

THE ROLE OF COLLABORATIVE PROCESS IN MANAGING A TOURISM VILLAGE BASED ON LOCAL POTENTIAL (A STUDY IN KAMPUNG KLAISU, JAYAPURA REGENCY)

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ABSTRACT

This study examines the role of collaborative processes in managing a tourism village based on local potential in Klaisu Village, South Gresi District, Jayapura Regency. A qualitative descriptive approach was employed to explore stakeholder collaboration dynamics in tourism development. Data were collected through field observations, in-depth interviews with purposively selected informants, and a literature review. Participants included community members, customary leaders, religious leaders, village government officials, and tourism office representatives. The findings reveal that collaborative practices have been initiated through village meetings, inter-tribal forums, and community engagement activities. However, their effectiveness remains limited due to several challenges, including low trust in government institutions, insufficient communication, partial community involvement, and unresolved social conflicts such as territorial claims among groups. In addition, inadequate infrastructure and limited resources constrain tourism development. Despite these barriers, each stakeholder contributes meaningfully: customary leaders preserve cultural values, religious leaders provide moral guidance, and the community actively participates in tourism activities. The study also finds that local communities generally perceive tourism positively, particularly regarding economic benefits and employment opportunities, while emphasizing the importance of cultural and environmental sustainability. Strengthening collaborative governance through improved communication, trust-building, and inclusive participation is therefore essential for sustainable tourism village management.

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1. INTRODUCTION

Tourism village development has become an important strategy for strengthening local economic development, community empowerment, cultural preservation, and environmental sustainability. In countries with diverse natural and cultural resources, tourism villages provide a development model that connects local assets with broader tourism opportunities. Indonesia has considerable tourism potential because of its cultural diversity, artistic heritage, and natural landscapes, which attract local, national, and international tourists. At the village level, these resources can support local autonomy when communities and village institutions are able to identify, manage, and optimize their own potential. The ability of a village to become self-reliant is closely related to its capacity to govern local resources and use them to meet development needs.

The management of tourism villages, however, cannot depend only on the availability of natural, cultural, or agricultural resources. It also requires an effective collaborative process among internal and external stakeholders. Collaboration enables stakeholders to exchange ideas, experiences, knowledge, and resources, thereby increasing creativity and improving the effectiveness of problem solving. In this study, collaboration refers to cooperation based on mutual trust, acceptance, respect, concern, and shared commitment to achieving agreed goals. Sabaruddin, as cited in Amran (2023), explains that collaboration is a form of inter-organizational and inter-institutional cooperation used to achieve objectives that cannot be accomplished independently by a single actor.

Collaborative governance provides a relevant theoretical lens for analyzing tourism village management. Ansell and Gash (2008) emphasize that collaborative governance concerns the interaction of multiple stakeholders in collective decision-making processes. This perspective is useful for understanding how village governments, communities, private actors, and supporting institutions work together in planning, implementing, and evaluating tourism development. In tourism village management, collaboration is not only an administrative mechanism, but also a social process that requires dialogue, trust, commitment, and shared understanding. A synergistic collaborative process can support the creation of sustainable and competitive tourism destinations while also contributing to local economic development (Aristy et al., 2021; Amran, 2023).

The collaborative process in this study is examined through four main indicators: face-to-face dialogue, trust building, commitment to the process, and shared understanding (Ansell & Gash, 2008). Face-to-face dialogue refers to direct communication among two or more actors that aims to reduce negative perceptions and build mutual respect. This process allows stakeholders to discuss problems, clarify interests, resolve conflict, and understand one another's needs. Trust building refers to the process of developing confidence among actors through negotiation, agreement, and recognition of mutually beneficial opportunities. Trust is important because weak trust can limit participation and reduce the effectiveness of collective action. Commitment to the process refers to the willingness of individuals or groups to remain loyal and responsible toward shared objectives, values, and decisions. Strong commitment can increase motivation, productivity, cooperation, innovation, and long-term goal achievement. Shared understanding refers to agreement among stakeholders regarding the goals, values, and procedures of collaboration. It helps improve team effectiveness, accelerate decision-making, increase member involvement, and reduce conflict caused by differences in values, objectives, or perspectives.

