

# The Impact of Community Participation, Government Support, and Private Sector Involvement on Sustainable Tourism Development: Moderating the Role of Collaborative Governance

Rahmi Khairani Nasution\*

Universitas Sumatera Utara, Medan, Indonesia

ORCID iD: <https://orcid.org/0009-0007-6903-1787>, Email: [rahmikha20a@gmail.com](mailto:rahmikha20a@gmail.com)

R. Hamdani Harahap

Universitas Sumatera Utara, Medan, Indonesia

ORCID iD: <https://orcid.org/0000-0003-4820-403X>, Email: [r.hamdani@usu.ac.id](mailto:r.hamdani@usu.ac.id)

Dewi Kurniawati

Universitas Sumatera Utara, Medan, Indonesia

ORCID iD: <https://orcid.org/0009-0008-4827-826X>, Email: [dewi.kurniawati@usu.ac.id](mailto:dewi.kurniawati@usu.ac.id)

Hatta Ridho

Universitas Sumatera Utara, Medan, Indonesia

ORCID iD: <https://orcid.org/0000-0002-8681-5723>, Email: [hattaridho@usu.ac.id](mailto:hattaridho@usu.ac.id)

## Abstract

The focus of recent studies has been on sustainable tourism development, which is considered a crucial factor for economic growth. The current study investigates the effects of community participation, government support, and private sector involvement on the development of sustainable tourism in Indonesia. The study also explores the impact of collaborative governance on the relationship between community participation, government support, private sector involvement, and sustainable tourism development in Indonesia. The study collected data from tourists by conducting surveys at popular tourist destinations in Indonesia. The article also used smart-PLS to investigate the connections between variables. The findings demonstrated a positive correlation between sustainable tourism development in Indonesia and community participation, government support, and private sector involvement. The results also indicate that collaborative governance plays a significant role in moderating the relationship between community participation, government support, private sector involvement, and sustainable tourism development in Indonesia. The study offers valuable insights for policymakers to develop policies that promote sustainable tourism. It emphasises the importance of

community participation, government support, and private sector involvement in achieving this goal.

**Keywords:** Community Participation, Government Support, Private Sector Involvement, Collaborative Governance, Sustainable Tourism Development.

## Introduction

Tourism sustainability has become a major global concern, particularly for countries like Indonesia that are rich in culture and natural resources. For successful sustainable tourism initiatives, it is crucial to have the active participation of communities, government, and the private sector. Their involvement greatly influences the decision-making process and the ultimate outcomes. This paper delves into these aspects, aiming to gain a deeper understanding of how they contribute to sustainable tourism development in Indonesia. It specifically focuses on the role of collaborative governance as a moderating factor. Indonesia, also referred to as the Republic of Indonesia, is a country made up of over 17,000 islands ([Koeswahyono, 2019](#)). These features contribute to the development of tourism, which in turn boosts the country's economy. However, the expansion of tourism development can lead to a range of negative environmental and social effects, as highlighted by [Balsalobre-Lorente et al. \(2020\)](#). As a result, understanding the methods for improving sustainable tourism development is critical in order to maximize economic benefits in the travel industry while also preserving the environment and culture.

Community involvement in tourism is a crucial aspect of sustainable tourism development. This approach incorporates the participation of local communities in the creation and implementation of tourism development strategies, allowing them to reap the benefits of tourism while safeguarding their environment and culture. According to [Leonard \(2019\)](#), when local people participate in projects, they feel a sense of ownership and responsibility, which makes it easier for the projects to continue with their support. In Indonesia, various interventions have been implemented to support the community in claiming their rights and enhancing their cultural values and natural resources. These interventions, known as community-based tourism (CBTs), aim to empower the local population ([Junaid et al., 2021a, 2021b](#)). Recent advancements have demonstrated that when individuals are actively involved, they are more likely to contribute to the growth

of the tourism industry. For example, locations such as Penglipuran in Bali have successfully engaged the community to preserve and promote the rich Balinese cultural heritage while also encouraging sustainable tourism as a viable option for visitors. Governmental support is crucial for the sustainable development of tourism.

According to [Liu et al. \(2020\)](#); [Siregar et al. \(2023\)](#) study, policies significantly influence the development of the tourism industry. Particularly in the context of tourism development, governments actively engage in formulating and implementing these policies. The Indonesian government has implemented various initiatives to promote sustainable tourism. These include the development of state-of-the-art, eco-friendly accommodations and facilities, the establishment of new protected areas, and the enforcement of environmental regulations ([Junaid et al., 2021b](#); [Safrida et al., 2023](#); [Simanjuntak et al., 2024](#)). Additionally, according to [Dessai \(2023\)](#), governmental support provides incentives in the form of funds and stimulus for ecotourism projects. This can help alleviate the challenges and expenses associated with starting such projects. The government in Indonesia, particularly the Ministry of Tourism and Creative Economy, has been actively working to promote sustainable tourism. They have implemented various measures and formed partnerships with global institutions to position Indonesia as a leading example of sustainable tourism worldwide.

Equally important is the role of the private sector. The private sector, as highlighted by [Kimbu et al. \(2020\)](#), plays a crucial role in mobilising financial resources, generating innovative ideas, and leveraging their expertise in the development of the tourism sector. This not only contributes to economic growth but also creates employment opportunities for individuals. Tour operators play a crucial role in promoting the sustainability of products and services provided by private companies ([Astuty et al., 2022](#); [Ruslan et al., 2023](#); [Tambunan et al., 2022](#)). By doing so, they enable environmentally conscious tourists to enjoy products that are respectful of the environment. Several private companies in Indonesia have also introduced sustainable tourism policies, such as eco-lodges, tour operators, and green certification ([Pratama et al., 2024](#); [Ruslan et al., 2023](#); [Samal & Dash, 2023](#); [Susilawati et al., 2023](#)).

Additionally, these initiatives help to enhance the sustainability of tourism businesses and serve as a model for others. For example, companies like Pelataran

Indonesia have demonstrated their ability to create high-end accommodations and promote sustainable tourism. They prioritise environmentally friendly practices and contribute to the social development of local communities. Therefore, the collaboration of governance, involving active community participation, government support, and private sector involvement, can enhance tourism development. Collaborative governance involves the methods and structures that allow individuals from different organisations, including government, community, private sector, and NGOs, to work together in decision-making and taking action (Danilwan et al., 2020; Lima, 2021; Pratama et al., 2019; Sibuea et al., 2022; Tambunan et al., 2022). These approaches contribute to the consideration of various stakeholders' interests and perspectives, resulting in the development of more efficient and effective tourism strategies.

