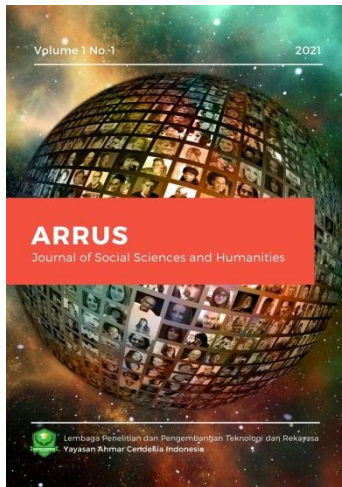




*Corresponding author: Ira Brunchilda Hubner, Tourism Department, Faculty of Hospitality and Tourism, Universitas Pelita Harapan, Tangerang, Indonesia

E-mail: ira.hubner@uph.edu

RESEARCH / REVIEW ARTICLE

Integrated Sustainable Tourism Governance in Indonesia: Evidence from a Mixed-Methods Review and Stakeholder Analysis

Ira Brunchilda Hubner^{1*}, Rosianna Sianipar², & Juliana Juliana²

¹Tourism Department, Faculty of Hospitality and Tourism, Universitas Pelita Harapan, Tangerang, Indonesia.

²Hospitality Management Department, Faculty of Hospitality and Tourism, Universitas Pelita Harapan, Tangerang, Indonesia.

Abstract: Indonesia's tourism development increasingly depends on governance arrangements capable of coordinating multiple administrative levels, sectors, stakeholders, and regional contexts. However, existing studies have often examined decentralisation, stakeholder collaboration, destination governance, and sustainability separately, leaving limited understanding of how governance fragmentation operates as an interconnected institutional problem. This study develops an integrated perspective on sustainable tourism governance in Indonesia through a mixed-methods multiphase design combining bibliometric analysis, qualitative thematic synthesis, and stakeholder validation. Following the PRISMA procedure, a total of 165 Scopus-indexed articles were analyzed using VOSViewer and thematic coding, followed by semi-structured interviews with four purposively selected key informants representing relevant tourism-governance perspectives. The findings identify four interrelated dimensions of governance fragmentation: vertical misalignment between national and subnational institutions, horizontal and cross-sectoral fragmentation, temporal discontinuity associated with political and budgetary cycles, and spatial inequality in institutional capacity and tourism investment. Although stakeholder collaboration and tourism development are prominent in the literature, governance integration, resilience, environmental protection, and meaningful community participation remain comparatively underdeveloped. The interview findings further indicate that fragmentation is reinforced by overlapping responsibilities, unequal regional capacity, disconnected information systems, programme-based coordination, and limited policy continuity. Based on the integrated findings, the study proposes an Integrated Sustainable Tourism Governance Framework linking fragmentation drivers with policy coherence, multilevel coordination, institutional role clarity, stakeholder co-creation, interoperable data systems, policy continuity, and adaptive accountability. The framework provides a context-sensitive basis for strengthening sustainable tourism governance under Indonesia's decentralised administrative system.

Keywords: Sustainable Tourism Governance, Governance Fragmentation, Mixed-Methods, Policy Analysis, Indonesia



1. Introduction

The country's tourism industry has entered a phase of renewed growth and, in return, of increased economic significance and complexity of governance. In January-November 2025, Indonesia recorded around 13.98 million international visitor arrivals and 1.09 billion domestic tourism trips (Azwardi et al., 2026; Hidayati, 2026). This growth is proof of tourism's ability to generate jobs, regional development, investment, and local enterprise (Dethan & Khoirunurrofik, 2025; Mardhani et al., 2021; Setiawati et al., 2023). At the same time, the rapid increase in visitor numbers, infrastructure, and investment in destinations places greater pressure on natural resources, cultural assets, public services, and host communities (Aida et al., 2024; Dávid et al., 2024; Johanes et al., 2024). Therefore, tourism growth cannot be managed only through destination promotion and visitor targets, but requires governance arrangements that can coordinate economic, environmental, socio-cultural, and institutional interests across the different regions in Indonesia (Apriyanti et al., 2024; Azizurrohman et al., 2021).

This governance challenge is especially important because of the cross-sectoral nature of tourism and the fact that it operates within the decentralised administrative system of Indonesia (Abbas et al., 2025; Surgawati et al., 2025). The development of tourism is not only the responsibility of tourism authorities, but also of the institutions in charge of spatial planning, transportation, public works, environmental protection, cultural heritage, investment, digital infrastructure and community development (Liu et al., 2022; Mursalina et al., 2022; Shrestha et al., 2024). The Ministry of Tourism, therefore, has to work in collaboration with different ministries and agencies, and the planning and implementation of destinations is mainly the responsibility of the provincial and local governments. Indonesia's new tourism law also covers tourism planning, destination development, information and communication technology, community-based tourism, government responsibilities and public participation (Juliana et al., 2024; Juliana et al., 2023). However, the mix of sectoral mandates and devolved authority places considerable demands on the alignment of policy, clarity of institutional roles, information sharing and accountability across levels of administration.

Despite the formal policy and institutional architecture, the evidence points to the fact that tourism governance in Indonesia is still patchy. Relative effectiveness of Indonesian tourism policy in prioritising sectoral development, price competitiveness, and international openness; but relative ineffectiveness of Indonesian tourism policy in inter-agency coordination, infrastructure, human-resource management and environmental sustainability were identified by Fafurida et al. (2023); Van Anh and Thao (2020) argued that the implementation of sustainable tourism is still fragmented, as actors at various levels of administration may interpret sustainability differently and have unequal political, financial, and institutional capacities. These findings imply that the existence of regulations, master plans, and government institutions do not necessarily lead to coherent or sustainable implementation.

The breakdown of governance takes several related forms. Vertical fragmentation may arise from poor translation of national priorities into provincial or local programmes. Horizontal fragmentation occurs when agencies at the same administrative level have different targets, incompatible procedures, or separate data systems. Political transitions, shifts in budget priorities or short-term project cycles can lead to temporal fragmentation of programmes (Chow, 2022; Vrontis, 2022). Spatial fragmentation is reflected in uneven institutional capacity, infrastructure, investment and tourism benefits across destinations (Guo & Li, 2025; Liao et al., 2023). Research in destinations such as Labuan Bajo demonstrates that sustainable tourism outcomes require multi-sector engagement, joint work at the government level, local leadership, resource mobilisation and authentic community participation (Juliana et al., 2025); (Juliana et al., 2022). But conditions vary greatly from one destination to another. From a theoretical perspective, sustainable tourism destinations are complex socio-ecological systems formed by inter-dependent public institutions, tourism businesses, residents, visitors,



community organisations, environmental resources and cultural assets (Maimaitiaili, 2024). Thus, governance cannot be confined to the activities of one government agency. It calls for networked, adaptive, and participatory arrangements in which the stakeholders negotiate interests, share resources, coordinate decisions and respond to change. Indama. (2026) emphasised the necessity of understanding sustainable tourism governance from the interconnected perspectives of governance, resilience and complexity. Zhang et al. (2022) further showed that stakeholder roles and collaborative advantages need to be connected to regulation, conservation and local livelihoods, and not taken in isolation.

However, there are four major limitations in the current literature. First, there is a conceptual gap as decentralisation, stakeholder collaboration, policy coordination, destination management, community participation, digital governance and sustainability are often studied as separate subjects. The literature has not sufficiently integrated these elements into a multidimensional description of the way tourism governance becomes fragmented and how integration can be re-established. Second, an empirical scale gap exists. Most of the studies in Indonesia focus on individual destinations, tourism villages, heritage areas (Qin, 2021; Rivero-Moreno, 2022; Rodríguez, 2025; Wang, 2023) or specific collaborative programmes. While such studies provide useful contextual knowledge, they cannot by themselves elucidate the broader intellectual structure, recurrent governance patterns, or cross-destination mechanisms within Indonesian tourism. Existing evidence at the destination level therefore needs to be set within a wider synthesis of international and Indonesian tourism-governance literature.

Third, there is a methodological gap. Bibliometric studies can reveal trends in publication, thematic clusters, keyword relationships and emerging topics, but they frequently end with the visual interpretation of bibliometric maps. In contrast, qualitative stakeholder studies offer contextual depth, but are usually limited in the number of locations or stakeholder groups. Few studies combine large-scale bibliometric evidence, qualitative thematic synthesis, and stakeholder-based contextual interpretation in one integrated research design. Fourth, there is a gap between the normative commitment to sustainable and collaborative tourism governance and its practical institutionalisation. Previous frameworks emphasise the value of stakeholder participation and collaboration, but leave questions about the distribution of roles, how to address power imbalances, how to ensure coordination across levels of government, and how systems of shared information and accountability should function. Studies on Indonesian heritage and destination governance show that the mere presence of stakeholders is not enough; collaborative outcomes also depend on leadership, institutional design, the coordination of resources, trust and the real influence of local communities on decision-making.

Thus, the main research problem is not the lack of tourism policies or stakeholders, but the low level of integration of policies, institutions, knowledge, resources and stakeholders' interests. Indonesia has many regulations, development plans, coordinating structures and destination programmes, but fragmentation may remain where mandates overlap, responsibilities are unclear, data systems are disconnected, local capacity is unequal and community participation is largely procedural. Without a systematic understanding of such relationships, reforms in tourism governance will be at risk of dealing with side effects rather than the structural causes of fragmentation.