This study also uses the Triple Bottom Line theory introduced by Elkington (1997) as its grand theory. The Triple Bottom Line views sustainability through three interconnected dimensions: economic, social, and environmental sustainability. In the context of tourism

village development, this theory is relevant because tourism should not only generate economic benefits, but also strengthen community participation, preserve cultural identity, and protect the environment. This perspective supports the argument that local potential-based tourism must be managed through a balanced approach that integrates community welfare, economic productivity, and environmental preservation.

Previous studies have shown that collaborative processes play an important role in tourism management, but their implementation often remains challenging. Anwar (2023), using the collaborative governance model of Ansell and Gash (2007), examined the collaborative process in managing Mendatte Park natural tourism in Enrekang Regency. The study aimed to analyze collaboration among the local government, particularly the Tourism Office, BUMDes Makinawa Mendatte as the tourism area manager, and private actors in managing Mendatte Park in Bambapuang Village, Anggeraja District, Enrekang Regency. Using a qualitative method, the study found that the collaborative process did not run effectively. Several indicators in the Ansell and Gash model were not properly implemented. The study emphasized that effective collaboration requires direct dialogue, trust building, commitment, and shared understanding among all actors involved.

A similar conclusion was found in the study of Rammang-Rammang tourism management in Maros Regency by Naylawati Bachtiar et al. (2022). Using a descriptive qualitative method, the study collected data through interviews, literature study, observation, and documentation, supported by purposive and snowball sampling techniques. The results showed that the collaborative process in managing the Rammang-Rammang tourism site had not worked well. Face-to-face dialogue had been implemented, but it was still limited to formal mechanisms such as Musrenbang. Trust among stakeholders had not been optimally established because of limited involvement. Community commitment remained low because residents tended to be passive in providing suggestions. Shared understanding had not been formed because there was no grand design for tourism development. Medium-term outcomes had also not been fully achieved because the tourism development concept had not been fully realized.

Faricha Nur Imama et al. (2024) studied governance in community-based tourism village development in Hendrosari Village, Menganti District, Gresik Regency. The study found that tourism village management had generally been implemented, but several challenges still needed to be addressed. Direct dialogue between the village government and the community had not been maximized, resulting in limited public understanding and participation in tourism management. Although the village had considerable economic potential, not all residents felt involved or trusted the benefits of tourism development. The study emphasized the need for better communication and stronger community involvement to achieve more effective and sustainable tourism management.

Research by Musleh and Rosa (2024) examined the potential of local wisdom in developing Pandean Tourism Village in Trenggalek Regency. The study aimed to identify strategies for using local wisdom to improve tourism potential through the 3A concept, namely attractions, amenities, and accessibility. The results showed that Pandean Tourism Village had not fully implemented the 3A concept. Although the village had various attractive tourism objects, poor road conditions limited tourist access, especially for large vehicles. Existing facilities also required further development to meet tourist needs. The study recommended improving infrastructure and accessibility, developing facilities, and encouraging community participation in tourism village management to improve tourist experience.

Other studies also confirm that trust and commitment remain important challenges in tourism village development. Research on the Rammang-Rammang tourism site in Maros Regency and Kampung Wisata Tamansari in Yogyakarta found that weak mutual trust and limited stakeholder commitment hindered optimal tourism development (Saputra, 2020; Naylawati Bachtiar et al., 2022). These findings show that local potential alone is insufficient. Tourism village management requires effective coordination, strong stakeholder roles, clear development planning, active community participation, and sustainable collaboration.

Local potential is a central element in tourism village development. Natural landscapes, cultural heritage, agricultural products, and community wisdom can become valuable tourism assets when managed through an inclusive and sustainable approach. Law Number 10 of 2009 concerning Tourism affirms that the use of local potential should support economic development while also contributing to cultural and environmental preservation (Faricha Nur Imama et al., 2024). This legal foundation strengthens the importance of managing tourism resources in a way that benefits local communities while preserving the cultural and ecological assets of the village.

