



# Collaborative Governance of Tourism Development in Sidomulyo Village, Jember Regency

Dino Alfian Nurdiansyah\*, Itok Wicaksono

Universitas Muhammadiyah Jember, East Java Province, Indonesia

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\*Correspondence: Dino Alfian Nurdiansyah

Email: [dinoalfiannurdiansya98@gmail.com](mailto:dinoalfiannurdiansya98@gmail.com)

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**Abstract:** This research aims to determine the collaborative governance of tourism development in Sidomulyo Village. Then, in this study, qualitative research was used with a descriptive method, and data gathering procedures included observation, interviews, and recording, as well as primary and secondary data sources. The theory employed is Emerson and Tina Nabatchi's. The findings of this study show that collaborative governance can influence the dynamics of collaboration, cooperative activities, and the impacts of village tourism development. It can be concluded that collaborative governance of tourism development in Sidomulyo Village has a social and economic impact, even if the growth is not maximized due to various impediments.

**Keywords:** Village Governance, Collaborative Governance, Tourism Development, Village Tourism

## Introduction

Tourism is now a supporting aspect in the progress of a region. Moreover, each region has good tourism potential. This potential is constantly developed and preserved to become the region's most critical income. Villages are areas that significantly contribute to a region's development ([Hunger & Wheelen, 2011](#)).

Based on legal regulations related to regional and village tourism development, the Jember Regency area has natural potential for tourism development ([Kasita & Sudarmo, n.d.](#)). The Sidomulyo Village Government issued Sidomulyo Village Regulation No. 7 of 2022 concerning the development of tourism areas, businesses, attractions, and other tourism support activities in the Sidomulyo tourism village area.

Sidomulyo Village was designated as a tourist village in Jember Regency because there is good potential to become a village tourism sector that will later become a milestone in improving the socio-economic sector ([Nurlaelah et al., 2019](#)). Before Sidomulyo Village was designated as a tourist village, there was poor management of village potential by the previous village government and the lack of active tourism awareness groups, so the Sidomulyo Village Youth Movement group or GPS took it upon themselves to explore and

develop village potentials that could be used as a village tourism sector ([Utami, n.d.](#); [Wahyu, 2022](#)).

The development carried out by the GPS group paid off by obtaining tourist destinations that became the flagship tourist destinations of Sidomulyo Village, such as Root House Tourism, Cafe Sawah Nature Tourism, Raja Domba Educational Tourism, Sendang Tirto Gunitir Tourism, Batik House Educational Tourism, and Coffee Industry Educational Tourism. Each of these tours has its uniqueness, so that tourists will be interested and can gain knowledge or experience for tourists who come ([Hall, 2019](#)).

Based on the leading tourist destinations in Sidomulyo Village, these tourist destinations were previously underdeveloped. The lack of development of tourist destinations is due to the lack of infrastructure development and HR knowledge related to managing tourist destinations ([Lee, 2019](#)). Apart from the lack of infrastructure and human resource knowledge in tourism development in Sidomulyo Village, there are obstacles to the lack of financial resources. Therefore, to make the development of tourist destinations in Sidomulyo Village better and more advanced, the GPS group then carried out the concept of cooperation or collaboration between other parties to overcome the problems that occurred ([Milano, 2019](#)).

The initial cooperation or collaboration carried out by the GPS group began with the cooperation of the private sector, then with the village government, and communities such as tourism awareness groups or communities that own tourist destinations. The village government has a role in developing Sidomulyo Village tourism ([Boluk, 2019](#)). The Sidomulyo Village Government acts as an actor that provides or finds funds for tourism there, such as the Sidomulyo Village Government. In addition, the Sidomulyo Village Government acts as a community empowerment that eventually forms a particular institution to manage tourism and potential that can become village income, namely BUMDes—private actors in tourism development PLN (Persero) UID East Java and academics of Jember State Polytechnic.

Jember State Polytechnic. The two private actors have a role in developing Sidomulyo Village tourism, such as providing good facilities in each tourist attraction and a media center to develop Sidomulyo Village tourism. Community actors play an essential role in this development because every region is said to be advanced depending on the region's human resources; if the human resources are good, then the area will also advance both economy and tourism ([Koçak, 2020](#)).

The tourism sector has a significant impact on each region. Therefore, tourism must be managed and appropriately developed so that visitors feel comfortable and enjoy the facilities for activities ([Scheyvens, 2018](#)). Collaborative governance, also called collaborative governance in tourism development, is a perfect policy system. In this collaboration, the

government does not work independently but cooperates with various parties outside the government to organize tourism development goals.