The study's novelty is in three contributions. This way, it starts by conceptualising tourism-governance fragmentation as a multidimensional phenomenon that includes vertical, horizontal, temporal and spatial relationships, instead of a single administrative problem of coordination failure. Second, it combines macro-level bibliometric patterns with qualitative thematic evidence and stakeholder perspectives to connect the structure of academic knowledge with governance realities. Thirdly, it creates an Integrated Sustainable Tourism Governance Framework that connects fragmentation drivers with policy coherence, multilevel coordination, institutional role clarity, stakeholder co-creation, interoperable

information systems, continuity mechanisms and adaptive accountability. This incorporation extends previous research that focused on single destinations, specific stakeholder configurations, or isolated dimensions of sustainability.

This study thus aims to develop an integrated and contextually grounded framework for sustainable tourism governance in Indonesia. In particular, it seeks to: map the development of the publication, the intellectual structure, the keyword networks and the thematic evolution of research on sustainable tourism-governance; identify the key dimensions, drivers, consequences, and recurrent patterns of tourism-governance fragmentation; understand how policy alignment, institutional coordination, stakeholder participation, data integration, and accountability can enhance governance integration; contextualise and critically validate the findings of the review through interviews with four key informants; and formulate an Integrated Sustainable Tourism Governance Framework and corresponding implications for national and destination-level tourism policy.

The research questions that guide this study are: RQ1. How has research developed and been thematically organised on sustainable tourism governance, integration, and stakeholder collaboration? RQ2: What are the dimensions, drivers, and consequences of tourism-governance fragmentation identified in the literature? RQ3: How do key informants contextualise, validate, or extend the findings generated from the mixed-methods review? RQ4: What institutional and stakeholder mechanisms should constitute the elements of an integrated sustainable tourism–governance framework for Indonesia?

2. Literature Review

2.1. *Governance and Sustainability of Tourism*

Tourism governance refers to the mechanisms and procedures by which public authorities, industries, local communities, civil society organisations, and other stakeholders influence tourism decisions and delivery (Bassi et al., 2026; Jiao & Chen, 2025). Governance is broader than government because it encompasses networks, partnerships, formal rules, informal norms, and power relations (Liao et al., 2023; Y. Zhang et al., 2024). In sustainable tourism, governance concerns the sharing of economic benefits, respect for ecological limits, safeguarding of cultural assets, and the capacity of local actors to influence decisions affecting their livelihoods (Anggani et al., 2026; Azizurrohman et al., 2021).

Tourism destinations are interdependent systems. Different organisations make decisions about access, land use, investment, waste, water, heritage, promotion, and visitor management, but at the destination level, these have combined effects (Jiao & Chen, 2025; Y. Zhang et al., 2024). Thus, governance failure is often a matter of misfit rather than the complete lack of institutions. A destination can have multiple plans and multiple agencies, and still produce fragmented outcomes because objectives, time horizons, data, and accountability are not aligned (Esteves et al., 2025; Kefale et al., 2026).

2.2. *Multi-tier and collaborative governance*

Multi-level governance stresses the importance of interaction between the national, regional, and local levels rather than a simple top-down hierarchy (Bichler, 2019; S. M. Rahman et al., 2025). Local governments have significant implementation responsibilities in decentralised systems, but strategic, regulatory, and fiscal control remains with national agencies. To align successfully, you need clear roles, vertical communication, interoperable planning, and mechanisms to resolve conflicts between national priorities and local contexts (Rahaju et al., 2026; M. S.-U.- Rahman et al., 2021).

Complementing this view, collaborative governance accounts for cross-boundary decision-making among public, private, and civic actors (Basyar et al., 2025). Working together is not the same as asking for advice. It calls for shared problem definitions, meaningful participation, joint capacity, transparent procedures, and collective accountability (Afrisal, 2022; Gruber et al., 2024). Collaborative arrangements are of particular relevance to tourism,

as policy resources are often divided among actors who cannot on their own achieve destination-level outcomes (Maravilla & Pelmin, 2025; Zaenuri, 2023).

2.3. Governance fragmentation

This study theorises fragmentation in four analytically distinct but interrelated dimensions. Vertical fragmentation is when national and subnational goals, authority, finance, and implementation are not aligned (Palmer & Chuamuangphan, 2018; Tamrin & Roziqin, 2024). Horizontal fragmentation is the isolated action of ministries, agencies, firms, communities, and sectoral institutions at the same level (Maimaitiali, 2024). Temporal fragmentation: discontinuity across political, budgetary, and project cycles. Spatial fragmentation is about uneven development, disconnected destination systems, and the concentration of investment or pressure in specific locations (Liao et al., 2023; Y. Zhang et al., 2024). These dimensions are compounded by cross-cutting weaknesses in institutional capacity, information systems, participation and monitoring.

2.4. Framework of Analysis

The analytical framework in Figure 1 connects integration enablers to governance mechanisms and sustainable outcomes. Regulatory alignment, institutional capacity, interoperable data, inclusive participation, and stable policy learning are expected to improve vertical alignment, horizontal collaboration, temporal continuity, spatial balance, and adaptive coordination. These mechanisms, in turn, support competitiveness, resilience, environmental integrity, community equity, and accountable policy. The framework is not presented as a deterministic causal model but as a synthesis model to organise evidence and to guide policy analysis.

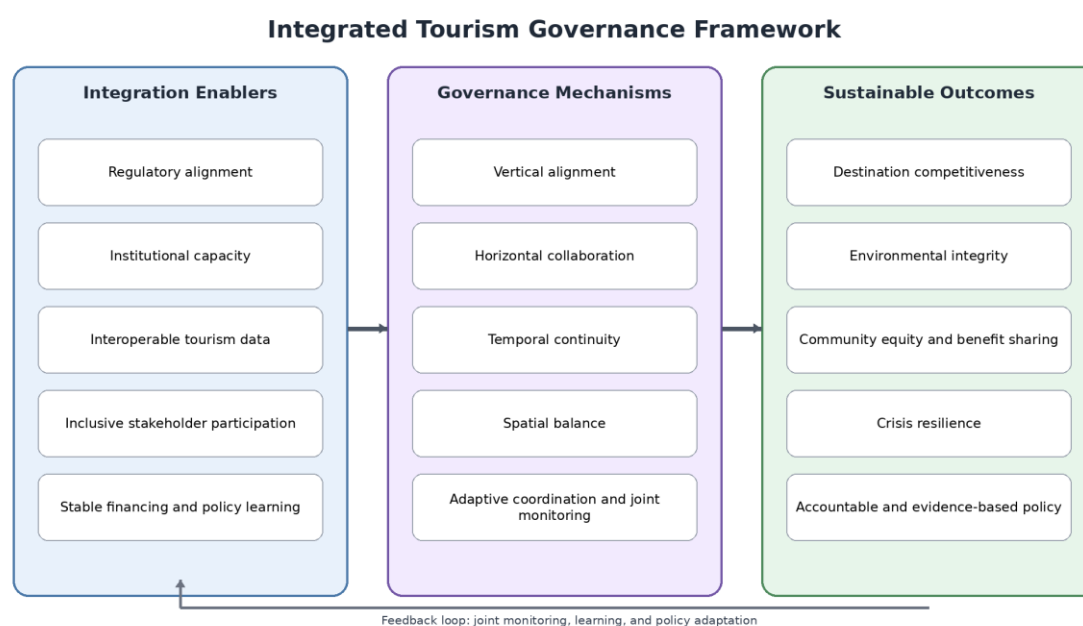


Figure 1. Integrated Tourism Governance Framework

3. Research Method and Materials

3.1. Research Design

A mixed-methods multiphase design was used, combining bibliometric analysis, qualitative thematic synthesis, and stakeholder interviews (Creswell & Creswell, 2023). First, the development and structure of research on sustainable tourism governance were analysed using bibliographic data from Scopus. In the second phase, we coded the substantive findings of selected articles thematically. The third phase involved interviews with four key informants

to contextualise and validate the literature-based findings in the Indonesian tourism-governance context. Finally, the findings from all phases were integrated to formulate the proposed Integrated Sustainable Tourism Governance Framework.

3.2. Literature search and study selection

In December 2025, a literature search was conducted in the Scopus database covering articles published from 2020 to 2022. The reason for choosing Scopus is that it provides the structured bibliographic information needed to perform a bibliometric analysis. Such information includes titles, abstracts, authors, affiliations, keywords, sources, and citation data. The search included terms related to tourism governance and sustainability, such as tourism governance, destination governance, sustainable tourism governance, collaborative governance, stakeholder collaboration, policy integration, coordination, and governance fragmentation.

The PRISMA 2020 flow diagram showing the identification, screening, eligibility assessment, and final inclusion of 165 articles. At the beginning, the search produced 512 records. 87 records were de-duplicated, leaving 425 articles for title and abstract screening. At this stage, 212 records were excluded because they did not focus on tourism governance, sustainable tourism, stakeholder coordination, or institutional integration. The full texts of 213 articles were searched for retrieval. Of these, 15 were not obtained because the full text was not available or because the publication information was incomplete. Therefore, 198 full-text articles were screened for eligibility. 33 articles were excluded during full-text assessment. Among these were 12 articles that did not focus substantially on governance or stakeholder issues, nine articles that did not provide sufficient information for analysis, seven publications that were editorials, book reviews, or conference summaries, and five studies conducted outside of a relevant tourism context. The final analytical corpus thus comprised 165 peer-reviewed journal articles. The selection procedure is given in the flow diagram of PRISMA 2020 in Figure 2.