Kampung Klaisu, located in South Gresi District, Jayapura Regency, Papua, provides a relevant case for examining collaborative tourism village management. The village has strong natural and cultural tourism potential. Its natural attractions include Klaisu Waterfall and the natural phenomenon known as "*Negeri Diatas Awan*". In addition, Kampung Klaisu has agricultural resources such as durian, langsung, duku, and cocoa, which can be developed as distinctive village products to support tourism activities. These resources provide a strong foundation for local potential-based tourism development and can strengthen the identity of Kampung Klaisu as a tourism village. Despite this potential, Kampung Klaisu faces several challenges in optimizing tourism village management. These challenges include low levels of education and training, limited human resource quality, internal conflict, budget constraints, and weak synergy between the village government and the community. These problems may reduce the effectiveness of collaboration and prevent local potential from being managed optimally. The role of each stakeholder also requires further analysis, including the role of the community, village government, and private sector. Community perception is also important because the success of tourism village management depends on local residents' awareness, participation, and willingness to support collective development efforts.

Although previous studies have examined collaborative processes in tourism village management, limited attention has been given to tourism villages in Papua, particularly villages that have strong natural and agricultural potential but still face institutional, educational, human resource, and budget limitations. Most existing studies have focused on tourism villages in regions with more established tourism infrastructure and stronger institutional support. This creates a research gap in understanding how collaborative processes operate in peripheral village contexts such as Kampung Klaisu. A more specific analysis is needed to explain how collaboration takes place, what challenges emerge, how stakeholder roles are distributed, and how the community perceives efforts to optimize local potential-based tourism management.

Therefore, this study aims to analyze the role of the collaborative process in managing a local potential-based tourism village in Kampung Klaisu, Jayapura Regency. Specifically, this study examines the collaborative process in tourism village management, identifies the challenges faced by the community in optimizing collaboration, analyzes how internal conflict, low human resource quality, and limited budget affect the effectiveness of cooperation between the village government and the community, determines the role of each stakeholder, and explores community perceptions of tourism village development. By

integrating collaborative governance and the Triple Bottom Line perspective, this study contributes to the literature on sustainable tourism village management, particularly in the Papuan context. Practically, this study provides insights for educators in developing curricula and learning facilities related to collaboration and local resource management, offers methodological references for researchers conducting similar studies in other locations, identifies new challenges and opportunities for future research, and supports community awareness and empowerment in optimizing tourism village management based on local potential.

2. METHODS

2.1 Research Design

This study employed a qualitative descriptive design to examine the social and economic conditions of the Klaisiu Village community in relation to the management of a creative and innovative tourism village. A qualitative descriptive approach was considered appropriate because the study aimed to produce a rich, contextual, and direct account of community experiences, local knowledge, and village-based development practices rather than test predetermined hypotheses (Sandelowski, 2000; Creswell & Poth, 2018). This design also aligned with the nature of qualitative research, which allows research problems and interpretations to develop through direct engagement with field data (Sugiyono, 2018).

The qualitative approach was selected because the research focused on understanding meanings, experiences, roles, and social practices within the natural setting of the village. It enabled the researcher to explore how local stakeholders understand, participate in, and contribute to social, economic, cultural, and tourism-related activities in Klaisiu Village.

2.2 Research Setting

The study was conducted in Klaisiu Village, South Gesi District, Jayapura Regency, Indonesia. This site was selected because it provided direct access to the community, social setting, cultural actors, and institutional stakeholders relevant to the research focus. The location allowed the researcher to observe actual village conditions and obtain information from participants who had long-term knowledge of community life, local economic activities, social relations, and village development programs. The research setting was also appropriate because Klaisiu Village represents the main context in which the issue of creative and innovative tourism village management was examined. Direct field engagement helped the researcher capture the relationship between community participation, local leadership, social activities, and tourism development.

2.3 Participants

Participants were selected using purposive sampling. This strategy was used because the study required informants who possessed specific knowledge and direct experience related to the social, economic, cultural, and tourism-related conditions of Klaisiu Village (Patton, 2015). In qualitative research, participants are selected not to represent a large population statistically, but to provide relevant and information-rich data related to the research problem (Arikunto, 2021; Patton, 2015).

The participants consisted of key village and institutional stakeholders, including the Head of Klaisiu Village, a customary leader, a religious leader, a community leader, a women's representative, a youth representative, and a staff member from the Tourism Office of Jayapura Regency. The inclusion criteria required participants to be indigenous residents of Klaisiu Village, to have lived in the village for more than 20 years, to possess knowledge of local economic and social activities, and to have involvement in village programs.

These criteria ensured that the participants could provide relevant, experience-based, and contextually grounded information about village development and tourism management. The selection of local leaders, community representatives, and government-related tourism actors also allowed the study to capture different perspectives on the management and development of Klaisiu Village as a tourism village.