## **Methods**

### **A. Type and Type of Research**

This type of research is qualitative research conducted to answer phenomena experienced by the community. The type of research used is descriptive analysis, which describes the data by explaining it ([Nugrahani & Hum, 2014](#)).

### **B. Location and Time of Research**

This research was conducted in Sidomulyo Village, Silo Sub-district, Jember District, East Java. The research location was chosen because Sidomulyo Village is one of the villages in Jember Regency that is rich in tourism and has the potential for tourism development. The time used in this research is two months (March 20, 2023 - May 18, 2023) so that the results of this study meet the objectives to be achieved ([Sugiyono, 2013](#)).

### **C. Data Source**

In this research, primary data is needed because the data to be obtained is very accurate, and it includes observations, interviews, surveys, and documentation. Secondary data is sources of articles, journals, books, websites, etc., related to research.

### **D. Determination of Informants**

The determination of informants in this study uses the purposive sampling technique, a sample selection technique where data is selected based on specific considerations set by the researcher.

### **E. Data Analysis Method**

1. Data reduction is the stage of selecting data from the results of observations, interviews, and documentation to facilitate the following process.
2. Presentation of data, which is organizing and uniting data from information so that it can be concluded and is done briefly, charts, relationships between categories, and the like.
3. Concluding, namely drawing conclusions and verifying where the initial findings are still temporary, will change if valid and consistent evidence is found.

## Result and Discussion

### A. Overview of Sidomulyo Village, Silo Sub-district, Jember Regency

Sidomulyo Village is a village located in Silo Subdistrict, Jember Regency, East Java Province. Sidomulyo comes from two words, “Sido” and “Mulyo,” which have their meanings. “Sido” means to be or become, while “Mulyo” means noble or prosperous. When combined, the word “Sidomulyo” means being noble or prosperous with a community hope that Sidomulyo Village will one day become an area where residents or communities become prosperous (Desawisatasidomulyo.com, 2022).

The Sidomulyo Village area is also known as “Jaranan Village” because, in the Sidomulyo Village area, there used to be a livestock service. At that time, the main development center was for horses or jeans. Coincidentally, in the Sidomulyo Village area, there is a relatively developed form of folk art, namely *jaranan* art. In addition, Sidomulyo Village is also known as “Selasaan Village” because Sidomulyo Village has a traditional market that the people of Sidomulyo Village carry out as a place to seek sustenance or become the economic lifeblood of the Sidomulyo Village community. This conventional market activity is usually carried out on Tuesdays, so Sidomulyo Village is called “Selasaan Village.”

### B. Sidomulyo Village Tourism

The tourism potential in Sidomulyo Village is geographically adjacent to Mount Gunitir, with a lot of excellent and beautiful natural potential, so the Sidomulyo Village Government innovates by utilizing or developing its area adjacent to Mount Gunitir to become a tourist village. The primary purpose is to make Sidomulyo Tourism Village an educational facility for the community or tourists (Desawisatasidomulyo.com, 2022). The six featured tours in Sidomulyo Village include:

1. Sidomulyo Root House Tourism is neatly organized and unique. It utilizes wood fossils obtained from the forest.
2. Cafe Sawah Nature Tourism is a cafe tour in the middle of rice fields with views of Mount Raung and Mount Gunitir.
3. Raja Domba Educational Tourism is a tour that teaches visitors how to raise sheep and recognize different types of sheep.
4. Sendang Tirto Gunitir Tourism is a historic tourist spot because this place has a clear water source that emerges from the ground.
5. Rumah Batik Educational Tourism is an educational tourist spot that teaches how to make good batik and correct batik.

6. Coffee Industry Educational Tourism is a tourist spot that educates visitors on coffee farming, processing, and becoming a ready-to-sell product.

### **C. Collaborative Governance in the Development of Sidomulyo Village Tourism**

Tourism in a place will be good when there is joint management and development. According to Emerson (2015), the collaboration in this study uses three processes: collaboration dynamics, actions, and the impact and adaptation of cooperation.

### **D. Collaboration Dynamics**

Collaboration dynamics are the driving force of a good collaboration process; in the dynamics of collaboration, there is a movement of shared principles, shared motivation, and the capacity to take joint action.

#### **1. Shared Principles**

The movement of shared principles is usually done continuously cyclically by stakeholders face-to-face or through technological intermediaries ([Sharpley, 2020](#)). This shared principle has a common goal for the stakeholders or parties involved, so it must be realized together to achieve this goal through face-to-face or technological intermediaries.