Articles were included if they were peer-reviewed journal publications indexed in Scopus, published between 2020 and 2022, and directly related to tourism or destination development. Eligible studies needed to address at least one governance-related aspect, including institutional coordination, policy coherence, collaboration between stakeholders, community participation, decentralisation, destination management, governance integration, or sustainable tourism outcomes.

Publications were excluded if they were not in a tourism context, if they dealt with sustainability without reference to governance or stakeholder relations, and/or if they provided insufficient methodological or substantive information, and also editorials, book reviews, conference summaries, and other non-research publications. A thematic analysis was also performed, excluding those articles whose full text could not be obtained.

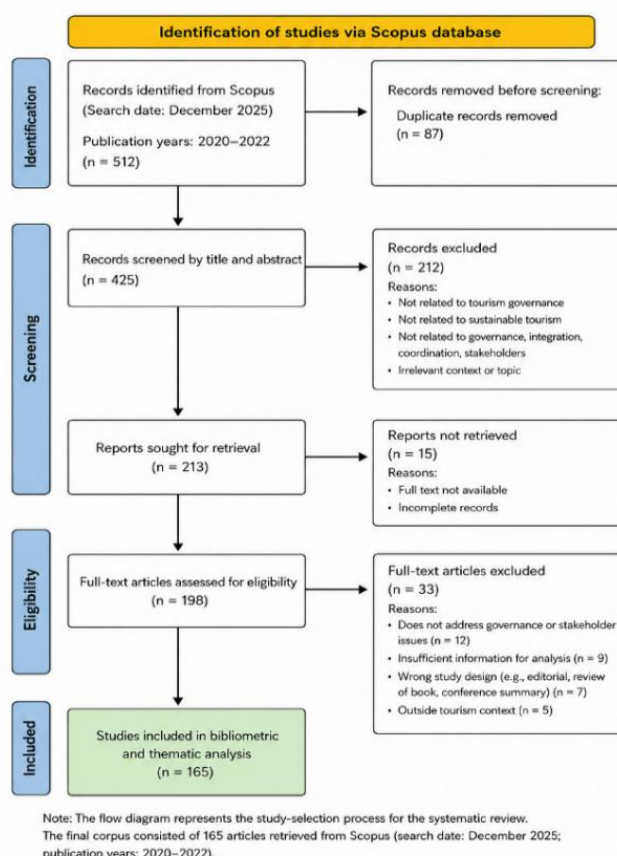


Figure 2. PRISMA flow diagram

3.3. Bibliometric Studies

Bibliographic data of the 165 selected articles were exported in CSV format from Scopus and analysed using VOSviewer version 1.6.20. Duplicate and inconsistent keywords were cleaned and standardised before analysis. For instance, stakeholder and stakeholders were merged together, while generic terms like study, article, result, and research were removed as they did not represent substantive research themes.

Bibliometric analysis was used to examine the number of publications per year, the occurrence of keywords, the links between keywords, the total strength of links, thematic clusters, and the change of topics over the years. A keyword co-occurrence analysis was conducted to quantify the frequency of important concepts co-occurring in the selected publications. Network visualisation was used to identify relationships between themes, overlay visualisation visualised the development of topics based on their average publication year, and density visualisation identified well-established and less developed research areas.

The numerical results, such as keyword occurrences, number of links, total link strength, cluster membership, and average publication year were exported directly from VOSviewer. These values were used to support the interpretation of the visual maps, so as not to rely solely on visual observations of a descriptive nature.

3.4. Thematic Qualitative Synthesis

The 165 articles were also subjected to qualitative thematic synthesis. Each article was searched for relevant sections of findings, discussion, and policy implications to identify recurring governance problems and integration mechanisms. The analysis was conducted in four stages: familiarisation with the articles, initial coding, grouping related codes into categories, and developing overarching analytical themes. We used a combined inductive and deductive coding approach. The first deductive categories were derived from the literature

on multilevel governance, collaborative governance, stakeholder theory, and sustainable tourism. The categories were vertical fragmentation, horizontal fragmentation, temporal fragmentation, spatial fragmentation, institutional capacity, regulatory overlap, stakeholder participation, power asymmetry, tourism-data integration, policy coherence, and accountability.

Additional themes that emerged from the articles were identified using inductive coding. Subsequently, similar codes were then grouped into four broad dimensions of governance fragmentation, namely: vertical policy misalignment, horizontal and cross-sectoral fragmentation, temporal policy discontinuity, and spatial inequality in tourism development. The analysis also identified causes, consequences, and possible mechanisms to address each type of fragmentation.

To strengthen coding reliability, the coding framework and thematic assignments were independently reviewed by more than one member of the research team. Coding disagreements were discussed and resolved through consensus, and the final coding structure was agreed upon before interpretation and integration.

3.5. Interviews with Key Informants

Purposive sampling was used to select four key informants, and semi-structured interviews were performed. Participants were selected because they had relevant knowledge or experience in tourism policy, destination management, stakeholder coordination, community participation, or sustainable tourism development. The four informants represented different perspectives on tourism governance, including government or policy, tourism industry or destination management, local community, and academic or professional expertise.

The interviews were not used as statistically representative evidence of all tourism stakeholders in Indonesia, but as a contextual-validation component. The interview guide was built on the initial bibliometric and thematic findings. Questions covered national–regional policy alignment, institutional responsibilities, inter-agency coordination, stakeholder participation, community participation, sharing of tourism data, programme continuity, regional disparities, and mechanisms for enhancing integrated tourism governance. With informed consent, the interviews were audio-recorded, transcribed verbatim, and anonymised using the codes P1–P4. The transcripts were checked for accuracy and analysed thematically using deductive categories derived from the literature review and inductive codes emerging from the interviews. The resulting themes were compared across participants and integrated with the review findings, with anonymised quotations used to support the interpretation.

3.6. Integration of the Mixed-Methods

A joint display analysis was used to synthesise the bibliometric, thematic, and interview results. Bibliometric results identified dominant and emergent topics in the literature, thematic synthesis offered insights into the institutional meanings and governance mechanisms underpinning these patterns, and interviews offered contextual interpretation from Indonesian tourism stakeholders.

Three types of relationships were identified in the integrated analysis. Convergence was defined as evidence from reviews and interviews that pointed to the same conclusion. Complementarity occurred when a finding from the literature was explained further by the stakeholder interviews. There were discrepancies where the stakeholder experiences did not align with the key findings in the literature. These integrated interpretations were used to develop the Integrated Sustainable Tourism Governance Framework, linking fragmentation drivers, four dimensions of governance fragmentation, governance-integration mechanisms, and sustainable tourism outcomes.

4. Results and Discussion

The results answer and explain the four research questions.

4.1. Development and Thematic Organisation of Sustainable Tourism Governance Research

The co-occurrence network of keywords shows that the intellectual core of the literature reviewed is composed of tourism, stakeholder, and tourism development. The keywords are in the biggest and central positions and are related to sustainable development, the stakeholders of tourism, the management of tourism, economic development, and local participation. Thus, sustainable tourism research has been progressively acknowledging tourism development as a multi-actor process, rather than as an activity solely managed by government institutions.

However, the keyword governance is smaller and more peripheral than stakeholder and tourism development. This shows that previous studies have concentrated more on identifying stakeholders and describing their participation than on institutional coordination of responsibilities, authority, resources, information, and accountability.

4.2. Five main thematic areas

The network visualisation in Figure 3 shows five connected research themes. The first centres on tourism development, tourist attractions, tourism economics, social media, innovation, Indonesia, resilience, growth, and destination promotion, reflecting the continuing importance of market development, competitiveness, technological innovation, and economic recovery. The second connects sustainable development with economic growth, employment, and rural development, positioning tourism as an instrument of regional economic development. The third links governance with environmental protection, responsible tourism, community-based tourism, and economic development. Although this cluster directly addresses sustainability and governance, it is less dominant than the broader tourism-development cluster. The fourth concerns stakeholder participation, destination management, local participation, decision-making, and sustainable tourism development. The fifth combines strategic planning, domestic tourism, tourism stakeholders, and tourism development.

Taken together, the network reveals a fragmented intellectual structure. Tourism growth and digital innovation remain only partially connected with environmental governance, institutional accountability, and meaningful community participation. Consequently, the literature broadly recognises the principle of sustainable tourism, yet the institutional mechanisms required to implement sustainability remain comparatively underdeveloped.