2.4 Data Sources and Data Collection

The study used both primary and secondary data. Primary data were collected directly from participants through field observations and interviews. Primary data refer to data obtained directly from the field by the researcher through relevant informants or research participants (Hasan, 2002). In this study, primary data included interview responses, observation notes, and field-based information collected from selected participants. Secondary data were obtained from documents, literature, and other supporting materials relevant to the research topic. Secondary data refer to data that are not obtained directly from the main informants, but through documents, literature, or other supporting sources (Sugiyono, 2016). These data were used to complement the primary data and strengthen the interpretation of the research findings.

Data collection involved field observation, interviews, and literature study. Field observations were conducted through direct visits to Klaisiu Village. During observation, the researcher examined and recorded relevant social, economic, and community-based activities. Observation notes were used to document contextual information and support the interpretation of interview data. Interviews were conducted directly with selected participants using questions related to the management of a creative and innovative tourism village. The interviews explored participants' knowledge, experiences, roles, and involvement in village activities and tourism development. In line with qualitative interview reporting standards, the interview process focused on obtaining detailed accounts from participants who were closely connected to the research context (Tong, Sainsbury, & Craig, 2007). When permission was granted, interviews were recorded and then processed into textual data for analysis. Field notes were also prepared to capture important contextual information that emerged during the research process.

The literature study supported the development of the theoretical and conceptual basis of the research. Literature study involves collecting, reading, recording, and processing written materials relevant to the research topic (Zed, 2003). Relevant books, previous studies, and documents were reviewed to strengthen the interpretation of the research problem and situate the study within existing discussions on village development and tourism management (Sarwono, 2006).

2.5 Data Analysis

The data were analyzed using thematic analysis. This approach was appropriate because the study aimed to identify, organize, and interpret patterns of meaning across interview data, observation notes, and supporting documents (Braun & Clarke, 2006). The analysis followed an iterative process that included data familiarization, initial coding, category development, theme identification, theme review, and interpretation.

First, the researcher read the interview transcripts, observation notes, and supporting documents repeatedly to become familiar with the data. Second, relevant statements were coded based on their connection to the research focus. Third, similar codes were grouped into categories related to village management, community participation, social activities, economic practices, cultural roles, and tourism development. Fourth, broader themes were developed by examining relationships among the categories. Finally, the themes were interpreted in relation to the research questions and the wider context of Klaisiu Village.

NVivo software was used to support the organization and analysis of qualitative data. The software helped manage interview transcripts, observation notes, documents, codes, categories, and themes. NVivo was not used as a substitute for interpretation, but as a tool to improve data organization, coding consistency, and analytical transparency. This process allowed the researcher to manage textual, observational, and documentary data more systematically.

2.6 Trustworthiness

The trustworthiness of the study was strengthened through credibility, transferability, dependability, and confirmability, which are widely used criteria in qualitative research (Lincoln & Guba, 1985). Credibility was supported through triangulation by comparing information obtained from interviews, field observations, and secondary sources. Triangulation was relevant because qualitative data were collected from various sources and through several techniques, which helped the researcher examine consistency across different forms of evidence (Sugiyono, 2018).

Transferability was addressed by providing a clear description of the research setting, participant criteria, and village context. This allows readers to assess whether the findings may be relevant to similar rural, community-based, or tourism village contexts. Dependability was supported through systematic documentation of the research process, including participant selection, data collection procedures, coding, and theme development.

Confirmability was strengthened by maintaining an organized record of transcripts, field notes, documents, codes, and categories in NVivo. This helped ensure that the findings were traceable to the data and not solely based on researcher assumptions. The use of thematic analysis also supported analytical rigor because the coding and theme development process followed clear and systematic stages (Nowell, Norris, White, & Moules, 2017). Through these procedures, the study sought to produce findings that were credible, transparent, and grounded in the lived context of the Klaisiu Village community.

3. RESULTS AND DISCUSSION

Klaisu Village is located in South Gresi District, Jayapura Regency, Papua. Geographically, the village possesses significant natural potential, including waterfalls, tropical forest landscapes, and a unique natural phenomenon known as the “Land Above the Clouds.” In addition, local agricultural products such as durian, langsat, duku, cocoa, and chayote represent important resources that can be developed as part of a local-based tourism village. From a socio-cultural perspective, Klaisu Village maintains strong traditional values and local wisdom. The village governance structure involves the village government, customary leaders, religious leaders, and community groups, all of whom play essential roles in tourism management. Field observations indicate that tourism development initiatives have been carried out by utilizing both natural and cultural resources. However, community participation remains uneven, and infrastructure particularly road access to tourist destinations remains limited.