#### **Disclosure**

The collaboration process reveals that good tourism development requires cooperation from other parties to progress and develop well ([Streimikiene, 2021](#)). Therefore, in this research, the tourism development of Sidomulyo Village in Jember Regency collaborates with other parties, such as private institutions, universities, and community groups, to develop or advance Sidomulyo Village tourism ([Sobaih, 2021](#)). Tourism development started with one of the Sidomulyo Youth Movement (GPS) members.

Sidomulyo Youth (GPS) became the Village Head who then continued his program, namely the development of Sidomulyo Village tourism by increasing cooperation with other actors such as the private sector from PLN (Persero) East Java center, universities, and the community ([A. Khan, 2020](#)). Based on the results of interviews related to the disclosure of tourism development in Sidomulyo Village, it can be concluded that in the process of developing tourism in Sidomulyo Village, other actors are involved in collaborating in the development of tourism in Sidomulyo Village such as the private sector from PLN, universities in Jember and outside Jember city, and the community ([Gursoy, 2019](#)). The cooperation carried out by the village government with these other actors in developing village tourism is good enough, and why it should be done because the development of village tourism cannot be carried out by one party alone but must be

with other parties or other actors who participate. This is in line with the theory of Kirk Emerson and Tina Nabatchi (2015), which says that the cooperation process shows that other parties have the same interests in tourism development, so they cooperate and are interested in participating in cooperation.

### **Joint discussion (Deliberation)**

Collaboration must have an essential foundation, namely deliberation or joint discussion, because it can help the collaboration process ([Gössling, 2019](#)). Deliberation or joint discussion in collaboration is usually carried out by the actors involved in the tourism development of Sidomulyo Village. Based on the results of interviews with all informants, joint discussion is essential in collaboration ([Katircioglu, 2018](#)). Joint discussions can allow the actors to express their best opinions and strengthen the collaboration relationship. In this case, related to the process of joint discussion in collaboration in developing Sidomulyo village tourism, the Sidomulyo village government and the actors involved have a good relationship ([Razzaq, 2021](#)). Even though several actors conduct different celebrations either online or face-to-face, this can still have a good impact on the progress of the tourism development of Sidomulyo village in the future. This is closely related to the theory of Krik Emerson and Tina Nabatchi, that deliberation or joint discussion is the main foundation in collaboration because this can support the process of collaborative activities ([Rasoolimanesh, 2023](#)). The deliberation process in cooperation is to increase development in the tourism sector, which is carried out through joint discussions between the parties involved in developing tourism in Sidomulyo Village, such as the private sector from PLN Central Java, Jember University, and the community.

## **2. Shared Motivation**

Joint motivation in collaboration involves exchanging opinions between the actors involved to achieve a specific goal.

### **Shared trust**

Based on the results of these interviews, it can be concluded that mutual trust is crucial for all parties involved in the tourism development of Sidomulyo Village during the collaboration process. Because collaboration without mutual trust between one party and another, the collaboration process will not go well. Mutual trust between the parties involved in developing Sidomulyo village tourism is going well because all parties involved have mutual trust in the other party ([M. T. I. Khan, 2019](#)). This is very suitable for the theory of collaboration; mutual trust is crucial because development involves not



only one party but other parties. In developing trust, all parties involved have mutual trust to smooth the collaboration process.

### **Shared Understanding**

Collaboration creates a shared understanding by providing experience and respect between the parties or actors involved in collaborative tourism development in Sidomulyo Village. Shared knowledge is usually influenced by mutual trust between parties or actors formed by collaboration ([Bianchi, 2018](#); [Z. Liu, 2022](#)). Based on the interviews, the conclusion is that the mutual agreement in the collaborative process of developing Sidomulyo village tourism with the parties involved, such as the private sector, universities, and the community between the Sidomulyo village government, is going well. Because all parties involved respect each other and evaluate the activities carried out, this is also in line with the theory of Krik Emerson and Tina Nabatchi, which explains that mutual understanding in collaboration is mutual respect and understanding of differences.

### **3. Internal Legitimacy**

Internal legitimacy is a condition showing that the actors involved in a collaboration can be trusted to do their respective tasks. Based on the results of interviews conducted, internal legitimacy in the collaboration process carried out in the development of Sidomulyo Village tourism between the village government and other parties such as the private sector from PT PLN, Jember University, and the community is carried out properly by referring to the Decree of the Governor Number 188.45/357/1.12/2022 concerning the Determination of Sidomulyo Village as a Tourism Village in Jember Regency and the Determination of Sidomulyo Village as a Tourism Village in Jember Regency.