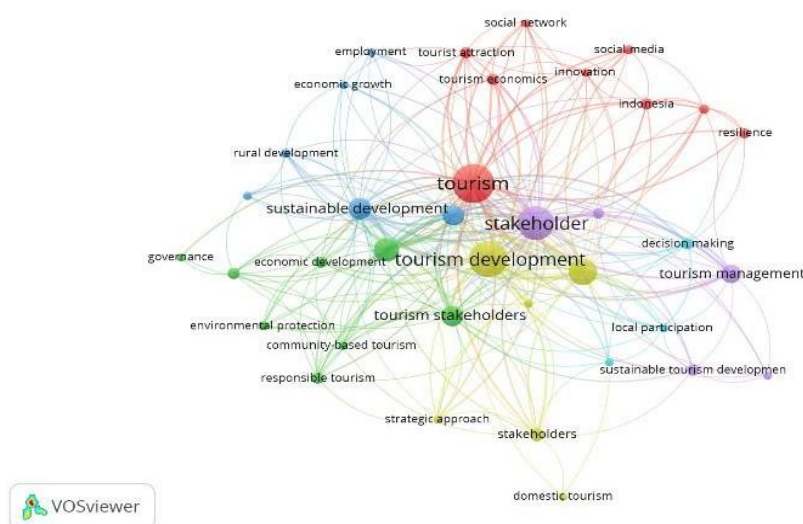


Figure 3. Network Visualization (2025)

4.3. Evolution of research themes

The overlay visualisation in Figure 4 shows a gradual change in attention to research. Previous studies have dealt with stakeholders as well as tourism management, decision-making, governance, and local participation. Later studies increasingly focused on sustainable development, community-based tourism, economic development, and tourism stakeholders.

More recent themes seem to include social media, innovation, tourism economics, environmental protection, domestic tourism, employment and resilience. The development shows that tourism-governance research has moved from traditional destination management to technology, recovery, sustainability and wider socio-economic outcomes.

However, social media and innovation are still more associated with the promotion of tourism and attractions than with institutional coordination, public participation, sustainability monitoring or shared governance systems. Digitalisation is therefore a more mature subject of marketing than a mechanism of governance.

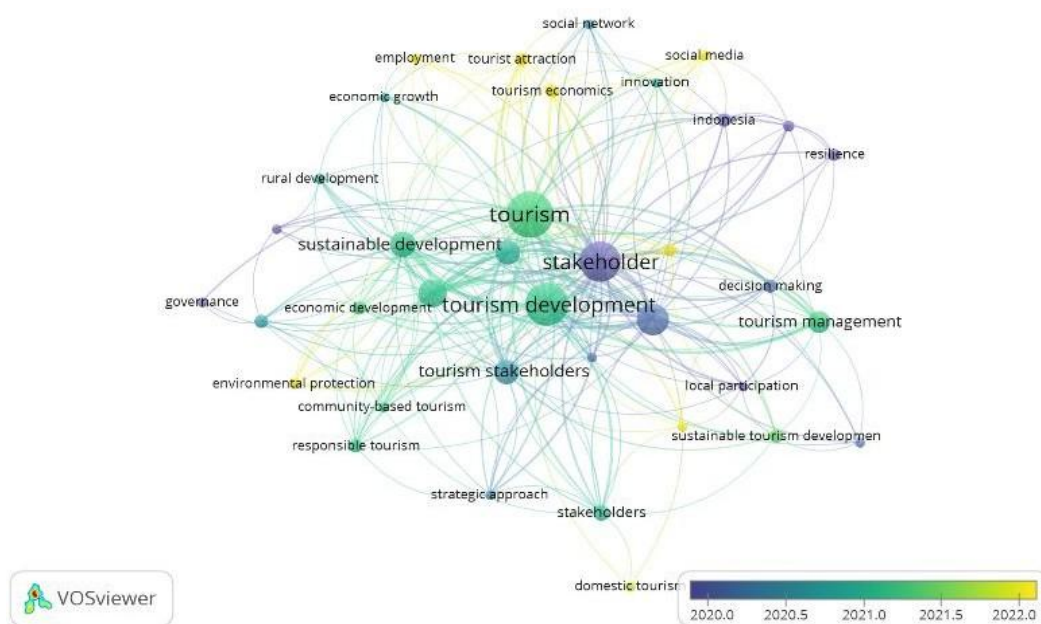


Figure 4. Overlay Visualization (2025)

4.4. Major and underexplored research areas

The density visualisation in Figure 5 shows that tourism, stakeholder, and tourism development are the most intensively studied topics. Sustainable development also enjoys a relatively high density, suggesting that sustainability has become an established element of the tourism literature. Tourism operators, tourism management, local participation, economic development, and community-based tourism are found in areas of medium density. These are established concepts, but are still subordinate to the general research on tourism development. Governance, Responsible tourism, Resilience, Strategy, Environmental protection, Decision-making, and Domestic tourism are situated in lower-density areas. Their peripheral status points to several underdeveloped areas, notably consisting of institutional design for the governance of tourism; intersectoral and intergovernmental policy integration; role clarity and accountability; adaptive and resilient governance; tourism data systems; and domestic tourism long-term strategy management.

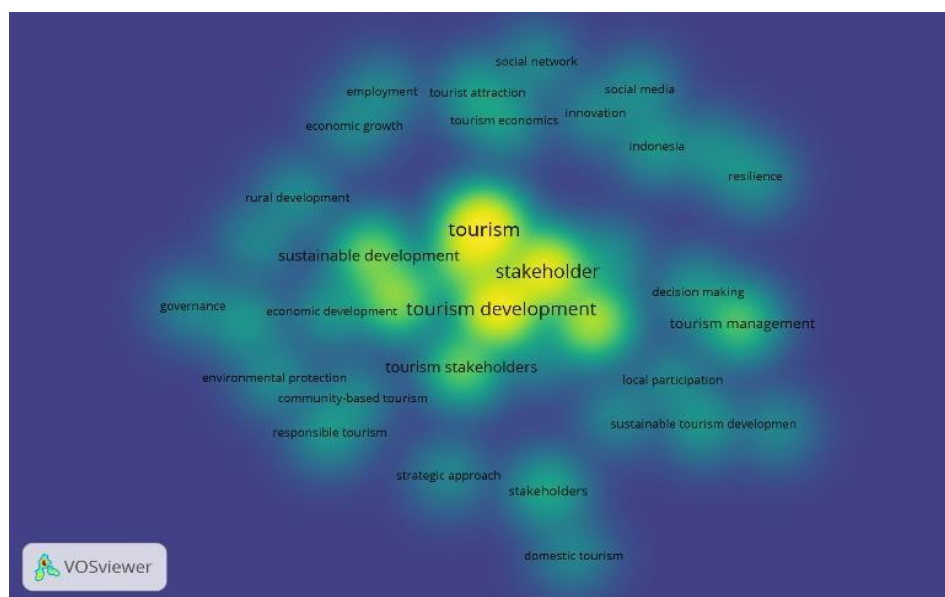


Fig 5. Density Visualization (2025)

4.5. Important bibliometric finding

The key bibliometric finding is a disconnect between stakeholder acknowledgement and governance incorporation. Tourism is a multi-stakeholder activity; a fact that is well-known but less systematically discussed is the question of how such actors should share authority, coordinate programmes, integrate data, resolve conflicts, and be accountable for sustainability outcomes. The results also show that tourism development is still more central than governance, environmental protection, and responsible tourism. Thus, at the conceptual level, sustainable tourism is widely acknowledged, but at the institutional level, it is relatively underdeveloped.

4.6. Dimensions, Drivers, and Consequences of Tourism-Governance Fragmentation

According to the Integrated Tourism Governance Framework, we have vertical, horizontal, and cross-sectoral fragmentation.

4.7. Vertical Fragmentation

Vertical fragmentation refers to the misalignment between national tourism policy objectives and their implementation at provincial and local levels. The findings indicate that this fragmentation is not necessarily caused by the absence of national direction, but by differences in institutional capacity, financial resources, technical expertise, infrastructure, and policy interpretation across administrative levels. Regional governments may be responsible for implementing national tourism and sustainability priorities, yet their ability to translate these priorities into effective destination-level programmes varies considerably. This condition creates a gap between policy formulation and implementation, particularly where local governments lack sufficient funding, competent human resources, technical support, or flexibility to adapt national programmes to local circumstances (Hartman, 2021; Stoffelen, 2019).

In decentralised tourism systems, therefore, assigning implementation responsibilities to subnational governments does not automatically guarantee policy coherence. Unequal institutional capacity may result in inconsistent sustainability standards, uneven programme implementation, weak monitoring, and different levels of tourism-development performance across regions. The findings consequently suggest that vertical fragmentation should be understood not only as policy inconsistency between levels of government, but also as a **capacity mismatch between national expectations and regional implementation capability**. This reinforces the need for stronger vertical alignment through clearer

institutional responsibilities, regulatory coherence, capacity development, resource support, and mechanisms that allow national priorities to be adapted to diverse local contexts.

4.8. Horizontal and Cross-Sectoral Fragmentation

Horizontal fragmentation occurs when institutions operating at the same administrative level, or across closely related sectors, pursue tourism-related responsibilities through separate mandates, programmes, databases, budgets, and performance indicators. Tourism development is inherently cross-sectoral because destination outcomes depend not only on tourism authorities but also on institutions responsible for environmental protection, transportation, spatial planning, cultural heritage, investment, public works, and community development. When these institutions operate independently, fragmented governance may persist even when each agency performs its own formal responsibilities effectively. The literature shows that differences in mandates, information systems, and performance measures can weaken coordination and produce duplicated programmes, overlapping responsibilities, inconsistent policy implementation, and unclear accountability (Li et al., 2025; Yu et al., 2023).