In Indonesia, collaborative governance has gained recognition as an important factor in promoting sustainable tourism. Collaborative governance fosters the alignment of goals among stakeholders, the sharing of resources and information, and the resolution of conflicts (Wang & Ran, 2023). In this case, people from various sectors, such as local communities, government, and private companies, collaborated to create strategies that supported economic, environmental, and social sustainability in a development project. It was found that sustainable tourism development cannot be accomplished by a single party or organisation but requires collective action from all involved. One of the most notable examples of successful collaborative governance practices is the Bali Clean and Green programme. This programme has effectively addressed environmental issues while also promoting sustainable tourism (Koski-Karell, 2019; Pratama et al., 2020; Saragih et al., 2020; Utami et al., 2019).

The study on collaborative governance's mediating effect on community participation, government support, and private sector investment in Indonesia's sustainable tourism development will provide valuable insights into how these factors work together to achieve sustainable benefits. The focus is on uncovering both the achievements and challenges, making it a valuable resource for decision-makers, professionals, and researchers interested in sustainable tourism. This study emphasises the importance of collaborative governance in order to develop tourism in a systematic and coherent manner. It emphasizes the importance of participation and benefits for all

relevant actors.

Despite the increasing popularity of sustainable tourism, there are still many uncertainties surrounding the interplay between community involvement, governmental assistance, and private sector investment, particularly in developing countries like Indonesia. Past research has focused on individual factors without considering their combined effects on sustainable tourism development. In addition, another important aspect that has been overlooked is the impact of collaborative governance on developing comprehensive strategies that involve all stakeholders. This paper aims to provide answers to these questions by referencing existing information in order to contribute to the understanding of the relationship between community, government, and private sectors, and how collaborative governance can enhance outcomes.

In the upcoming section of this study, we will delve into the pertinent literature review, outline our research methodology, and carry out a comprehensive empirical analysis to evaluate the proposed hypotheses.

### Literature Review

By actively engaging individuals, the tourism sector is able to achieve sustainable development at its highest standards. As per Koski-Karell's research in 2019, involving local communities in the planning and development of tourism programmes allows them to contribute their knowledge of culture and nature. This approach helps to minimise the negative impact of tourism on culture and nature. This engagement fills individuals with a great sense of pride and a distinct set of duties to protect the various natural and cultural assets in the region. Additionally, community involvement distributes the benefits of tourism revenue to all those involved. Community members receive employment opportunities, which enhances their quality of life ([Lubis et al., 2015](#); [Moreno de la Santa, 2020](#); [Pratami et al., 2022](#)).

In areas like Indonesia, community-based tourism has demonstrated significant positive impacts. For instance, [Jurriens \(2019\)](#) discovered that the projects in Bali and Yogyakarta have successfully demonstrated how community-based initiatives can preserve traditional arts, ceremonies, and environmental resources for tourists, giving them an authentic experience. This not only enhances the reputation of such destinations,

but also promotes the adoption of environmentally friendly practices for waste disposal and the preservation of resources and culture. In addition, actively engaging in the community fosters the growth of social capital and promotes social cohesion, both of which are essential for the successful implementation of tourism initiatives. These projects often rely on collaboration and cooperation (Dolezal & Novelli, 2022). Residents who actively participate in their community can tailor sustainability principles to the local context, thereby strengthening their abilities. This, in turn, has a positive and lasting impact on the tourism sector's ability to navigate challenges and promote sustainable growth (Roxas et al., 2020). Therefore, we propose that:

**H1:** Community participation positively impacts sustainable tourism development.

Governments play a crucial role in shaping sustainable tourism development by providing policies, infrastructure, and enforcing laws. According to a study by Matiku et al. (2021), focusing on sustainable tourism can lead governments to develop policies that prioritise the conservation of the environment, culture, and society. This includes the establishment of protected areas, the design of environmentally friendly buildings, and the promotion of tourism projects funded by grants. In Indonesia, the government takes a leading role in promoting sustainable policies in the tourism industry (Lemy et al., 2019). The legal structures implemented by the Ministry of Tourism and Creative Economy have greatly improved the development and conservation of eco-regions for tourism in Indonesia. Furthermore, the implementation of environmental laws has created a suitable environment for sustainable tourism development. Furthermore, Junaid et al. (2021b) study underscores the crucial role of government financial and resource support for the effective execution of ST programmes. These initiatives typically come with significant risks and initial costs. When it comes to funding various practices, government support is critical in reducing the burden on localities and private businesses. It also allows for a wider range of interventions, benefiting more individuals.

In addition, according to Bichler (2021), governmental education and training initiatives enhance the skills of local actors and equip them with effective resources to manage and advance specific tourism sectors. By implementing these measures, authorities ensure that tourism aligns with the principles that support the sustainable growth of tourist destinations and the attainment of long-term economic development

goals for the nation and the continent, while also preserving their cultural and natural heritage (Zhu et al., 2021). Government support plays a crucial role in implementing sustainable tourism practices, ensuring their effectiveness and profitability for the overall improvement of sustainable tourism performance (Birendra et al., 2021; Dangi & Petrick, 2021). Therefore, we make a hypothesis that,

**H2:** Government support positively impacts sustainable tourism development.

The private sector plays a vital role in achieving sustainable tourism development by providing essential investment, fostering innovation, and contributing professional knowledge to the field. According to Tribe (2020), private enterprises play a crucial role in economic development by creating jobs, investing in infrastructure development, and providing high-quality tourist products and services that align with environmental conservation principles. The private sector in Indonesia established several initiatives to establish a foundation for sustainable tourism policy (Graci, 2020). Tourist organisations have chosen to support environmentally conscious establishments such as eco-lodges and sustainable resorts for tourism, in addition to promoting conservation and responsible resource management. Private tour operators have developed packages that emphasise cultural and environmentally conscious practices, thereby enhancing the sustainability of tourism activities. In addition, the actions of companies naturally establish benchmarks for sustainability that other market players can learn from. In addition, private entities offer certification programs and green certifications that align with sustainability principles (Mancini et al., 2022). In this context, examining the practical options for initiatives carried out by private companies, it can be said that they have the capacity to introduce highly valuable tools for implementing innovative and efficient methods of waste management, energy conservation, and community engagement. These tools will contribute to the advancement of sustainable tourism in the relevant field (Robaina & Madaleno, 2019). The private sector plays a crucial role in the future of the Indonesian tourism industry by contributing to sustainable development. This ensures that tourism growth is economically productive, environmentally appropriate, and socially beneficial, ultimately benefiting the global community. Therefore, we say that,