Village as a Tourism Village in Jember Regency and Perdes Decree Number 09 of 2022 concerning the Development of Tourism Areas and Tourism Businesses on the Development of Tourism Areas and Tourism Businesses, Tourism Attractions and Other Tourism Support Activities in the Sidomulyo Village Area ([Eusebio, 2018](#)). This is according to the theory of Kirk Emerson and Tina Nabatchi, which states that internal legitimacy is a condition that shows collaboration parties can be trusted to carry out their respective duties and, in the rule of law, have done their job.

### **4. Commitment**

Commitment in a collaboration is significant and needed because in doing action, one must have a clear commitment so that collaboration runs well and smoothly so that common goals can be achieved. Based on the interview results, the commitment made in

the collaboration process is based on a Decree. Perbub and Perdes Decree, in essence, is to develop Sidomulyo village tourism with various parties who participate in the Sidomulyo village tourism development program ([Aquino, 2018](#)). In this case, Krik Emerson and Tina Nabatchi's theory is appropriate because commitment to collaboration is needed. In acting, one must have a clear commitment so that collaboration can run well and that common goals can be achieved.

## **E. Capacity to Take Joint Action**

The capacity to take joint action in developing Sidomulyo village tourism is an activity carried out to increase cooperation between the parties involved and divide tasks related to the development of Sidomulyo village tourism with the capacity owned by each party. Each party involved must have the capacity of their respective abilities to achieve a common goal.

### **1. Procedures and collective agreements**

Joint procedures and agreements are essential to collaboration so that the activities run smoothly and are organized. Before going through a joint agreement, you must follow a procedure that includes a rule and decision. Based on the results of interviews that have been conducted, the procedures and mutual agreements in the development of Sidomulyo village tourism, the village government and the parties involved, such as PLN and universities, refer to the Regent Decree, Village Regulation Decree, and the Cooperation Agreement that has been agreed between the two parties involved ([Eslami, 2019](#)). This is in line with the theory of Krik Emerson and Tina Nabatchi that procedures and collective agreements are essential tools that include rules and decisions made through collective agreements.

### **Leadership**

Leadership in a collaboration can be interpreted as a process of directing and influencing members in doing a given job. Leadership in this collaboration has a role as a party that seeks support for cooperation, mediator, facilitator, and advocates for the community. Based on the results of the interviews conducted, it can be concluded that the collaboration process in the development of Sidomulyo village tourism between the village government and the parties involved, such as PLN, universities, and the community related to leadership is held by the village government because the village government has a vital role so that the development of Sidomulyo village tourism runs well ([C. Liu, 2020](#)). The tourism development of Sidomulyo Village is already running well, and the role of the current village government in its leadership is going well in organizing, directing, influencing, and controlling. This aligns with the theory put forward by Krik Emerson and Tina Nabatchi that leadership is part of directing and influencing members to do the work given to them.



## **Knowledge**

Knowledge is the information needed by parties to participate in collaboration. Knowledge in collaboration is usually required and understood by the parties involved, which will help collaborate with various other parties. Based on the results of interviews conducted related to knowledge, it can be concluded that in the development of tourism in Sidomulyo Village, the provision of information about tourism tasks and developments as well as directions on what to do so that the collaboration process can run well has been maximized ([Gannon, 2021](#)). Every time they carry out activities, the village government and the parties involved, such as PLN and State Universities, have a cooperation agreement to communicate well. This aligns with the theory put forward by Krik Emerson and Tina Nabatchi, which explains that knowledge is the information needed by parties to participate in the collaboration process.

## **Resources**

Collaboration requires resources because resources are a potential value based on specific elements that they have in life. In a resource, the form is not only physical but also non-physical. In addition, the resources owned can become more extensive and be lost, but eternal resources will also be lost. Some resources are infinite and will always exist. Based on the results of

Based on the results of interviews conducted regarding collaboration resources in the development of tourism in Sidomulyo Village, it can be concluded that resources in the division of roles and time are well-formed because it can be seen from the fact that the collaborating parties have good resources in each party. The collaboration process also runs well. This aligns with the theory presented by Krik Emerson and Tina Nabatchi, which explains that resources are needed because resources are a potential value possessed by some aspects of life. In this case, the form of this resource is like physical and non-physical resources.

## **F. Collaboration Actions**

Collaborative actions take very diverse forms in their implementation, carried out by the parties involved. In this collaborative action, the form carried out is socialization and training to realize activities.

### **1. Facilitating**

Facilitating the collaboration process is an activity by individuals or others to promote and encourage the activities. This was also stated by the interview informant from the Sidomulyo Village Tourism Director. Based on the results of the interviews, the collaboration carried out by the village government with the parties involved in the development of Sidomulyo village tourism is excellent because each party contributes

fully to the development of Sidomulyo village tourism. So that the tourism development process can be easily carried out in collaboration, this aligns with the theory presented by Krik Emerson and Tina Nabatchi, which explains that facilitating the collaboration process is a way to promote the implementation of collaboration.