The findings reveal that the collaborative process in managing the tourism village in Klaisu involves multiple stakeholders, including the village government, local community, customary leaders, religious leaders, and the regional tourism office. Referring to the collaborative governance model proposed by Ansell and Gash (2008), the process can be analyzed through several key elements:

3.1 Face to Face Dialogue

Face-to-face dialogue functions as a central mechanism within collaborative governance processes, particularly in localized institutional settings such as village administration. As reflected in village meetings and stakeholder discussions, direct, in-person communication provides a structured arena for deliberation, negotiation, and collective decision-making. The emphasis by the village head on discussing important decisions collectively highlights the foundational role of dialogue in fostering mutual understanding and coordination among actors. Within the broader framework of collaborative governance, such interactions align with the deliberative dimension identified by scholars, where stakeholders engage in reasoned argumentation to reach shared agreements (Ansell & Gash, 2008; Bryson et al., 2020). Face-to-face dialogue is especially significant because it enables the exchange of tacit knowledge, facilitates trust-building, and allows for immediate feedback, all of which are critical components in reducing uncertainty and aligning diverse interests.

From a theoretical perspective, face-to-face dialogue can be situated within deliberative democratic theory, which underscores the importance of inclusive, reasoned discussion in legitimizing collective decisions (Bussu & Bartels, 2020). In this sense, village meetings act as micro-level deliberative forums where public reasoning is expected to guide outcomes. Moreover, Emerson and Nabatchi's integrative framework for collaborative governance highlights principled engagement as a core process, wherein dialogue serves as the primary means through which stakeholders define problems, explore solutions, and build shared motivation (Emerson & Nabatchi, 2015). The observed reliance on direct communication in the village context thus reflects an alignment with these theoretical principles, suggesting that collaboration is not merely procedural but also relational and communicative in nature.

However, the practical limitations of these dialogues reveal a critical tension between the ideal and the empirical realities of participation. While formal meetings are conducted and collective discussion is emphasized, the lack of full inclusivity indicates that not all community members have equal opportunities to contribute. This gap points to issues of representation and power asymmetry, which are widely recognized challenges in collaborative governance literature. Even when participatory structures are formally established, certain groups may remain marginalized due to socio-economic status, cultural norms, or informational barriers (Wampler et al., 2021). Consequently, the effectiveness of face-to-face dialogue cannot be assessed solely by its existence but must also consider the extent to which it facilitates meaningful and equitable participation.

The partial inclusivity observed in the village context may also be understood through the lens of communicative inequality. Not all participants possess the same capacity to articulate their interests or influence discussions, leading to potential dominance by more powerful or vocal actors. This dynamic can undermine the deliberative quality of dialogue, as decisions may reflect the preferences of a subset of stakeholders rather than the collective will. Recent studies emphasize that facilitative leadership plays a crucial role in mitigating such imbalances by actively encouraging participation from underrepresented groups and ensuring that diverse perspectives are acknowledged (Bussu & Bartels, 2020). In the absence of such facilitation, face-to-face dialogue risks becoming a procedural formality rather than a substantive mechanism for collaboration.

Furthermore, the limitations in inclusivity have implications for both the legitimacy and effectiveness of collaborative outcomes. Legitimacy in collaborative governance is closely

tied to the perception that decision-making processes are fair, transparent, and inclusive. When community members feel excluded, trust in the process may erode, potentially leading to reduced compliance with decisions and weakened collective action. Bryson et al. (2020) argue that the success of cross-sector collaboration depends not only on the quality of interaction among stakeholders but also on the perceived fairness of the process. Therefore, the identified shortcomings in inclusivity suggest a need to strengthen participatory mechanisms to ensure broader engagement. In practical terms, enhancing the inclusivity of face-to-face dialogue requires attention to both structural and procedural dimensions. Structurally, expanding access to meetings and ensuring representation from diverse community groups can help address participation gaps. Procedurally, adopting more interactive and facilitative discussion formats may encourage greater involvement from participants who might otherwise remain silent. Digital tools may also complement face-to-face interactions by providing alternative channels for input, although they should not replace the relational benefits of direct communication. Recent research highlights the value of hybrid participatory approaches that combine traditional meetings with inclusive engagement strategies to broaden participation (Torfing et al., 2020).