**H3:** Private sector involvement positively impacts sustainable tourism development.

Dangi et al. (2021) found that the implementation of collaborative governance

significantly enhances community engagement in the development of sustainable tourism. This approach allows all stakeholders to pool their resources and collectively make informed decisions. In Indonesia, there are various collaborative governing mechanisms that play a role in bringing together local communities, government institutions, and the private sector to formulate and implement strategies for sustainable tourism development. These mechanisms make sure to consider the ideas and agendas of all stakeholders. This approach facilitates the alignment of community actions with the broader objective of sustainability, resulting in enhanced strategies (Ciasullo et al., 2020b). For instance, a recent study by Mtapuri et al. (2022) highlights the positive impact of community-based ecological tourism partnerships on efficiency and sustainability. The study reveals that these partnerships foster the sharing of knowledge and assets, leading to improved outcomes. It also assists with conflict resolution and strengthens stakeholder trust, thereby promoting community governance development. It also ensures that the community's involvement is part of a supportive framework, leading to positive contributions to long-term tourism development (Ciasullo et al., 2020a, 2020b). Therefore, we make a hypothesis that,

**H4:** Collaborative governance work as a moderator between community participation and sustainable tourism development.

Implementing collaborative governance enhances the efficiency of government support and effectively promotes sustainable tourism development. This involves engaging multiple stakeholders in the process and distributing responsibilities and actions among them. In the Indonesian context of Sustainable Tourism Policies and Projects, Nurhasanah and Van den Broeck (2022) highlight the presence of Collaborative Governance Structures that facilitate partnerships between governmental agencies, local communities, private sector companies, and Non-Governmental Organisations. This approach allows government strategies, such as environmental policies and infrastructural projects, to incorporate the information and needs of local stakeholders. As a result, it leads to effective solutions (Ashaye & Irani, 2019). Collaborative governance also increases the level of transparency and accountability, potential disagreements, and participants' confidence. Collaborative governance plays a crucial role in supporting sustainable tourism development. By bringing together different perspectives and



resources, it strengthens the impact of governance efforts. This leads to a more robust and advanced approach, contributing to the long-term mission of sustainability (Chhabra, 2021). Therefore, we propose that,

**H5:** Collaborative governance work as a moderator between government support and sustainable tourism development.

Collaborative governance plays a crucial role in mediating and ensuring the appropriate involvement of the private sector in sustainable tourism development. Put simply, by bringing together different stakeholders like government agencies, private sectors, communities, and NGOs, collaborative governance creates a framework that prioritises the well-being and preferences of individuals while addressing environmental, social, and economic concerns (Malekpour et al., 2021). This approach promotes transparency and accountability, ensuring that tourism activities are environmentally and socially sustainable in the long term. It also harnesses the innovative and financial potential of the private sector. According to Dangi et al. (2021), the development of collaborative structures promotes dialogue within governance systems, with the goal of proactively planning and organising tourism activities. It not only helps to prevent potential conflicts between financial objectives and environmental concerns, but also enhances the resilience of tourism in the face of negative impacts such as overuse or degradation of the environment. Collaborative governance plays a crucial role in supporting sustainable tourism by encouraging decision-making and cooperation among stakeholders. This helps to balance economic gains with environmental concerns and the well-being of local communities (Wondirad et al., 2020). Therefore, we say that,

**H6:** Collaborative governance work as a moderator between private sector involvement and sustainable tourism development.

### Research Methods

This study focuses on analysing the influence of community participation, government support, and private sector involvement on sustainable tourism development. Additionally, it explores the role of collaborative governance in moderating the relationship between community participation, government support, private sector involvement, and sustainable tourism development in Indonesia. The

study collected data from tourists by conducting surveys at popular tourist destinations in Indonesia. The constructs were measured using various items. Community participation was assessed using five items (Abunyawah et al., 2020), government support was evaluated with five items (Nakku et al., 2020), private sector involvement was measured using four items (Malek & Bhatt, 2023), collaborative governance was assessed with four items (Ulibarri et al., 2020), and sustainable tourism development was evaluated using six items (Obradović & Stojanović, 2022).

Tourists participated in the study, and data was collected by visiting popular tourist destinations in Indonesia. A total of 431 surveys were distributed, but only 290 valid surveys were received. These surveys have a response rate of 67.29 percent, which is considered quite high. In addition, the article utilised the smart-PLS method to examine the relationships between variables. The PLS-SEM was utilised to evaluate the measurement and structural model. It can deliver optimal outcomes by utilizing intricate models and extensive data sets (Hair Jr et al., 2020). Finally, the study examined three predictors: community participation (CP), government support (GS), and private sector involvement (PSI). Additionally, collaborative governance (CG) was considered a moderating variable, while sustainable tourism development (STD) was the dependent variable. Figure 1 displays the constructs.

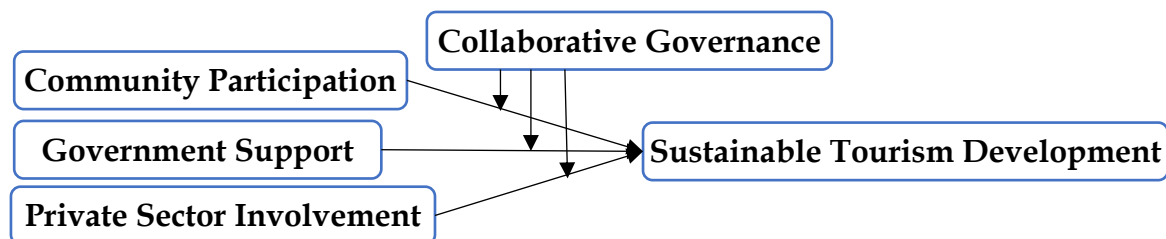


Figure 1: Research model.

