travel Agency
Community	Participation, capacity building, and socio-economic benefits	Agriculture, Farming, Plantation, Arts, and MSMEs	Participation, capacity building, and socio-economic benefits	Pokdarwis, KWT, Gapoktan, Art Studio, Swarga TV, Biofloc, Maggot, UMKM, Tangga 1000, and Batu Kuda
Government	Regulation	Macro, Meso, and Micro	Regulation	Macro, Meso, and Micro
Media	Information, marketing, and branding	Social media 'Dawala Group'	Information, marketing, and branding	Asean Village Network (AVN), Swarga TV, BUMDes, and RRI TV

Source: Processed primary data (2024)

**Table 5** illustrates that the pentahelix collaboration model is operational in both research sites, as evidenced by partnerships among key stakeholders: academia, business, community, government, and media. The findings reveal similarities in the roles played by stakeholders, although differences emerge in their compositions and the specific actors involved. The level of stakeholder engagement is shaped by the regulatory frameworks and interests specific to each tourism village.

The structure of collaboration in both villages demonstrates both enabling and constraining functions depending on the distribution of resources and inter-institutional legitimacy. Giddens emphasised the significance of resources as structural elements: allocative resources (control over material goods) and authoritative resources (control over people) (Giddens, 2010). In this context, the business and media sectors play crucial roles in the distribution of both resource types.

In Alamendah, the involvement of the business sector through CSR programs strengthens allocative resources such as infrastructure and capacity-building, while media serve as agents for disseminating information and innovation. However, the concentration of power within the Dawala Group indicates a potential distortion in the distribution of authority and dominance of a single institution, leading to the exclusion of other actors. This affirms Giddens's warning that structural relations can limit access to resources for institutions such as village-owned enterprises (BUMDes).

In contrast, authority is more evenly distributed in Cibiru Wetan. The village government limits private sector intervention in funding and emphasises functional partnerships through strategic vendors. Nonetheless, limited allocative resources due to reliance on village budgets (APBDs) and BUMDes present a challenge. This structure reflects a balance of power among local institutions, but constrains the village's capacity to expand tourism operations.

According to Ansell and Gash, collaborative governance emphasises cross-institutional dialogue (Ansell & Gash, 2008). Giddens further asserts that social structure should be understood as a system of rules and resources internalized and mediated by agents. In this case, the mechanism of role distribution among stakeholders represents a form of structuration that is reflected within the local context.

In Alamendah, the dominance of the Dawala Group in decision-making and tourism planning indicates a centralised structural configuration. Although the group operates with clear SOPs and job descriptions, concentrated authority has led to unequal access to resources and decision-making power, resulting in tension with other village institutions, such as BUMDes and youth groups, who feel marginalised.

Conversely, in Cibiru Wetan, role negotiations are more open and decisions are made through village deliberations involving BUMDes, community groups, and other local representatives. This structure reflects a more egalitarian pattern of relations, although challenges remain in terms of institutional regeneration and policy continuity following leadership transition.

The following discussion on benefit distribution further explores how structural arrangements influence the forms of incentives received by the community.

**Table 6. Distribution of Tourism Village Profits**

Mechanism	Alamendah Tourism Village	Cibiru Wetan Tourism Village
Destination	Social Entrepreneurship	Social Enterprise
Management	Group	Institution
Form of Entry	Profit	Benefit
Interests	Increased Revenue	Public

Source: Processed primary data (2024)

**Table 6** highlights the differences in the benefit distribution mechanisms across the two research sites. In Alamendah, a social entrepreneurship approach generates direct profits for the managing group. However, due to the lack of integration with formal village institutions such as village-owned enterprises (BUMDes), the distribution of benefits remains limited to a select group of actors. According to Giddens, structures are continuously reproduced unless interrupted by the reflexivity of the agents. In this context, interventions from collective actors that promote resource redistribution are essential for structural transformation (Giddens, 1984, 2010).