Importantly, the persistence of partial inclusivity does not negate the value of face-to-face dialogue but rather underscores the need for its continuous refinement. Dialogue remains a critical mechanism for collaboration because it enables the co-construction of meaning and fosters shared ownership of decisions. However, its effectiveness depends on the extent to which it is embedded within a genuinely inclusive governance framework. Without such inclusivity, the potential of dialogue to serve as a foundation for collaboration is constrained. In sum, face-to-face dialogue plays a pivotal role in facilitating collaborative processes within village governance by enabling direct communication, fostering trust, and supporting collective decision-making. Its alignment with established theoretical frameworks underscores its importance as a core component of collaborative governance. Nevertheless, the observed limitations in inclusivity highlight significant challenges that must be addressed to fully realize its potential. By critically examining these dynamics, it becomes evident that strengthening both the inclusiveness and facilitative quality of dialogue is essential for enhancing the legitimacy and effectiveness of collaborative outcomes.

3.2 Trust Building

Trust constitutes a fundamental element in the realization of effective collaborative governance, particularly in community-based contexts where social relations and cultural norms shape collective action. In Klaisu Village, trust is not merely an abstract relational attribute but is concretely embedded in the role and influence of customary leaders. These leaders function as mediators and custodians of cultural values, thereby occupying a central position in facilitating interactions between stakeholders and ensuring the legitimacy of tourism-related initiatives. The observation that community trust in tourism programs declines in the absence of customary leaders underscores the extent to which trust-building processes are intertwined with local socio-cultural structures rather than being solely dependent on formal institutional arrangements.

From a theoretical standpoint, trust is widely recognized as a core component of collaborative governance frameworks. Emerson and Nabatchi (2015) conceptualize trust as part of “shared motivation,” which develops through repeated interactions, mutual understanding, and the presence of credible intermediaries. In this regard, customary leaders in Klaisu Village perform a bridging function that enhances relational trust by aligning external initiatives, such as tourism development, with internally recognized cultural norms. Their role resonates with the concept of institutional embeddedness, where governance processes are shaped by informal institutions, including traditions, norms, and social hierarchies (Torfing et al., 2020). This embeddedness explains why trust cannot be easily transferred or replicated without acknowledging the authority and legitimacy of local actors who are deeply rooted in the community’s cultural fabric.

The mediating function of customary leaders is particularly significant in contexts characterized by asymmetries of information and power. Tourism programs often involve external stakeholders, such as government agencies or private actors, whose objectives may not be immediately aligned with local interests. In such situations, customary leaders act as interpreters and negotiators, translating external agendas into culturally acceptable terms while simultaneously conveying community concerns to outside actors. This dual role helps reduce uncertainty and perceived risks, which are critical barriers to trust formation (Ansell & Gash, 2008). Recent studies emphasize that trust emerges not only from formal agreements but also from culturally resonant practices that signal respect, recognition, and reciprocity (Wampler et al., 2021). Therefore, the involvement of customary leaders enhances the credibility of tourism initiatives by embedding them within locally meaningful frameworks of authority.

Moreover, the role of customary leaders as guardians of cultural values reinforces normative trust, which is grounded in shared beliefs and collective identity. Unlike calculative trust, which is based on rational assessments of costs and benefits, normative trust derives from adherence to social norms and moral obligations (Bussu & Bartels, 2020). In Klaisu Village, the legitimacy of tourism programs is closely tied to their perceived alignment with cultural values, and customary leaders are instrumental in safeguarding this alignment. Their endorsement serves as a symbolic validation that the initiatives do not threaten the community’s cultural integrity. Conversely, their absence may create a legitimacy vacuum, leading to skepticism and resistance among community members. This dynamic illustrates how trust-building in culturally embedded contexts relies on normative mechanisms that extend beyond formal governance structures. The decline in community trust when customary leaders are not involved also highlights the limitations of technocratic or top-down approaches to development. Even well-designed tourism programs may fail to gain community support if they do not engage with local authority structures. This finding aligns with recent scholarship emphasizing the importance of inclusive and context-sensitive governance processes. For instance, Bryson et al. (2020) argue that the success of cross-sector collaborations depends on the ability to integrate diverse sources of legitimacy, including those derived from community leadership. In the absence of such integration, collaborative efforts risk being perceived as externally imposed, thereby undermining trust and participation.