### Research Findings

The study examines the correlation between various items. The correlation is analysed using Alpha and composite reliability (CR), and both tests indicate values greater than 0.70. Furthermore, the correlation is also analysed using factor loadings in conjunction with average variance extracted (AVE), and both tests indicate values greater than 0.50. These findings revealed a strong correlation among the items. The values are provided in Table 1.

Table 1: Convergent validity.

Constructs	Items	Loadings	Alpha	CR	AVE
Collaborative Governance	CG1	0.865	0.899	0.929	0.766
	CG2	0.875			
	CG3	0.881			
	CG4	0.881			
Community Participation	CP1	0.800	0.852	0.892	0.623
	CP2	0.794			
	CP3	0.752			
	CP4	0.793			
	CP5	0.807			
Government Support	GS1	0.865	0.884	0.915	0.684
	GS2	0.831			
	GS3	0.804			
	GS4	0.780			
	GS5	0.853			
Private Sector Involvement	PSI1	0.606	0.803	0.850	0.595
	PSI2	0.912			
	PSI3	0.899			
	PSI4	0.609			
Sustainable Tourism Development	STD1	0.849	0.909	0.929	0.687
	STD2	0.808			
	STD3	0.820			
	STD4	0.864			
	STD5	0.767			
	STD6	0.862			

The study examines the correlation among variables. The correlation is analysed using Fornell Larcker and cross-loadings. The test reveals that the values indicating the correlation with the construct itself are higher than the values indicating the correlation with other constructs. The results revealed a weak correlation among variables. The values can be found in [Table 2](#) and [Table 3](#).

Table 2: Fornell Larcker.

	CG	CP	GS	PSI	STD
CG	0.875				
CP	-0.113	0.789			
GS	0.422	-0.068	0.827		
PSI	0.555	-0.133	0.472	0.771	
STD	0.396	-0.172	0.515	0.420	0.829

Table 3: Cross-loadings.

	CG	CP	GS	PSI	STD
CG1	<b>0.865</b>	-0.094	0.320	0.457	0.339
CG2	<b>0.875</b>	-0.096	0.385	0.512	0.338
CG3	<b>0.881</b>	-0.108	0.359	0.464	0.318
CG4	<b>0.881</b>	-0.098	0.407	0.507	0.386
CP1	-0.080	<b>0.800</b>	-0.050	-0.102	-0.106
CP2	-0.131	<b>0.794</b>	-0.062	-0.153	-0.140
CP3	-0.044	<b>0.752</b>	-0.010	-0.044	-0.096
CP4	-0.048	<b>0.793</b>	-0.074	-0.110	-0.145
CP5	-0.123	<b>0.807</b>	-0.059	-0.099	-0.168
GS1	0.347	-0.106	<b>0.865</b>	0.403	0.482
GS2	0.351	-0.010	<b>0.831</b>	0.440	0.438
GS3	0.348	-0.023	<b>0.804</b>	0.395	0.395
GS4	0.332	-0.108	<b>0.780</b>	0.374	0.405
GS5	0.367	-0.031	<b>0.853</b>	0.334	0.402
PSI1	0.660	-0.102	0.245	<b>0.606</b>	0.162
PSI2	0.395	-0.123	0.446	<b>0.912</b>	0.406
PSI3	0.354	-0.103	0.441	<b>0.899</b>	0.426
PSI4	0.662	-0.097	0.246	<b>0.609</b>	0.167
STD1	0.343	-0.125	0.441	0.344	<b>0.849</b>
STD2	0.319	-0.152	0.446	0.405	<b>0.808</b>
STD3	0.337	-0.153	0.407	0.337	<b>0.820</b>
STD4	0.300	-0.135	0.375	0.279	<b>0.864</b>
STD5	0.359	-0.161	0.476	0.421	<b>0.767</b>
STD6	0.293	-0.120	0.390	0.266	<b>0.862</b>

The study examines the correlation between variables. The correlation is analysed using the Heterotrait Monotrait (HTMT) ratio, and the values obtained are below 0.85. The results revealed a weak correlation among variables. The values are provided in Table 4.

Table 4: Heterotrait Monotrait ratio.

	CG	CP	GS	PSI	STD
CG					
CP	0.123				
GS	0.472	0.083			
PSI	0.768	0.155	0.514		
STD	0.432	0.186	0.566	0.419	

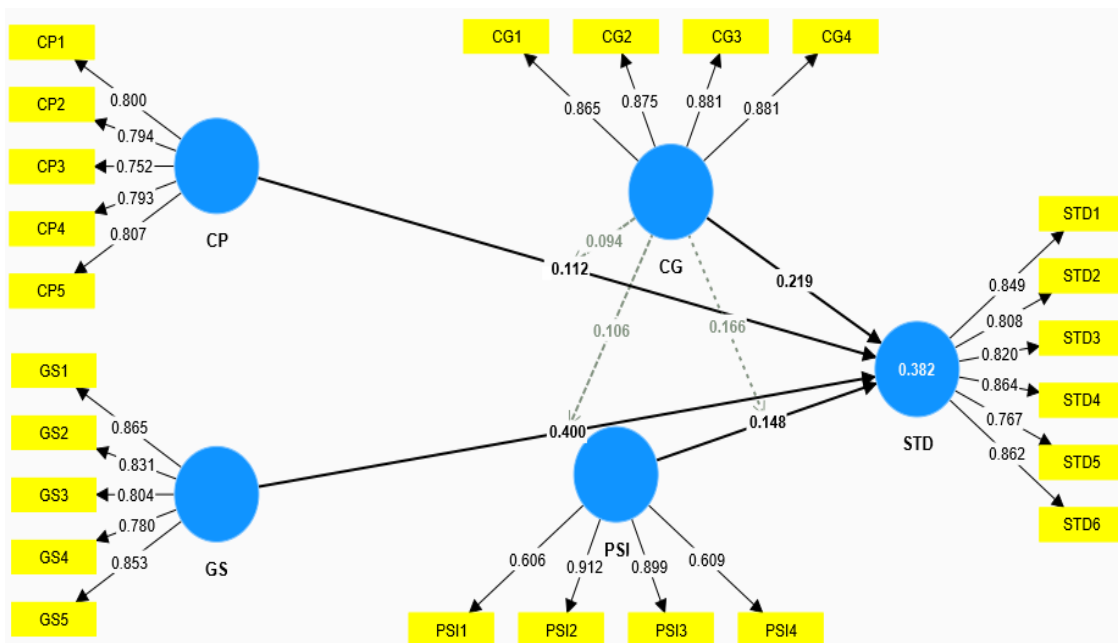


Figure 2: Measurement assessment model.