Such fragmentation is particularly problematic for sustainable tourism because environmental, economic, socio-cultural, and infrastructure decisions are interdependent at the destination level. The findings therefore indicate that cross-sectoral coordination must extend beyond periodic meetings or project-specific collaboration. Sustainable collaboration requires clearly defined mandates, formal coordination procedures, shared resources, integrated information systems, transparent decision-making, and enforceable accountability mechanisms (Azimi et al., 2026; Imran & Wijaya, 2025). Without these institutional foundations, coordination forums may facilitate communication but are unlikely to resolve the structural causes of fragmentation (Jatikusuma & Yasa, 2026; Wicaksono et al., 2025). Horizontal integration should therefore move from temporary programme-based coordination toward **institutionalised cross-sectoral collaboration**, in which tourism-related agencies jointly plan, implement, monitor, and evaluate destination development.

4.9. Stakeholder Contextualisation of the Literature-Derived Findings

The key-informant interviews largely **corroborated and contextualised** the fragmentation patterns identified through the bibliometric and thematic review, while also providing a more operational explanation of how these problems occur within Indonesian tourism governance.

4.10. Policy continuity and regional capacity are still uneven

Interviews showed a gap in implementation between national tourism objectives and regional institutional capacity. Three informants noted that national policies usually set strategic direction, but their implementation is dependent on local budgets, human resources, infrastructure, and political commitment. This implies that vertical fragmentation is not only caused by policy inconsistency but also by unequal capacity across levels of government.

“The national government sets the policy direction, but implementation is whether the regional government has adequate funding and capable personnel.”

(P1, officer of government)

The key informants observed that tourism programs can be impacted by changes in leadership, budget cycles, and changing political priorities. Short-term programmes erode institutional memory and stakeholder trust, particularly when longer-term projects for community, environmental, or capacity-building are dropped. Regional disparities affect implementation. The key destinations tend to have better infrastructure, investment, promotion, and institutional support, while emerging destinations are constrained by technical capacity and access to resources.

This finding extends the literature by showing that vertical fragmentation should also be understood as a capacity mismatch between national expectations and subnational

implementation capability, rather than merely as policy inconsistency (Hartman, 2021; Stoffelen, 2019).

4.11. *Coordination continues to be programme-based*

The interviews reinforced the literature-based finding of horizontal and cross-sectoral fragmentation. Weak cross-sectoral coordination was identified as a persistent governance challenge by all four informants. The institutions responsible for tourism, environmental protection, transport, spatial planning, culture and investment shared tourism-related responsibilities. But these institutions tended to operate through separate programmes, reporting systems and performance targets.

“The agencies come together when there is a particular programme, but there is no permanent mechanism which makes them do planning and evaluation of tourism development together.”

(P2, representative of destination management)

This indicates that coordination remains predominantly programme-based rather than institutionally embedded, supporting previous studies that emphasise the importance of formal mandates, integrated information systems, shared resources, and enforceable accountability for sustainable collaboration (Azimi et al., 2026; Imran & Wijaya, 2025).

The interviews found fragmented data to be an operational governance issue. Different institutions may have their own data on visitor flows, tourism businesses, environmental conditions, infrastructure, local employment, and community benefits. This entails risks of overlapping responsibilities, duplicated programmes, incompatible indicators, and unclear accountability. The absence of common indicators and interoperable platforms constrains evidence-based planning, transparency, destination monitoring, and coordinated response to emerging issues.

The informants also highlighted that simply creating new institutions or stakeholder forums would not be enough to solve governance fragmentation. Such arrangements are likely to be effective only when underpinned by explicit legal authority, adequate financial and human resources, access to reliable and interoperable data, clearly assigned implementation responsibilities, and enforceable accountability mechanisms. Integrated governance, therefore, requires not only additional organisational structures but also institutionalised coordination that can translate collective decisions into consistent and measurable action.

4.12. *Stakeholder involvement does not always matter*

Third, the interviews revealed an important distinction between stakeholder participation and meaningful governance integration. Although communities and tourism businesses may be invited to consultations, participation does not necessarily translate into decision-making influence.

The interviews made a distinction between stakeholder attendance and meaningful participation. P3 stressed that local communities were often brought into consultations post-strategic priorities being set.

“The community is invited to the meeting, but the main plan has generally already been made. We can recommend things, but they don’t always follow through to the end decision.”

(P3, representing the community)

The informants differentiated between being asked to participate and having a real say in decisions. Consultation meetings are open to communities and tourism businesses, but strategic decisions on development priorities, investment, spatial use, and programme design may already have been made. Meaningful participation was linked to early engagement, access to information, shared decision-making, implementation responsibilities, monitoring rights, and transparent benefit-sharing (Basyar et al., 2025; Gruber et al., 2024; Silitonga et al., 2025).

The interviews also extended the review findings by highlighting **fragmented tourism information** as a practical governance constraint. Separate institutional datasets on visitor flows, tourism businesses, infrastructure, environmental conditions, employment, and community benefits impede evidence-based planning and coordinated monitoring, reinforcing the need for interoperable tourism data systems (Rahmadian et al., 2023; Zhao et al., 2023). Finally, informants emphasised that leadership changes, annual budget cycles, changing political priorities, and unequal regional resources can disrupt programme continuity and widen differences between established and emerging destinations. Taken together, the qualitative findings do more than simply validate the literature; they demonstrate how vertical, horizontal, temporal, and spatial fragmentation are experienced in practice and identify the institutional conditions through which these forms of fragmentation become mutually reinforcing. These insights provide the empirical bridge from the fragmentation diagnosis in RQ2 to the integration enablers and governance mechanisms developed in the proposed Integrated Sustainable Tourism Governance Framework.

Table 1. Core Research Themes and Their Governance Implications

Core finding	Integrated interpretation
Tourism development is dominant	Governance remains strongly influenced by economic-growth objectives
The stakeholder is highly central	Multi-actor involvement is recognised, but institutional integration is incomplete
Governance is relatively peripheral	Role clarity, accountability, and cross-sectoral mechanisms remain underdeveloped
Local participation has moderate visibility	Participation is recognised but may remain consultative
Social media and innovation are emerging	Digitalisation is used more for promotion than for integrated governance
Environmental protection is less dense	Sustainability is not yet fully embedded in performance systems
Resilience is peripheral	Adaptive governance and long-term policy continuity require greater attention
Domestic tourism is low-density	Domestic-market governance and territorial equity remain under-researched

4.13. Institutional and Stakeholder Mechanisms for Integrated Sustainable Tourism Governance

The combined evidence indicates that fragmentation cannot be addressed simply by creating additional agencies or stakeholder forums. The interview findings suggest that integrated governance requires clear mandates, permanent coordination mechanisms, common sustainability indicators, integrated tourism data, meaningful stakeholder co-creation, and transparent monitoring and accountability. The integrated tourism governance framework shows integration enablers and stakeholder mechanisms at cross-sectoral and cross-governmental levels.

4.14. Integration Enabler

The integrated findings indicate that sustainable tourism governance requires five enabling conditions: **regulatory alignment, institutional capacity, interoperable tourism data, inclusive stakeholder participation, and stable financing and policy learning**. These enablers respond directly to the fragmentation identified in the preceding analysis.

1. *Regulatory alignment* is necessary because vertical and horizontal fragmentation arise when national objectives, regional implementation, and sectoral mandates are insufficiently coordinated, particularly where local governments have unequal resources, authority, and technical capacity (Hartman, 2021; Stoffelen, 2019; Li et al., 2025; Yu et al., 2023).
2. *Institutional capacity* is equally important because sustainable-tourism policies cannot be effectively implemented when regional governments lack adequate financing, human resources, administrative capability, or technical expertise. This supports the view that governance fragmentation is not only a problem of policy design but also of unequal implementation capacity across administrative levels and destinations. This is in line with the systematic review by Drammeh & Azhar (2026) and Muda (2026) who found that collaborative tourism governance is more commonly understood at the local and regional levels than at the national level, where the evidence is limited.
3. *Interoperable tourism data* constitute another critical enabler. Although digitalisation and innovation are increasingly visible in tourism research, they remain predominantly associated with promotion and visitor engagement rather than integrated databases,

environmental monitoring, stakeholder participation, policy evaluation, and inter-agency coordination (Rahmadian et al., 2023; Zhao et al., 2023). Integrated tourism-data systems should therefore support information sharing on visitor flows, tourism businesses, local economic benefits, carrying capacity, environmental conditions, infrastructure, and community feedback while establishing clear standards for data ownership, privacy, responsibility, and accountability (Dangi & Petrick, 2021; Gutierrez, 2023).

4. *Inclusive stakeholder participation* is also fundamental because the bibliometric findings show that stakeholder presence is prominent, yet the recognition of multiple actors does not necessarily result in governance integration. Integrated governance requires alignment of stakeholder roles, authority, resources, information, and accountability rather than participation through consultation alone (Azzahro et al., 2026; Liu et al., 2024; Basyar et al., 2025; Gruber et al., 2024). Meaningful participation therefore involves communities and other stakeholders in problem identification, policy design, implementation, monitoring, and benefit distribution (Silitonga et al., 2025).
5. *Stable financing and policy learning* are required to maintain institutional continuity across political, leadership, and budgetary changes. Adaptive governance depends on institutional learning, policy continuity, scenario-based planning, data-driven monitoring, flexible coordination, and the ability to revise programmes without sacrificing long-term sustainability objectives (Abdelmalak, 2024; Prayitno et al., 2026; Tang, 2025; Jamalludin et al., 2025; Phuong, 2026).