The definition of facilitation is an activity that can clarify understanding, decisions, and actions carried out jointly or individually to facilitate the tasks carried out.

## **2. Advancing the Collaboration Process**

Advancing the collaboration process is done by embracing the various parties involved in the development of Sidomulyo village tourism and being able to maintain the existing cooperation so that the working relationship is better, as well as building a well-structured collaboration process related to the development of Sidomulyo village tourism so that it can be more advanced and developed. Based on the results of the interviews conducted regarding advancing the collaboration process, it can be concluded that the efforts made between the village government and the parties involved to advance the collaboration by trying to be open and communicate with each other, such as telling what plans they want to carry out and holding a meeting.

This has been very effective and done by the village government and the parties involved. In the theory of Krik Emerson and Tina Nabatchi, this is in line because, according to Krik Emerson and Tina Nabatchi, how to advance the collaboration process by embracing all parties involved and playing a role in terms of tourism development in Sidomulyo Village.

## **G. Impact and Adaptation to the Collaboration Process**

In the collaboration process, a result and an impact must arise. From these various impacts, there will also be reciprocity or feedback because of the collaboration process, and an effect will appear and then be adapted by the collaboration. Adaptation is how the partnership accepts or responds to a reciprocal result of a collaboration impact between the parties involved. Based on the interviews conducted, it can be concluded that the effects and adaptation to the collaborative process of developing tourism in Sidomulyo Village have had an impact in the form of village branding, increasing the human resources of the village community, and opening opportunities for village community income. In this case, the collaboration process of the parties involved in developing tourism in Sidomulyo Village went well. It produced a good impact for each party, and the goals achieved have gone well even though this requires a long process to become a more advanced tourist village. When this is associated with the Krik Emerson and Tina Nabatchi theory, the collaboration process in developing tourism in Sidomulyo village has had a good impact, producing feedback that will later be adapted by collaboration. Based on the description of the results of the

interview above, the task of the collaboration process of each party in the tourism development of Sidomulyo Village, Silo District, Jember Regency.

## Conclusion

Tourism development in Sidomulyo Village is a concrete manifestation of collaboration between the village government, the private sector, academics, destination owner communities, and community leaders participating in activities. It can be concluded that collaborative governance of tourism development in Sidomulyo Village has a social and economic impact. However, some obstacles occur from developing village tourism or Sidomulyo tourism village, so collaboration is not running optimally. In this study, collaborative governance of tourism development in Sidomulyo Village is seen from the theory put forward by Krik Emerson & Tina Nabatchi, namely by using three indicators as follows:

a. Dynamics of collaboration

1. Shared principles: in the collaborative process of tourism development in Sidomulyo Village tourism development collaboration process, there must be a shared principal driver. In this aspect, interests have been mutually agreed upon through a joint discussion, namely, the community's welfare and the economy of the Sidomulyo Village community.
2. Joint motivation, a series of joint motivation activities on the development of village tourism or Sidomulyo tourism village, has a cycle of ups and downs due to the relationship between the village government and other parties in the development of the town. The cycle is because the relationship between the village government and other parties in the program is not carried out continuously, so the program is not ongoing.
3. Capacity for collective action and leadership in developing village tourism or Sidomulyo tourism village is needed. Leadership in the context of this research is carried out in leadership in the context of this research is carried out in a single unit; namely, all parties involved in one management can be leader according to their respective duties.

- b. Collaborative actions in the development of village tourism or Sidomulyo tourism village, which is related to increasing the activities of the central role of the village tourism development, namely associated with increasing the main role activities of the village government in the development of village tourism or tourist villages, increase or increase related to finance in the development of tourism village or tourist village, related to improving the human resources of the community or tourist destinations in its

management, associated with the infrastructure of tourist destinations, related to the reactivation of tourism awareness groups (POKDARWIS).

- c. Impact and adaptation, the positive impact of collaborative governance in the development of tourism in tourism development in Sidomulyo Village, namely on socio-economic impacts such as increasing the community's economy, especially MSME players, the existence of employment opportunities for youth and the surrounding community, and there is a positive popularity status of Sidomulyo Village. The popularity of the position of Sidomulyo Village and the increase in tourism infrastructure or facilities infrastructure or tourism facilities. As for the positive impacts, some constraints occur, such as the lack of stable financial resources and the existence of a sectoral ego from one of the sectoral ego of one of the destination management parties, so that in the development of tourism in Sidomulyo Village tourism development in Sidomulyo Village is still not optimal.

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