The results showed that community participation, government support, and private sector involvement are all positively associated with sustainable tourism development in Indonesia. These findings support the hypotheses H1, H2, and H3. Ultimately, the findings of the study indicate that collaborative governance plays a crucial role in moderating the relationship between community participation, government support, private sector involvement, and sustainable tourism development in Indonesia. The study also supports hypotheses H4, H5, and H6. Table 5 displays the associations.

Table 5: Path analysis.

Relationships	Beta	Standard deviation	T statistics	P values
CG -> STD	0.219	0.067	3.280	0.001
CP -> STD	0.112	0.043	2.635	0.010
GS -> STD	0.400	0.057	6.995	0.000
PSI -> STD	0.148	0.066	2.230	0.028
CG x PSI -> STD	0.166	0.062	2.651	0.009
CG x CP -> STD	0.094	0.043	2.165	0.033
CG x GS -> STD	0.106	0.050	2.126	0.036

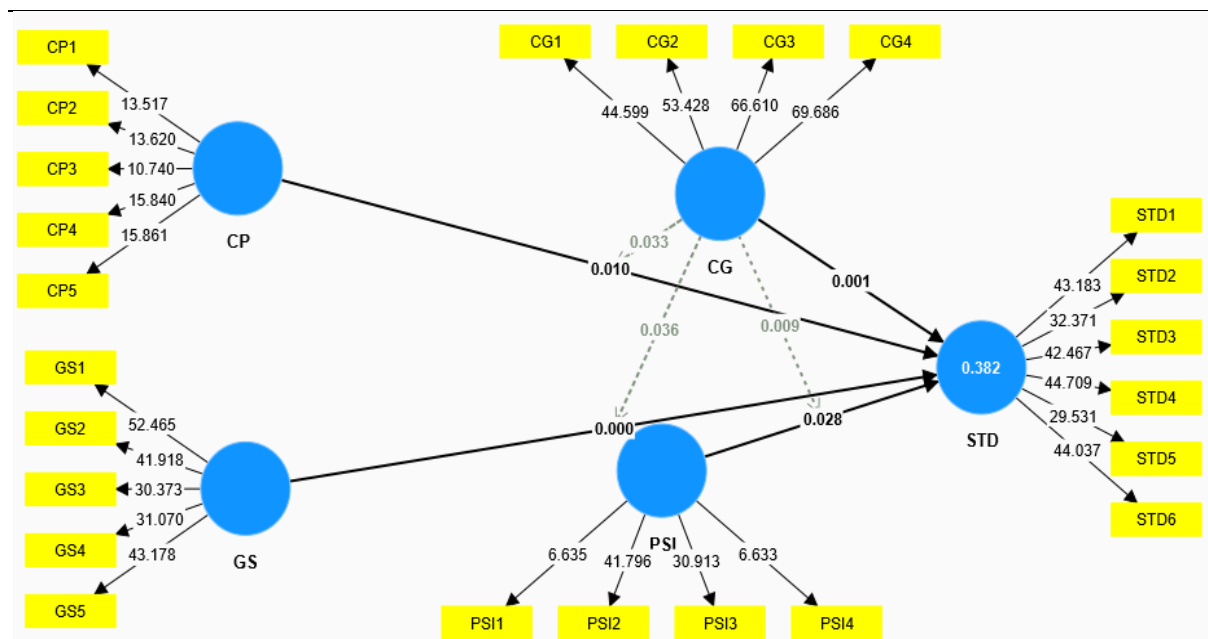


Figure 3: Structural assessment model.

## Discussions

The findings of this study shed light on the intricate connections between community involvement, government, and private sectors in the pursuit of inclusive sustainable tourism development in Indonesia. When considering the concept of collaborative governance, this study examines the various components that impact the sustainability of tourism endeavours, both individually and collectively. Community engagement is a crucial factor in enhancing the sustainability of tourism. It is considered one of the most significant events in this regard. Past research conducted by Leonard (2019) and Junaid et al. (2021b) indicates that when local communities

participate in the planning and implementation of tourism, they experience tangible benefits and develop a strong sense of responsibility for managing their cultural and natural resources. This study highlights the importance of community involvement in achieving sustainability, as demonstrated by successful community-based tourism projects in Indonesia. For instance, [Jurriens \(2019\)](#) demonstrates that in Bali and Yogyakarta, people's active involvement in development programmes has had a positive impact on promoting cultural practices and preserving natural assets. It is crucial to consider the importance of endowments' involvement and their valuable expertise and knowledge of the local tourism potential.

This research also identified the government's financial support as a crucial factor. The Indonesian government plays a vital role in promoting sustainable tourism through policy support, financial facilitation, and infrastructural provision ([Lemy et al., 2019](#)). One of the challenges highlighted in the study was the establishment of protected areas and the implementation of environmental regulations. The government's efforts recognized these measures as crucial tools in promoting sustainable tourism. Similarly, [Dessai \(2023\)](#) and [Liu et al. \(2020\)](#) support the hypothesis, emphasizing the importance of government funding and aid in providing the necessary seed money and capital for sustainable tourism projects. These projects often require significant financial investment during their initial development phase. This research highlights the importance of ongoing government involvement in tourism, as new and evolving issues require continuous attention and support to ensure the smooth operation of tourism activities. The participation rate of the private sector is crucial as it brings in funding, fresh ideas, and valuable experience. The findings of this study have solidified private enterprises as key advocates for sustainable tourism on the supply side, particularly in terms of promoting eco-friendly accommodations and travel options that cater to environmentally conscious tourists. This is further supported by recent research conducted in 2020. Some argue that the private sector's leadership in innovation and sustainable management practices can drive industry development and promote the adoption of sustainability principles ([Tribe, 2020](#)). It is clear that the private sector is playing a significant role in environmental conservation and acting as responsible citizens. Various organisations,

like Packages eco-resorts and Sustainable travel companies in Indonesia, are actively contributing to these efforts. The study also affirms that the private sector can serve as a strong role model for actively and effectively practicing sustainable tourism.