Together, these five enablers establish the institutional conditions through which fragmented tourism governance can be transformed into a more coherent and adaptive governance system.

4.15. *The Governance Mechanisms*

The five integration enablers operate through five interconnected governance mechanisms: **vertical alignment, horizontal collaboration, temporal continuity, spatial balance, and adaptive coordination and joint monitoring.**

- (1). *Vertical alignment* addresses the mismatch between national policy direction and regional implementation by connecting national sustainability objectives with the authority, resources, institutional capacity, and flexibility required at provincial and local levels. This is particularly important because vertical fragmentation occurs when regional governments are responsible for implementation but lack the funding, technical expertise, or institutional capability to adapt national programmes to specific local contexts (Hartman, 2021; Stoffelen, 2019). Sarhan et al. (2025) also found that collaborative governance depends on leadership, trust, shared understanding, and supportive institutional arrangements. Stakeholder participation is ineffective because of either no involvement of residents or no common direction among actors for destination development (Afrisal, 2022; Liu et al., 2024). The present findings extend this argument by distinguishing two levels of stakeholder engagement: by stakeholder presence we mean the presence of multiple actors and by governance integration we mean the institutional alignment of their roles, authority, resources, information, and accountability (Azzahro et al., 2026; Liu et al., 2024). This distinction is an important theoretical contribution, as collaboration, participation and governance are often used interchangeably in tourism studies (Basyar et al., 2025; Gruber et al., 2024).
- (2). *Horizontal collaboration*, meanwhile, responds to fragmentation among tourism, environmental protection, transportation, spatial planning, culture, investment, and community-development institutions, which have different mandates, databases, and performance indicators (Li et al., 2025; Yu et al., 2023). The findings indicate that collaboration becomes sustainable only when it moves beyond ad-hoc programmes and

meetings toward clearly defined mandates, formal coordination procedures, shared resources, integrated information systems, transparent decision-making, and enforceable accountability (Azimi et al., 2026; Imran & Wijaya, 2025). Without these institutional foundations, coordination forums may improve communication but remain unable to resolve structural fragmentation (Jatikusuma & Yasa, 2026; Wicaksono et al., 2025). The stakeholder position in the core of the bibliometric network confirms the general perception of tourism as a multi-actor system. This finding is in line with Maharani et al., (2026) and Prasetia (2026), who stated that tourism stakeholders provide complementary capabilities to destination regulation, conservation and livelihood development. The peripheral position of governance, however, indicates that recognition of multiple stakeholders is not the same as the installation of integrated governance (Maturbongs & Lekatompessy, 2025). A destination may be made up of government agencies, businesses, communities, academics and civil-society organisations and still be institutionally fragmented. Fragmentation persists when stakeholders lack clear responsibilities, uneven influence, siloed information systems, and no collective accountability (Garis et al., 2026; Nyanjom et al., 2018; Spadaro et al., 2023). Dwipayanti et al. (2022) reveal that sustainable destination management in Labuan Bajo should be a balance of economic, environmental, and social outcomes by involving multisector participation. The findings of the present study suggest that resilience should not be perceived as only the ability to recover visitor numbers after a crisis.

- (3). *Temporal continuity* addresses disruptions caused by leadership changes, political cycles, short-term projects, and annual budgeting by institutionalising long-term commitments, learning mechanisms, and continuity of sustainability objectives. This erodes policy continuity, stakeholder confidence, and institutional learning.
- (4). *Spatial balance* responds to unequal infrastructure, investment, institutional capacity, and tourism benefits among destinations, recognising that sustainable governance requires differentiated support rather than uniform implementation requirements (Palazzo et al., 2020; Sitotaw et al., 2025). Spatial fragmentation is reflected in asymmetric infrastructure, investment, institutional capacity, and tourism benefits across destinations (Palazzo et al., 2020; Sitotaw et al., 2025).
- (5). *Adaptive coordination and joint monitoring* integrate these mechanisms through continuous evidence-based planning, implementation, evaluation, and policy adjustment. The relatively marginal position of resilience in the bibliometric analysis suggests that adaptive governance remains underdeveloped, although tourism destinations increasingly face economic, environmental, health, political, and behavioural disruptions. Governance resilience consequently requires the ability to anticipate, absorb, respond to, learn from, and adapt to changing conditions through policy continuity, scenario planning, early-warning systems, flexible coordination, and community adaptive capacity (Abdelmalak, 2024; Prayitno et al., 2026; Tang, 2025; Bartelet & Bakti, 2026). These elements enable tourism-governance systems to maintain long-term sustainability while responding effectively to environmental, economic, social, and political uncertainties (Archi et al., 2023; Maiurro et al., 2026). Hence, adaptive accountability is needed. Institutions should be able to revise programmes in the light of evidence, without sacrificing long-term sustainability commitments (Jamalludin et al., 2025; Phuong, 2026).

These mechanisms demonstrate that governance integration is not simply a matter of bringing stakeholders together, but of institutionalising the relationships among authority, responsibilities, information, resources, continuity, and accountability across administrative levels, sectors, territories, and time.

4.16. Sustainable Tourism Outcome



The framework proposes that effective integration enablers and governance mechanisms ultimately support five interconnected sustainable-tourism outcomes: **destination competitiveness, environmental integrity, community equity and benefit sharing, crisis resilience, and accountable and evidence-based policy**. This formulation responds directly to an important paradox identified in the bibliometric findings, while sustainability has become increasingly visible in tourism scholarship and policy discourse, tourism performance remains predominantly assessed through conventional growth indicators such as visitor numbers, revenue, investment, infrastructure, and employment, whereas environmental quality, cultural continuity, community influence, and equitable benefit distribution remain less institutionalised (Gasparini & Mariotti, 2021; Lee et al., 2021).

- (1). *Destination competitiveness* within the proposed framework should not be interpreted solely as market growth or visitor attraction, but as the long-term capacity of a destination to remain economically viable while maintaining environmental quality, institutional effectiveness, and community well-being.
- (2). *Environmental integrity* requires sustainability indicators to be embedded in tourism planning, budgeting, implementation, and performance assessment rather than treated as separate environmental concerns (Carius & Job, 2019; Gayo & Katonge, 2025; Qodirov et al., 2026). In the more central and dense keywords, we have tourism development, while in the less central ones we have environmental protection, responsible tourism, governance and resilience (Damiasih, 2023; Tomino et al., 2020). The pattern indicates that economic growth, destination attractiveness, visitor development, employment, and investment still have a strong influence on tourism scholarship. The finding is consistent with (Amin & Budilestari, 2025; Nugroho et al., 2025) who reported that Indonesian tourism policies have been relatively successful in prioritising development, competitiveness, and international openness but less successful in terms of environmental sustainability, human resources, infrastructure, and inter-agency coordination. Camilleri (2025) and Torres-Delgado et al. (2021) also stated that the implementation of sustainable tourism in Indonesia is still fragmented and depends on the interpretations of different actors, financial resources, human-resource capabilities, and power relationships. Hence, the present research identifies an implementation paradox. Sustainability is becoming more visible in academic and policy discourse, yet tourism performance is still predominantly measured in terms of visitors, revenue, investment, infrastructure, and employment (Gasparini & Mariotti, 2021; Lee et al., 2021). Environmental quality, cultural continuity, community influence, and equitable distribution of benefits are less well institutionalised. Sustainable tourism governance involves the integration of sustainability indicators in planning, budgeting, implementation, and performance assessment (Carius & Job, 2019; Gayo & Katonge, 2025; Qodirov et al., 2026). Otherwise, sustainability remains a normative aspiration, not an operational governance principle.
- (3). *Community equity and benefit sharing* similarly depend on moving beyond procedural participation toward meaningful involvement in policy formulation, implementation, monitoring, and benefit distribution. This pattern indicates that community participation has been acknowledged but not entirely embedded in the heart of governance. Inadequate stakeholder collaboration and community empowerment can hasten resource degradation and limit the sharing of benefits of tourism (Sianipar et al., 2026). Similarly, studies in the rural heritage tourism area revealed that the governance outcomes varied based on local leadership, resource coordination, and community engagement (Pramono & Juliana, 2025). Local participation and community-based tourism are indicated in the network but are less central than stakeholder and tourism development (Eyisi et al., 2020; Idris et al., 2021). Good tourism governance must balance the prescriptions of higher levels of government with the initiatives of the community (Han et al., 2025). The current

findings suggest that community participation should be assessed based on the level of impact it creates. Meaningful participation occurs when communities are involved in defining problems, designing policies, implementing programmes, monitoring impacts and distributing benefits. Procedural participation is consultation after a major decision is made, rather than co-creation (Silitonga et al., 2025).