In contrast, in Cibiru Wetan, the institutional orientation toward public services positions social benefits as the primary form of distribution. This structure enables the creation of inclusive relationships, although challenges persist in optimising village-generated revenue (PAD). The tension between social and economic objectives requires strengthening institutional capacity and developing appropriate incentive policies.

Giddens' structuration theory illustrates that the governance practices of tourism villages are the result of the reciprocal relationship between agents (local creators) and structures (rules, resources, and institutional relations). Effective governance is not solely determined by regulatory frameworks, but also by how actors mobilise resources within a configuration of power relations that are perceived as fair. Therefore, strengthening adaptive and inclusive local institutional structures is a key strategy for sustainable development of tourism villages.

### 4.3. Community Sustainability Through Tourism Village Governance

The success of tourism village governance driven by local creators can be observed in the extent to which local communities experience sustainability in social, economic, and institutional terms. In Bandung Regency, effective tourism village governance has led to several significant achievements at the regional, national, and ASEAN levels. These accomplishments demonstrate that inclusive and context-sensitive governance practices can enhance village competitiveness, without neglecting community empowerment.

As explained by Jadesta, the five main indicators in the Tourism Village Award (Anugerah Desa Wisata/ADWI) assessment—tourist attractions, amenities, digitalisation, institutional capacity, and human resources—are designed not only to evaluate the technical performance of village tourism, but also to ensure the long-term sustainability of the communities involved (Jadesta, 2023). These indicators emphasise that successful governance aligns economic, social, cultural, and digital dimensions while strengthening the role of local communities as active agents of development, rather than mere beneficiaries.

**Table 7. Regional and National Achievements**

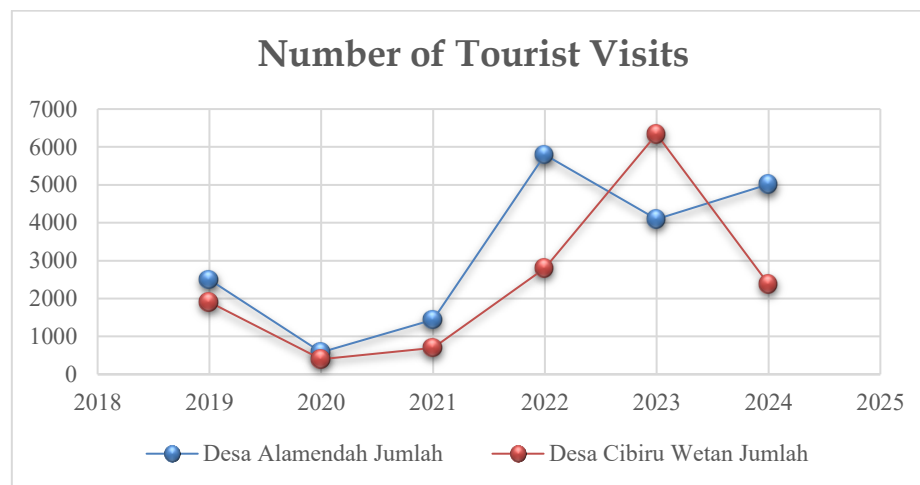
Year	Alamendah Tourism Village	Year	Cibiru Wetan Tourism Village
2021	ADWI Tourism Village Best Advanced Kemenparekraf National	2022	Best Digital Category Tourism Village Bandung Regency
2022	Creative Economy Category Tourism Village 2nd place West Java Province	2022	Digital Category Tourism Village West Java Province
2022	Sustainable Tourism Village Kemenparekraf National	2023	ADWI Best Pilot Category Tourism Village Kemenparekraf National
2023	Sustainable Tourism Village (CB-ISTC) National	2024	Asean Village Network ASEAN

Source: Processed primary data (2024)

**Table 7** presents various achievements based on indicators that have generated positive impacts for tourism village communities in the Bandung Regency. The accomplishments of Alamendah Village and Cibiru Wetan Village demonstrate their success in translating these indicators into forms of social innovation contextually relevant to their local settings. Alamendah Village, for instance, is recognised for developing a community-based social

business model that positions the creative economy as its foundation. Meanwhile, Cibiru Wetan stands out for its utilisation of digital technology to promote and manage tourism activities, enhancing transparency, accessibility, and citizen engagement.