However, these variables can be extremely advantageous when backed by a collaborative governance system. This current study acknowledges collaborative governance as a moderating factor that, as stated by [Lima \(2021\)](#), facilitates an efficient communication channel, equitable distribution of resources, and effective management of conflicts among stakeholders. One advantage of collaborative governance structures is that they ensure the inclusion of all stakeholders' perspectives, leading to comprehensive and sustainable solutions for the tourism issue ([Wang et al., 2023](#)). The study also found that the implementation of collaborative governance led to significantly improved outcomes in sustainable tourism projects. As an example, [Graci \(2020\)](#) demonstrates the effectiveness of involving local stakeholders, including local communities, government organisations, and business partners, in the Bali Clean and Green programme. This collaboration successfully connects economic, environmental, and social sustainability. Another important aspect of the study is the recognition of the challenges that can hinder the effective implementation of collaborative governance. Challenges to intergovernmental cooperation encompass power dynamics, lack of trust, and insufficient means of communication.

### **Implications**

This study provides valuable insights and contributions for policymakers, practitioners, and other stakeholders in the tourism industry. This emphasises the significance of promoting community engagement and active participation, as well as the role of government intervention and representation. Collaborative governance is crucial for effectively coordinating various efforts, leading to improved and more sustainable tourism opportunities. It is recommended for those in positions of authority to develop systems that promote such collaboration. Furthermore, businesses and professionals should integrate sustainability into their practices. Hence it is possible for Indonesia to leverage the above elements with the view of improving the sustainability of the tourism sector, offer protection to the potential



tourism attractions within Indonesia while at the same time improving on the standards of living of the people and other economic benefits got from tourism. The study provides the help to the policymakers in making policies related to enhance the sustainable tourism development using effective community participation, high government support and effective private sector involvement.

### Limitations

In addition to the implications, this study also has a few limitations. Firstly, the study is focused solely on Indonesia, which raises questions about the generalizability of the results to countries with different socio-economic and cultural characteristics. Additionally, the study primarily relies on qualitative data, allowing for a more detailed description of events compared to quantitative analysis. Additionally, it is important to consider that the assessment of collaborative governance efficiency may be susceptible to bias due to the subjective perspectives of stakeholders. Ultimately, the ever-evolving realm of tourism, particularly the impacts brought about by global events like the COVID-19 pandemic, could potentially affect the relevance of the findings. In order to address these limitations, future research should explore the use of comparative studies and mixed-method approaches.

### References

- Abunyawah, M., Gajendran, T., Maund, K., & Okyere, S. A. (2020). Strengthening the information deficit model for disaster preparedness: Mediating and moderating effects of community participation. *International Journal of Disaster Risk Reduction*, 46, 101492. <https://doi.org/10.1016/j.ijdrr.2020.101492>
- Ashaye, O. R., & Irani, Z. (2019). The role of stakeholders in the effective use of e-government resources in public services. *International Journal of Information Management*, 49, 253-270. <https://doi.org/10.1016/j.ijinfomgt.2019.05.016>
- Astuty, W., Pratama, I., Basir, I., & Harahap, J. P. R. (2022). Does enterprise resource planning lead to the quality of the management accounting information system? *Polish Journal of Management Studies*, 25(2), 93-107. <https://doi.org/10.17512/pjms.2022.25.2.06>

- Balsalobre-Lorente, D., Driha, O. M., Shahbaz, M., & Sinha, A. (2020). The effects of tourism and globalization over environmental degradation in developed countries. *Environmental Science and Pollution Research*, 27, 7130-7144. <https://doi.org/10.1007/s11356-019-07372-4>
- Bichler, B. F. (2021). Designing tourism governance: The role of local residents. *Journal of Destination Marketing & Management*, 19, 100389. <https://doi.org/10.1016/j.jdmm.2019.100389>
- Birendra, K., Dhungana, A., & Dangi, T. B. (2021). Tourism and the sustainable development goals: Stakeholders' perspectives from Nepal. *Tourism Management Perspectives*, 38, 100822. <https://doi.org/10.1016/j.tmp.2021.100822>
- Chhabra, D. (2021). *Resilience, authenticity and digital heritage tourism*. Routledge. <https://doi.org/10.4324/9781003098836>
- Ciasullo, M. V., Troisi, O., Grimaldi, M., & Leone, D. (2020a). Multi-level governance for sustainable innovation in smart communities: an ecosystems approach. *International Entrepreneurship and Management Journal*, 16, 1167-1195. <https://doi.org/10.1007/s11365-020-00641-6>
- Ciasullo, M. V., Troisi, O., Grimaldi, M., & Leone, D. (2020b). Multi-level governance for sustainable innovation in smart communities: an ecosystems approach. *International Entrepreneurship and Management Journal*, 16(4), 1167-1195. <https://doi.org/10.1007/s11365-020-00641-6>
- Dangi, T. B., & Petrick, J. F. (2021). Enhancing the role of tourism governance to improve collaborative participation, responsiveness, representation and inclusion for sustainable community-based tourism: A case study. *International Journal of Tourism Cities*, 7(4), 1029-1048. <https://doi.org/10.1108/IJTC-10-2020-0223>
- Danilwan, Y., Isnaini, D. B. Y., Pratama, I., & Dirhamsyah, D. (2020). Inducing organizational citizenship behavior through green human resource management bundle: drawing implications for environmentally sustainable performance. A case study. *Journal of Security and Sustainability Issues*, 10(October), 39-52. <https://doi.org/10.9770/jssi.2020.10.oc>
- Dessai, A. G. (2023). *Environment, resources and sustainable tourism: Goa as a case study*. Springer. <https://doi.org/10.1007/978-981-99-1843-0>