Critically, the reliance on customary leaders for trust-building raises important implications for both theory and practice. On one hand, it demonstrates the value of leveraging existing social capital and cultural institutions to enhance collaborative outcomes. On the other hand, it suggests that trust may be unevenly distributed, as it is mediated

through specific actors who hold recognized authority. This concentration of trust can create vulnerabilities if these actors are excluded, marginalized, or unable to effectively represent the interests of all community members. While the original finding does not explicitly address these potential challenges, it implicitly points to the need for careful engagement strategies that both respect customary leadership and ensure broader community inclusion. In practical terms, strengthening trust in tourism programs requires institutionalizing the role of customary leaders within collaborative processes. This does not necessarily imply formalizing their authority in a rigid manner but rather recognizing and integrating their contributions in ways that preserve their cultural legitimacy. Facilitating regular dialogue between customary leaders and other stakeholders can help sustain trust over time, while also ensuring that tourism initiatives remain responsive to community values. Additionally, building trust should be viewed as an ongoing process rather than a one-time outcome, requiring continuous interaction, transparency, and mutual accountability (Torfing et al., 2020).

In conclusion, trust-building in Klaisu Village is deeply embedded in local socio-cultural structures, with customary leaders playing a pivotal role as mediators and guardians of cultural values. Their involvement enhances the legitimacy, credibility, and acceptance of tourism programs, demonstrating that effective collaboration depends not only on formal mechanisms but also on culturally grounded practices. The decline in trust observed in their absence underscores the importance of aligning governance processes with local authority systems. By situating these findings within broader theoretical frameworks, it becomes evident that trust in collaborative governance is both relational and context-dependent, requiring sustained engagement with the social and cultural dynamics that shape community life.

3.3 Shared Understanding

The development of a shared understanding among stakeholders represents a critical yet insufficiently realized component of the collaborative governance process in Klaisu Village. Although tourism development initiatives have been introduced, a comprehensive alignment of perceptions regarding goals, strategies, and expected outcomes has not been fully achieved. This lack of shared understanding is evident in the limited awareness among some community members about the direction of tourism development, which in turn constrains their level of participation. Within the framework of collaborative governance, shared understanding is closely associated with the process of “principled engagement,” where stakeholders collectively define problems, deliberate on solutions, and construct a common vision (Emerson & Nabatchi, 2015). The observed gap in Klaisu Village suggests that this process remains incomplete, particularly in terms of communication and information dissemination between the village government and the broader community.

The limitations in shared understanding can be analytically linked to deficiencies in communication mechanisms and participatory inclusivity. Effective collaboration requires not only the transmission of information but also its mutual interpretation and internalization by all stakeholders. When communication is uneven or insufficiently inclusive, it creates asymmetries in knowledge that hinder collective action (Torfing et al., 2020). In the context of Klaisu Village, the persistence of partial understanding among community members indicates that communication strategies may not yet be adequately tailored to local conditions or sufficiently accessible to all groups. This, in turn, affects the depth of

engagement, as individuals who lack clarity about development objectives are less likely to participate meaningfully. As recent studies emphasize, meaningful participation is contingent upon stakeholders having both access to information and the capacity to interpret and utilize it within decision-making processes (Wampler et al., 2021).

Despite these challenges, the delineation of stakeholder roles in Klaisu Village reflects a structurally sound foundation for collaborative governance. Each actor contributes distinct functions that, when effectively integrated, can support sustainable tourism development. The village government acts as a facilitator and policymaker, initiating and coordinating programs while providing institutional direction. This role aligns with the concept of meta-governance, where public authorities guide and enable interactions among diverse actors without exercising unilateral control (Torfing et al., 2020). Customary leaders, as previously noted, reinforce cultural legitimacy and mediate conflicts, thereby contributing to social cohesion and trust. Religious leaders further complement this role by promoting moral values and environmental awareness, which are essential for ensuring that tourism development aligns with broader ethical and ecological considerations.