- (4). *Crisis resilience* extends beyond restoring visitor numbers after disruption and instead reflects the institutional capacity to anticipate, absorb, adapt to, and learn from environmental, economic, social, and political shocks (Abdelmalak, 2024; Prayitno et al., 2026; Tang, 2025).
- (5). *Accountable and evidence-based policy* depends on clearly assigned responsibilities, interoperable information systems, common performance indicators, transparent monitoring, and the capacity to adjust policies in response to evidence. The growing importance of social media and innovation also reflects the fact that digitalisation has been more extensively applied to tourism promotion and visitor engagement than to integrated governance, data sharing, monitoring, and institutional coordination (Amin & Budilestari, 2025; Tomino et al., 2020). Their position suggests that digitalisation has been mostly considered as a tool for marketing and visitor engagement (Jamalludin et al., 2025; Phuong, 2026). The literature gives comparatively limited attention to the use of digital technologies as instruments of tourism governance. Existing studies have focused more heavily on digital promotion, social media, and visitor engagement than on their application to integrated tourism databases, environmental monitoring, visitor-flow management, stakeholder participation, programme evaluation, public transparency, and crisis coordination (Rahmadian et al., 2023; Zhao et al., 2023). This gap indicates the need to reconceptualise digitalisation not merely as a marketing tool, but as a governance infrastructure capable of supporting evidence-based decision-making, cross-institutional coordination, real-time monitoring, and accountable destination management (Çakar, 2023; Gozgor et al., 2024). This finding offers a great research and policy opportunity. Digital tourism governance should include data on visitors, business activity, local economic benefits, infrastructure, carrying capacity, environmental conditions, and community feedback (Eyisi et al., 2020; Idris et al., 2021). Integrated data systems can address horizontal fragmentation and reinforce evidence-based decision-making. Technology alone cannot solve problems of governance. Also needed is clarification of data standards, ownership, privacy, institutional responsibility and accountability (Dangi & Petrick, 2021; Gutierrez, 2023).

The five outcomes are therefore mutually reinforcing rather than independent: tourism cannot be regarded as genuinely sustainable when competitiveness is achieved at the expense of environmental integrity, community equity, institutional resilience, or accountability. In this sense, the proposed framework shifts sustainable tourism governance from a predominantly growth-oriented model toward an integrated system in which economic, environmental, social, and institutional outcomes are assessed collectively.

5. Conclusion

The study concludes that the main problem for sustainable tourism development in Indonesia is not the lack of tourism policies or the participation of stakeholders, but the limited integration of authority, institutional responsibilities, information systems, stakeholder interests, and accountability mechanisms. Through a mixed-methods analysis of 165 Scopus-indexed articles and interviews with four key informants, four interrelated forms of governance fragmentation were identified: vertical misalignment between national and regional institutions, horizontal fragmentation across sectors and agencies, temporal discontinuity arising from changing political and budgetary priorities, and spatial inequality in tourism capacity and investment. Stakeholder collaboration and tourism development are central in the literature, but governance, resilience, environmental protection and meaningful local participation are comparatively underdeveloped. These results support the proposed

Integrated Sustainable Tourism Governance Framework, linking fragmentation drivers with policy coherence, multilevel coordination, institutional role clarity, stakeholder co-creation, interoperable data systems, and policy continuity and adaptive accountability.

Implications for theory, management, and policy are discussed. It theorises the disjunction of stakeholder engagement from governance integration, and advances tourism-governance research by conceptualising fragmentation as a multidimensional process rather than a unitary coordination problem. The findings suggest to policymakers the need to harmonise tourism, environmental, spatial planning, cultural, transport and investment policies; clarify responsibilities among government levels; establish permanent cross-sectoral coordination mechanisms; and adopt common sustainability indicators. A platform integrating tourism data should be developed for evidence-based planning, destination monitoring, transparency and accountability.

Implementing the suggested framework within Indonesia's decentralized governance structure does not require local governments to take on duties outside their official purview. Alternatively, integration can be operationalized by province, regency, and local governments through mechanisms integrated into current budgeting, planning, and coordinating procedures. Permanent cross-sectoral tourism-governance teams comprising tourist, environmental, public works, transportation, investment, cultural, and community development agencies can be established by local governments. These teams will have clearly defined roles and common performance metrics. To ensure that tourist sustainability is independent of short-term initiatives or shifts in political leadership, these measures should be integrated into regional development plans, annual work programs, and budgeting procedures.

Where fiscal and technical capacity is limited, implementation should be differentiated according to regional capability, with national and provincial institutions providing technical assistance, interoperable data standards, capacity development, and targeted fiscal support rather than imposing uniform implementation requirements. Local governments can further use shared destination dashboards to integrate visitor, environmental, infrastructure, investment, and community indicators, while multi-stakeholder forums can institutionalise community and business participation in planning, monitoring, and evaluation. In this way, decentralisation can function not as a barrier to integration but as a governance structure in which national policy coherence is combined with locally adapted implementation and clearly defined accountability. Destination managers and tourism businesses' collaboration should be more than consultation, it should be co-design, co-implementation, co-monitoring and co-sharing of programme benefits. Local communities should be involved in decision-making from the earliest stages, and have real influence over development priorities, cultural protection, environmental management and the distribution of tourism benefits.

Several limitations should be acknowledged. First, the bibliometric and systematic review was restricted to 165 Scopus-indexed publications, which provides a robust representation of international academic research but may exclude relevant studies indexed elsewhere, Indonesian-language publications, government reports, policy documents, and other grey literature. Second, the qualitative component involved four key informants and was intended primarily to contextualise, validate, and extend the patterns identified through the literature review rather than to provide statistically or institutionally representative evidence across Indonesia. Consequently, the findings should be interpreted as an analytical explanation of governance fragmentation rather than as a comprehensive assessment of every tourism destination or governmental jurisdiction in the country. Third, Indonesia's highly decentralised and geographically diverse tourism system means that the relative importance of vertical, horizontal, temporal, and spatial fragmentation is likely to differ across destinations according to institutional capacity, political priorities, tourism intensity, infrastructure, and stakeholder configurations. At last, the proposed Integrated Sustainable Tourism Governance Framework is conceptually grounded in the mixed-methods findings but has not yet been empirically tested across multiple regional governance settings.

Future research should test empirically and refine the suggested framework for different types of destinations in Indonesia such as mature destinations, emerging tourism regions, rural tourism villages, heritage areas, marine destinations, and super-priority destinations. Comparative research could examine whether the four dimensions of fragmentation function differently across regions with varying administrative capacity, political structures, tourism intensity, and community institutions. The four key informant interviews in this study were primarily intended for contextual validation, not for national representation. More extensive qualitative samples and multi-stakeholder case studies are also necessary. Future research might also use longitudinal designs, social-network analysis, policy-coherence assessment, and quantitative modelling to explore the relationships between governance integration, community participation, institutional capacity, destination resilience, environmental performance, and equitable economic outcomes. Future research should also explore how artificial intelligence, interoperable digital platforms, and real-time tourism data can also enhance coordination without reinforcing technological inequality or centralising decision-making.

References

- Abbas, M., Silvia, V., & Nasir, M. (2025). The Effects of Tourism Determinants on Poverty through Economic Growth in Indonesia. *Grimsa Journal of Business and Economics Studies*. <https://doi.org/10.61975/gjbes.v3i1.94>
- Abdelmalak, F. (2024). Smart Tourism Destinations: Governance and Resilience The Use of ICTs in Destination Governance and its Impact on Resilience. *Journal of Smart Tourism*, 4, 35–45. <https://doi.org/10.52255/smarttourism.2024.4.2.5>
- Abdelmalak, F. (2025). Smart Tourism Governance: An Institutional Perspective on Sustainability, Innovation, and Resilience. *Journal of Smart Tourism*, 5, 185–202. <https://doi.org/10.1177/27652157251380629>
- Afrisal, A. F. (2022). Collaborative Governance in Tourism Development Policy. *Journal of Social Science*. <https://doi.org/10.46799/jss.v3i6.478>
- Aida, N., Atiqasani, G., & Palupi, W. A. (2024). The Effect of the Tourism Sector on Economic Growth in Indonesia. *WSEAS TRANSACTIONS ON BUSINESS AND ECONOMICS*. <https://doi.org/10.37394/23207.2024.21.95>
- Amin, A., & Budilestari, W. (2025). Triple Impact of Tourism: Economic Growth, Cultural Dynamics, and Environmental Change. *Journal Magister Ilmu Ekonomi Universitas Palangka Raya : GROWTH*. <https://doi.org/10.52300/grow.v11i1.21778>
- Anggani, M., Saepudin, P., & Maemunah, I. (2026). Between Star and Non-Star Accommodation: Governing Uneven Development in an Emerging Destination. *Journal of Tourism Sustainability*. <https://doi.org/10.35313/jtospolban.v6i1.200>
- Apriyanti, M. E., Sumaryoto, & Meirinaldi. (2024). The Importance of Tourism Infrastructure in Increasing Domestic and International Tourism. *International Journal of Research in Vocational Studies (IJRVOCAS)*. <https://doi.org/10.53893/ijrvocas.v3i4.46>
- Archi, Y. El, Benbba, B., Zhu, K., Andaloussi, Z. El, Pataki, L., & Dávid, L. (2023). Mapping the Nexus between Sustainability and Digitalization in Tourist Destinations: A Bibliometric Analysis. *Sustainability*. <https://doi.org/10.3390/su15129717>
- Azimi, A., Khodadadi, M., & Moradi, E. (2026). Towards a paradigm model for governance in rural tourism destinations. *Journal of Hospitality and Tourism Insights*. <https://doi.org/10.1108/jhti-12-2025-1425>
- Azizurrohman, M., Hartarto, R. B., Lin, Y.-M., & Nahar, F. H. (2021). The Role of Foreign Tourists in Economic Growth: Evidence from Indonesia. *Jurnal Ekonomi & Studi Pembangunan*. <https://doi.org/10.18196/jesp.v22i2.11591>