- Dolezal, C., & Novelli, M. (2022). Power in community-based tourism: empowerment and partnership in Bali. *Journal of Sustainable Tourism*, 30(10), 2352-2370. <https://doi.org/10.1080/09669582.2020.1838527>
- Graci, S. (2020). Collaboration and partnership development for sustainable tourism. In *Tourism and Sustainable Development Goals* (Vol. 15, pp. 232-249). Routledge. <https://doi.org/10.1080/14616688.2012.675513>
- Hair Jr, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, 109, 101-110. <https://doi.org/10.1016/j.jbusres.2019.11.069>
- Junaid, I., Sigala, M., & Banchit, A. (2021a). Implementing community-based tourism (CBT): Lessons learnt and implications by involving students in a CBT project in Laelae Island, Indonesia. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 29, 100-295. <https://doi.org/10.1016/j.jhlste.2020.100295>
- Junaid, I., Sigala, M., & Banchit, A. (2021b). Implementing community-based tourism (CBT): Lessons learnt and implications by involving students in a CBT project in Laelae Island, Indonesia. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 29, 100295. <https://doi.org/10.1016/j.jhlste.2020.100295>
- Jurriens, E. (2019). Art, image and environment: revisualizing Bali in the Plastiliticum. *Continuum*, 33(1), 119-136. <https://doi.org/10.1080/10304312.2018.1547363>
- Kimbu, A. N., Ngoasong, M. Z., Adeola, O., & Afenyo-Agbe, E. (2020). Collaborative networks for sustainable human capital management in women's tourism entrepreneurship: The role of tourism policy. In *Sustainable Tourism Policy and Planning in Africa* (Vol. 16, pp. 161-178 ). Routledge. <https://doi.org/10.1080/21568316.2018.1556329>
- Koeswahyono, I. (2019). Strategy of land asset protection in small islands exchange in the concept of archipelagic state and its modeling. In *Culture and International Law* (pp. 231-239). CRC Press. <http://doi.org/10.1201/9780429426032-21>
- Koski-Karell, N. S. (2019). Integrated Sustainable Waste Management in Tourism Markets: The Case of Bali. *Indian Journal of Public Administration*, 65(3), 646-660. <https://doi.org/10.1177/0019556119844559>

- Lemy, D. M., Teguh, F., & Pramezwary, A. (2019). Tourism development in Indonesia. In *Delivering Tourism Intelligence* (Vol. 11, pp. 91-108). Emerald Publishing Limited. <https://doi.org/10.1108/S2042-144320190000011009>
- Leonard, L. (2019). Traditional leadership, community participation and mining development in South Africa: The case of Fuleni, Saint Lucia, KwaZulu-Natal. *Land Use Policy*, 86, 290-298. <https://doi.org/10.1016/j.landusepol.2019.05.007>
- Lima, V. (2021). Collaborative governance for sustainable development. In *Peace, Justice and Strong Institutions* (pp. 79-90). Springer. [https://doi.org/10.1007/978-3-319-95960-3\\_2](https://doi.org/10.1007/978-3-319-95960-3_2)
- Liu, C., Dou, X., Li, J., & Cai, L. A. (2020). Analyzing government role in rural tourism development: An empirical investigation from China. *Journal of Rural Studies*, 79, 177-188. <https://doi.org/10.1016/j.jrurstud.2020.08.046>
- Lubis, H., Kumar, M. D., Ikbar, P., & Muneer, S. (2015). Role of psychological factors in individuals investment decisions. *International Journal of Economics and Financial Issues*, 5(1), 397-405. <https://www.researchgate.net/publication/306176384>
- Malek, M. S., & Bhatt, V. (2023). Examine the comparison of CSFs for public and private sector's stakeholders: a SEM approach towards PPP in Indian road sector. *International Journal of Construction Management*, 23(13), 2239-2248. <https://doi.org/10.1080/15623599.2022.2049490>
- Malekpour, S., Tawfik, S., & Chesterfield, C. (2021). Designing collaborative governance for nature-based solutions. *Urban Forestry & Urban Greening*, 62, 127-177. <https://doi.org/10.1016/j.ufug.2021.127177>
- Mancini, M. S., Barioni, D., Danelutti, C., Barnias, A., Bračanov, V., Pisce, G. C., Chappaz, G., Đuković, B., Guarneri, D., & Lang, M. (2022). Ecological Footprint and tourism: Development and sustainability monitoring of ecotourism packages in Mediterranean Protected Areas. *Journal of Outdoor Recreation and Tourism*, 38, 100513. <https://doi.org/10.1016/j.jort.2022.100513>
- Matiku, S. M., Zuwarimwe, J., & Tshipala, N. (2021). Sustainable tourism planning and management for sustainable livelihoods. *Development Southern Africa*, 38(4), 524-538. <https://doi.org/10.1080/0376835X.2020.1801386>

- Moreno de la Santa, J. G.-S. (2020). Tourism as a lever for a more inclusive society. *Worldwide Hospitality and Tourism Themes*, 12(6), 731-738. <https://doi.org/10.1108/WHATT-07-2020-0071>
- Mtapuri, O., Camilleri, M. A., & Dłużewska, A. (2022). Advancing community-based tourism approaches for the sustainable development of destinations. *Sustainable Development*, 30(3), 423-432. <https://doi.org/10.1002/sd.2257>
- Nakku, V. B., Agbola, F. W., Miles, M. P., & Mahmood, A. (2020). The interrelationship between SME government support programs, entrepreneurial orientation, and performance: A developing economy perspective. *Journal of Small Business Management*, 58(1), 2-31. <https://doi.org/10.1080/00472778.2019.1659671>
- Nurhasanah, I. S., & Van den Broeck, P. (2022). Towards a sustainable metamorphosis of a small island tourism: dynamizing capacity building, alternating governance arrangements, and emerging political bargaining power. *Sustainability*, 14(12), 6957. <https://doi.org/10.3390/su14126957>
- Obradović, S., & Stojanović, V. (2022). Measuring residents' attitude toward sustainable tourism development: a case study of the Gradac River gorge, Valjevo (Serbia). *Tourism Recreation Research*, 47(5-6), 499-511. <https://doi.org/10.1080/02508281.2020.1870073>
- Pratama, I., Adam, N. C., & Kamardin, H. (2019). Corporate social responsibility disclosure (CSR) quality in Indonesian public listed companies. *Polish Journal of Management Studies*, 20(1), 359-371. <https://doi.org/10.17512/pjms.2019.20.1.31>
- Pratama, I., Lubis, H., Dalimunthe, M. I., Silalahi, A. D., Harahap, R. U., Silalahi, C. A. P., & Atrizka, D. (2024). The Impact of Corporate Governance Attributes on Achievement of SDGs in Indonesian Private Limited Companies: Mediating Role of Foreign Ownership. *Cuadernos de Economía*, 47(133), 11-18. <https://doi.org/10.32826/cude.v47i133.1302>
- Pratama, I., Che-Adamb, N., & Kamardinc, H. (2020). Corporate governance and corporate social responsibility disclosure quality in Indonesian companies. *Corporate Governance*, 13(4), 442-463. [https://ijicc.net/images/vol\\_13/Iss\\_4/13441\\_Pratama\\_2020\\_E\\_R.pdf](https://ijicc.net/images/vol_13/Iss_4/13441_Pratama_2020_E_R.pdf)