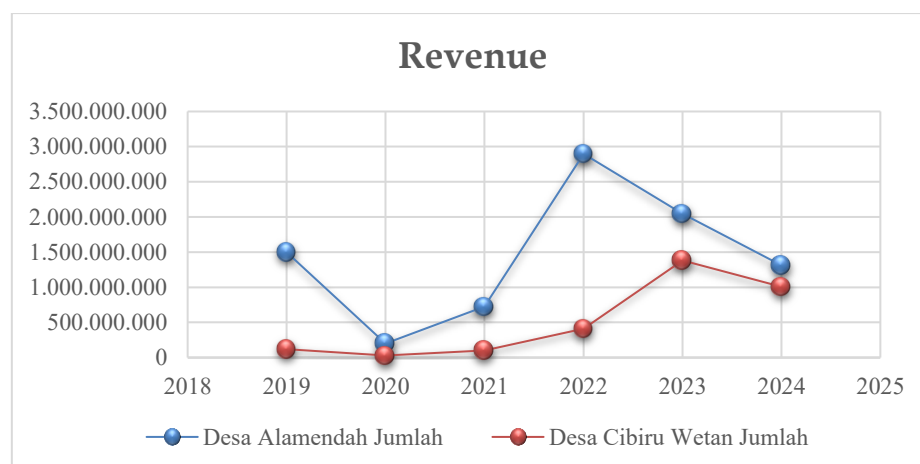
This study provides a descriptive analysis of socio-economic impacts, primarily assessed through indicators such as the number of tourist visits and economic gains.



**Figure 2. Number of Tourist Visits to Alamendah and Cibiru Wetan Village Tourism Destinations**

Source: Processed primary data (2024)

**Figure 2** compares the number of tourist visits and the revenue generated by Alamendah and Cibiru Wetan Tourism Villages from 2019 to 2024. According to the data, Alamendah Village recorded the highest number of tourist visits in 2022, totaling 5,783, while the lowest was in 2020, with only 500 visits. In contrast, Cibiru Wetan Village experienced the highest tourist visits in 2023, with 6,337 visits, and the lowest in 2020, with only 400 visits. The sharp decline in 2020 in both villages was due to the COVID-19 pandemic, which restricted mobility and tourism activities.



**Figure 3. Tourism Revenue in Alamendah and Cibiru Wetan Villages**

Source: Processed primary data (2024)

**Figure 3** presents corresponding tourist numbers, the revenue patterns of the two villages also show similar trends. Alamendah Village recorded its highest revenue in 2022, reaching approximately IDR 2 billion, while the lowest was in 2020, ranging between IDR 100–200 million. On the other hand, Cibiru Wetan Village saw its peak revenue in 2023, around IDR 1 billion, and the lowest in 2020, estimated between IDR 20–30 million.

The success of these two villages cannot be separated from the ability of the local creators to act as agents of social transformation. From the perspective of Anthony Giddens' structuration theory, sustainability is not the direct outcome of a top-down structure but rather emerges from the dialectical relationship between structure and agency (Giddens, 1984, 2010). In this case, local creators and village communities reflexively reproduce structures through everyday practices while leveraging structural opportunities, such as regulatory support, economic resources, and local values.

In Alamendah Village, for instance, structures that allow community autonomy have enabled groups such as Kelompok Dawala to develop social business innovations rooted in local potential. They are not merely program implementers, but also designers of new governance models that are adaptive to market changes and tourist preferences. Meanwhile, in Cibiru Wetan, institutional strengthening through village regulations expanded citizen participation and reinforced social control in tourism management. This demonstrates that sustainability is shaped by a combination of reflexive agency and an enabling structure.

However, considerable challenges remain to be overcome. One of the key challenges lies in maintaining long-term sustainability without losing local identity. Therefore, strengthening the capacity of local creators should be the primary focus. These actors are not only technical operators, but also meaning-makers who shape the developmental direction of tourism villages. Therefore, capacity building must go beyond managerial skills to include reflexive capacities—the ability to read social dynamics, understand power structures, and articulate local values in economically and culturally relevant terms.