The local community, positioned as the primary implementer of tourism activities, occupies a central role in translating policy into practice. Their active participation is crucial for operationalizing tourism initiatives and sustaining long-term outcomes. Meanwhile, the regional government, particularly through the tourism office, provides policy support, technical guidance, and promotional efforts, thereby linking local initiatives to broader institutional frameworks. Although the private sector's involvement remains limited, its potential contribution in terms of financial resources and technical expertise represents an important opportunity for future development. The interplay among these stakeholders illustrates the multi-actor nature of collaborative governance, where synergy and coordination are essential for achieving collective goals (Bryson et al., 2020).

However, the effectiveness of these role distributions is contingent upon the existence of a shared understanding that aligns stakeholder actions. Without such alignment, the risk of fragmented implementation and suboptimal outcomes increases. This underscores the importance of strengthening communicative processes that facilitate not only information sharing but also the co-construction of meaning. In this regard, face-to-face dialogue, participatory forums, and culturally appropriate communication channels can play a significant role in bridging understanding gaps and fostering collective ownership of tourism initiatives.

Community perceptions toward tourism village development in Klaisu Village provide an important contextual dimension that both supports and complicates the collaborative process. On one hand, the generally positive perception of tourism development—particularly in terms of its economic benefits, such as increased income and employment opportunities—indicates a favorable foundation for collective action. This aligns with the notion that perceived benefits can enhance stakeholder motivation and engagement in collaborative initiatives (Ansell & Gash, 2008). On the other hand, the community's strong awareness of the need to preserve cultural identity and protect the environment introduces important normative considerations that must be carefully integrated into development strategies. This dual orientation reflects the principles of the Triple Bottom Line, which emphasize the simultaneous pursuit of economic, social, and environmental sustainability (Elkington, 1997).

The community's interest in participating in training programs and tourism-related activities further highlights the latent potential for deeper engagement. This willingness suggests that the primary barrier to participation is not a lack of motivation but rather the absence of sufficient clarity and inclusivity in the communication of development goals. Therefore, enhancing shared understanding is not only a matter of improving information dissemination but also of activating existing community readiness. As recent literature suggests, capacity-building initiatives and participatory learning processes can play a crucial role in translating positive perceptions into sustained involvement (Stone et al., 2020).

Overall, the findings indicate that while the collaborative governance process in Klaisu Village has been initiated, it has not yet reached its full potential. Key elements such as dialogue and stakeholder involvement are present, but they require further strengthening, particularly in terms of trust-building and the development of a shared understanding. The application of the collaborative governance model highlights the need for deeper engagement processes, while the Triple Bottom Line framework underscores the importance of integrating social, environmental, and economic dimensions. The current limitations in collaboration and coordination suggest that these dimensions, although present, remain insufficiently interconnected.

To address these challenges, strengthening communication, enhancing transparency, and promoting inclusive participation emerge as critical priorities. These efforts must be context-sensitive and aligned with local socio-cultural dynamics to ensure their effectiveness. By fostering a more comprehensive shared understanding among stakeholders, Klaisu Village can enhance the coherence and sustainability of its tourism development initiatives, ultimately realizing the full potential of its collaborative governance framework.

4. CONCLUSION

Based on the results of the analysis and discussion regarding the role of collaborative processes in managing a tourism village based on local potential in Klaisu Village, it can be concluded that the collaborative process has been implemented through interactions among various stakeholders, including the local community, customary leaders, village government, and related government agencies. These interactions are reflected in inter-tribal forums, village deliberations, and government responsiveness to community aspirations, which represent concrete forms of collaborative practices. However, the intensity and sustainability of these collaborative efforts still need to be improved to ensure a more comprehensive and long-term impact.

Furthermore, several challenges were identified in the collaborative process, including inter-tribal territorial conflicts, low levels of trust toward the government, limited involvement of certain community groups, and the insufficient integration of cultural and religious values in tourism planning. In addition, inadequate infrastructure and the mismatch between community expectations and actual outcomes also affect the effectiveness of collaboration.

The roles of stakeholders are crucial in determining the success of collaboration. Customary institutions play an important role in preserving local norms and values, religious leaders contribute to guiding ethical and spiritual aspects of the community, and the local community actively participates in monitoring and implementing tourism activities.

Meanwhile, the private sector has begun to contribute in technical and financial aspects, although its role remains limited. The synergy among these stakeholders forms a strong foundation for the sustainable management of tourism villages based on local potential.

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