- Pratami, A., Feriyanto, N., Sriyana, J., & Pratama, I. (2022). Are Shariah Banking Financing patterns pro-cyclical? An Evidence from ASEAN Countries. *Cuadernos de Economía*, 45(127), 82-91. <https://doi.org/10.32826/cude.v1i127.6070210-0266/>©
- Robaina, M., & Madaleno, M. (2019). Resources: Eco-efficiency, sustainability and innovation in tourism. *The Future of Tourism: Innovation and Sustainability*, 19-41. [https://doi.org/10.1007/978-3-319-89941-1\\_2](https://doi.org/10.1007/978-3-319-89941-1_2)
- Roxas, F. M. Y., Rivera, J. P. R., & Gutierrez, E. L. M. (2020). Mapping stakeholders' roles in governing sustainable tourism destinations. *Journal of Hospitality and Tourism Management*, 45, 387-398. <https://doi.org/10.1016/j.jhtm.2020.09.005>
- Ruslan, D., Tanjung, A. A., Lubis, I., Siregar, K. H., & Pratama, I. (2023). Monetary Policy in Indonesia: Dynamics of Inflation, Credibility Index and Output Stability Post Covid 19: New Keynesian Small Macroeconomics Approach. *Cuadernos de Economía*, 46(130), 21-30. <https://doi.org/10.32826/cude.v1i130.1003>
- Safrida, Simbolon, R., Riana, Z., & Pratama, I. (2023). Preventive, Education, And Repressive Strategies on the Performance of Indonesian Government Civil Servants, With Anti Fraud Supervision As An Intervention. *The Journal of Modern Project Management*, 11(1), 220-235. <https://journalmodernpm.com/manuscript/index.php/jmpm/article/view/624>
- Samal, R., & Dash, M. (2023). Ecotourism, biodiversity conservation and livelihoods: Understanding the convergence and divergence. *International Journal of Geoheritage and Parks*, 11(1), 1-20. <https://doi.org/10.1016/j.ijgeop.2022.11.001>
- Saragih, J., Pratama, I., Wardati, J., Silalahi, E. F., & Tarigan, A. (2020). Can organizational justice dimensions mediate between leader mindfulness and leader-member exchange quality: an empirical study in Indonesia pharmaceutical firms. *Systematic Reviews in Pharmacy*, 11(2), 545-554. <https://doi.org/10.5530/srp.2020.2.82>
- Sibuea, M. B., Sibuea, F. A., Pratama, I., Siregar, G., & Putra, Y. A. (2022). Analysis of the contribution of agribusiness microfinance institutions and government policies on increasing farmers' income in Indonesia. *AgBioForum*, 24(2), 47-57. <https://agbioforum.org/manuscript/index.php/agb/article/view/124>
- Simanjuntak, O. D. P., Toni, N., Faris, S., Matondang, S., & Dalimunthe, M. I. (2024). A Marketing Mix Perspective as Antecedents of Students' Decisions: Evidence from

- Five Universities in Indonesia. *Calitatea*, 25(199), 65-73. <https://doi.org/10.47750/QAS/25.199.08>
- Siregar, N. S. S., Prayudi, A., Sari, W. P., Rosalina, D., & Pratama, I. (2023). The role of social media literacy for micro small medium enterprises (MSMEs) and innovation in Developing Tourism Village in Indonesia. *Przestrzeń Społeczna (Social Space)*, 23(2), 221-249. <https://socialspacejournal.eu/menu-script/index.php/ssj/article/view/220>
- Susilawati, E., Lubis, H., Kesuma, S., Pratama, I., & Khaira, I. (2023). Factors Affecting Engineering Institutes Operational Efficiency: Exploring Mediating Role Of Digital Technologies Adoption In Teaching/Learning. *Operational Research in Engineering Sciences: Theory and Applications*, 6(1), 252-273. <https://doi.org/10.31181/oresta/0601127>
- Tambunan, S., Siregar, A., Wijaya, M., & Pratama, I. (2022). The Impact of Corporate Governance On The Integrated Reporting Quality Of Indonesian Listed Firms: Moderating Role Of CSR Disclosure And Corporate Sustainability. *International Journal of Economics and Finance Studies*, 14(4), 252-274. <https://doi.org/10.34109/ijefs.20220113>
- Tribe, J. (2020). *The economics of recreation, leisure and tourism*. Routledge. <https://doi.org/10.4324/9780429278259>
- Ulibarri, N., Emerson, K., Imperial, M. T., Jager, N. W., Newig, J., & Weber, E. (2020). How does collaborative governance evolve? Insights from a medium-n case comparison. *Policy and Society*, 39(4), 617-637. <https://doi.org/10.1080/14494035.2020.1769288>
- Utami, C. W., Indrianto, A. T. L., & Pratama, I. (2019). Agricultural Technology Adoption in Indonesia: The Role of the Agriculture Extension Service, the Rural Financing and the Institutional Context of the Lender. *International Journal of Innovation, Creativity and Change*, 7(7), 258-276. [https://ijicc.net/images/vol7iss7/7719\\_Utami\\_2019\\_E\\_R.pdf](https://ijicc.net/images/vol7iss7/7719_Utami_2019_E_R.pdf)
- Wang, H., & Ran, B. (2023). Network governance and collaborative governance: A thematic analysis on their similarities, differences, and entanglements. *Public Management Review*, 25(6), 1187-1211. <https://doi.org/10.1080/14719037.2021.2011389>

- Wondirad, A., Tolkach, D., & King, B. (2020). Stakeholder collaboration as a major factor for sustainable ecotourism development in developing countries. *Tourism Management*, 78, 104024. <https://doi.org/10.1016/j.tourman.2019.104024>
- Zhu, L., Zhan, L., & Li, S. (2021). Is sustainable development reasonable for tourism destinations? An empirical study of the relationship between environmental competitiveness and tourism growth. *Sustainable Development*, 29(1), 66-78. <https://doi.org/10.1002/sd.2131>