Furthermore, institutional sustainability requires collaborative models that deliberately engage various stakeholders. Cross-sector collaboration between village governments, communities, businesses, and educational institutions can foster an innovation ecosystem that enriches social capital and broadens access to new knowledge. In this framework, co-creation where local communities are not merely consulted but are active partners in program design and implementation—offers more promising outcomes than technocratic facilitation approaches.

Additionally, tourism villages must diversify their social enterprise models to reduce their dependence on physical tourist visits. Digitalisation offers significant opportunities for marketing local products online, hosting virtual tours, and developing community-based digital creative economies. Such innovations not only expand market reach but also enhance village economic resilience in the face of external risks, such as pandemics or climate change.

Finally, the evaluation of tourism village success should not rely solely on metrics such as visitor number or revenue. It must include indicators of social sustainability, such as levels of citizen participation, redistribution of economic benefits, and reinforcement of collective values. Participatory evaluations involving local villagers as assessors can enhance social accountability and deepen community ownership in the direction of tourism development.

In conclusion, the sustainability of tourism village communities depends not only on institutional structures or economic success but also on the capacity of local agents to reflexively and collectively shape change. Within this dialectical relationship between structure and agency, the key to sustainable tourism village governance lies.

## 5. Conclusion

This study finds that local creators endowed with strong leadership, relevant educational backgrounds, extensive experience, adaptive capacity, and a commitment to social innovation are capable of initiating and sustaining governance mechanisms in tourism villages, particularly in contexts where regulatory frameworks remain ambiguous. These attributes enable local creators to serve not only as facilitators of community-based tourism initiatives but also as agents who reinforce social structures while navigating the dynamic processes of sustainable tourism governance in Bandung Regency.

Governance in tourism villages is carried out through collaborative mechanisms based on the pentahelix model, which promotes inclusive stakeholder engagement, participatory role-sharing, and equitable distribution of benefits. These mechanisms are deeply shaped by the social structures of each village and significantly affect how local creators exercise agency in fostering inclusive and sustainable rural tourism practices.

From a rural sociology perspective, the study demonstrates that the intersection of individual agency and structural support plays a critical role in the success of tourism village governance. The quality of local creators, when supported by participatory structures, contributes meaningfully to the realization of socially just and environmentally sustainable tourism development.

Theoretically, this study contributes to the development of a conceptual framework for sustainable tourism village governance by highlighting the dialectical relationship between local agency and social structure. It argues that sustainability is not solely a product of institutional design but also of the reflective and strategic capacities of local actors in responding to changing socio-political and economic conditions.

Practically, the findings offer valuable insights for policy makers, development practitioners, and village leaders seeking to strengthen tourism village governance and enhance the role of local creators in rural contexts, particularly in Bandung Regency and similar regions in Indonesia. Future research should aim to conduct broader comparative analyses involving tourism villages with diverse socio-cultural typologies, in order to produce findings that are more generalizable and contextually grounded.

## 6. Acknowledgment

The authors would like to express their sincere appreciation to the local governments of Alamendah Village (Rancabali Subdistrict), Cibiru Wetan Village (Cileunyi Subdistrict), and the Bandung Regency for their institutional and logistical support throughout the research process. Deepest gratitude is also extended to all informants from both Alamendah and Cibiru Wetan who generously shared their time, experiences, and insights.

This research was financially supported by the Center for Education Funding Services (Pusat Layanan Pembiayaan Pendidikan, Puslapdik), Ministry of Education, Culture, Research, and Technology of the Republic of Indonesia (Kementerian Pendidikan, Kebudayaan, Riset, dan Teknologi, Kemendikbudristek), through the Non-Degree Excellence Scholarship (Beasiswa Unggulan Non-Gelar). Their contribution is gratefully acknowledged.

## 7. Declaration of Conflicting Interests

The authors have declared no potential conflicts of interest regarding this article's research, authorship, and/or publication.

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