- Azwardi, A., Majid, M., Apridar, A., & Dawood, T. (2026). Domestic Tourism Performance Under Destination Risk: Evidence from Economic Infrastructure Across Indonesian Provinces. *Tourism and Hospitality*. <https://doi.org/10.3390/tourhosp7060156>
- Azzahro, F., Irwansyah, B., Gumilar, G., & Kuntariningsih, A. (2026). Beyond Growth-Centricity: A Sound Governance Framework for Sustainable Tourism through Multi-Stakeholder Co-Management and SDG-Based Evaluation. *Momentum Matrix: International Journal of Communication, Tourism, and Social Economic Trends*. <https://doi.org/10.62951/momat.v3i2.634>
- Bartelet, H., & Bakti, L. (2026). Governance and adaptive capacity: Greater losses in assets, flexibility, and confidence among tourism operators in low-governance contexts during the COVID-19 pandemic. *International Journal of Disaster Risk Reduction*. <https://doi.org/10.1016/j.ijdr.2026.106049>
- Bassi, I., Deotto, V., & Iseppi, L. (2026). Territorial Governance for Sustainable Tourism in the Alpine Mountains: A Stakeholder-Based Organizational Model from Northeast Italy. *Land*. <https://doi.org/10.3390/land15030509>
- Basyar, M. R., Mardiyanta, A., & Setijaningrum, E. (2025). Multi-Stakeholder Analysis in Building Tourism Resilience: Collaborative Governance Implementation in the Majapahit House Heritage Area, Indonesia. *Tourism and Hospitality*. <https://doi.org/10.3390/tourhosp6010005>
- Bichler, B. (2019). Designing tourism governance: The role of local residents. *Journal of Destination Marketing and Management*, 100389. <https://doi.org/10.1016/j.jdmm.2019.100389>
- Çakar, K. (2023). Towards an ICT-led tourism governance: A systematic literature review. *European Journal of Tourism Research*. <https://doi.org/10.54055/ejtr.v34i.2471>
- Camilleri, M. (2025). Environmental, Social and Governance (ESG) Factors for Sustainable Tourism Development: The Way Forward Toward Destination Resilience and Growth. *Business Strategy and the Environment*. <https://doi.org/10.1002/bse.70366>
- Carius, F., & Job, H. (2019). Community involvement and tourism revenue sharing as contributing factors to the UN Sustainable Development Goals in Jozani–Chwaka Bay National Park and Biosphere Reserve, Zanzibar. *Journal of Sustainable Tourism*, 27, 826–846. <https://doi.org/10.1080/09669582.2018.1560457>
- Chow, A. (2022). Clinical implications of T cell exhaustion for cancer immunotherapy. *Nature Reviews Clinical Oncology*, 19(12), 775–790. <https://doi.org/10.1038/s41571-022-00689-z>
- Creswell, J. W., & Creswell, J. D. (2023). *Research design : qualitative, quantitative, and mixed methods approaches* (Sixth edit). SAGE Publications, Inc. <https://doi.org/LK - https://worldcat.org/title/1334726603>
- Damiasih, D. (2023). Implementation of Sustainable Tourism Policy in Indonesia. *Journal of Governance*. <https://doi.org/10.31506/jog.v8i4.22928>
- Dangi, T., & Petrick, J. (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*. <https://doi.org/10.1108/ijtc-10-2020-0223>
- Dávid, L. D., Rahmat, A., & Priatmoko, S. (2024). Main trends in the tourism industry in Indonesia between 2020–2023. *Journal of Infrastructure, Policy and Development*. <https://doi.org/10.24294/jipd.v8i11.8162>
- Della Corte, V., Del Gaudio, G., Sepe, F., & Luongo, S. (2021). Destination Resilience and Innovation for Advanced Sustainable Tourism Management: A Bibliometric Analysis. *Sustainability*. <https://doi.org/10.3390/su132212632>
- Dethan, M., & Khoirunurrofik, K. (2025). The Role of Amenities and Accessibility on Domestic Tourism Demand in Indonesia. *Jurnal Ekonomi Kuantitatif Terapan*. <https://doi.org/10.24843/jekt.2025.v18.i02.p06>

- Drammeh, L., & Azhar, S. (2026). Aligning Tourism with Sustainable Development Goals: A Multi-Stakeholder Collaboration Framework. *Indus Journal of Social Sciences*. <https://doi.org/10.59075/ijss.v4i1.2040>
- Dwipayanti, N., Nastiti, A., Johnson, H., Loehr, J., Kowara, M., De Rozari, P., Vada, S., Hadwen, W., Nugraha, M., & Powell, B. (2022). Inclusive WASH and sustainable tourism in Labuan Bajo, Indonesia: needs and opportunities. *Journal of Water, Sanitation and Hygiene for Development*. <https://doi.org/10.2166/washdev.2022.222>
- Esteves, P., Gomes, D., Lavaredas, A., & Almeida, P. (2025). Participatory Governance: Providing Tools for Local Communities to Engage in Tourism Management. *International Conference on Tourism Research*. <https://doi.org/10.34190/ictr.8.1.3493>
- Eyisi, A., Lee, D., & Trees, K. (2020). Facilitating collaboration and community participation in tourism development: The case of South-Eastern Nigeria. *Tourism and Hospitality Research*, 21, 275–288. <https://doi.org/10.1177/1467358420966035>
- Fafurida, F., Purwaningsih, Y., Mulyanto, M., & Suryanto, S. (2023). Tourism Village Development: Measuring the Effectiveness of the Success of Village Development. *Economies*, 11(5), 1–15. <https://doi.org/10.3390/economies11050133>
- Garis, R. R., Nursetiawan, I., & Younus, M. (2026). Multi-Actor Collaborative Village Tourism Governance Policy in Strengthening Community Resilience by the Tanjungsari Village Government, Ciamis Regency, Indonesia. *Government & Resilience*. <https://doi.org/10.62503/gr.v4i1.59>
- Gasparini, M., & Mariotti, A. (2021). Sustainable tourism indicators as policy making tools: lessons from ETIS implementation at destination level. *Journal of Sustainable Tourism*, 31, 1719–1737. <https://doi.org/10.1080/09669582.2021.1968880>
- Gayo, L., & Katonge, J. (2025). The impacts of community-based tourism on local livelihoods in communities adjacent to national Parks in Northern Tanzania. *Cogent Social Sciences*, 11. <https://doi.org/10.1080/23311886.2025.2569757>
- Gozgor, G., Lau, C.-K., Lin, Z., & Zeng, Y. (2024). The Impact of Digital Governance on Tourism Development. *Journal of Digital Economy*. <https://doi.org/10.1016/j.jdec.2024.05.003>
- Gruber, E., Ebenstreit, D., Fischer, M., Grösswang, F., Heintel, M., & Payer, H. (2024). Collaborative governance across sectors: regional development and tourism as complementary policy fields? *Europa XXI*. <https://doi.org/10.7163/eu21.2024.47.4>
- Guo, Y., & Li, S. (2025). Multi-level governance of low-carbon tourism in rural China: policy evolution, implementation pathways, and socio-ecological impacts. *Frontiers in Environmental Science*. <https://doi.org/10.3389/fenvs.2024.1482713>
- Gutierrez, E. (2023). Re-examining the participation and empowerment nexus: Applications to community-based tourism. *World Development Perspectives*. <https://doi.org/10.1016/j.wdp.2023.100518>
- Han, C., Zhang, H., & Zhang, Y. (2025). Balancing Growth and Preservation: Strategic Pathways for Sustainable Rural Tourism in China's Environmental Landscape. *Sustainability*. <https://doi.org/10.3390/su17010246>
- Hartman, S. (2021). Destination governance in times of change: a complex adaptive systems perspective to improve tourism destination development. *Journal of Tourism Futures*. <https://doi.org/10.1108/jtf-11-2020-0213>
- Hidayati, I. (2026). Indonesian tourism between international volatility and domestic stability. *Priviet Social Sciences Journal*. <https://doi.org/10.55942/pssj.v6i1.731>
- Idris, Purnomo, A., & Rahmawati, M. (2021). Community-based tourism: Capability and community participation in tourism development. *Community Empowerment through Research, Innovation and Open Access*. <https://doi.org/10.1201/9781003189206-26>
- Imran, L. H., & Wijaya, S. R. (2025). Collaborative Governance for Sustainable Tourism Development: Strategy Development and Reflections from the KEK Mandalika Case Study, Indonesia. *Journal of Government and Politics (JGOP)*. <https://doi.org/10.31764/jgop.v7i2.33237>

- Indama, A. (2026). Multi-level Governance Administrative Support and Integration of Sustainable Development in Community-based Tourism in Basilan. *Environment and Social Psychology*. <https://doi.org/10.59429/esp.v11i2.4560>
- Jamalludin, Z., Aziz, N. N. A., Ramli, M. F., Aziz, N. A. B. A., & St Mkom, N. N. (2025). Navigating tourism governance in the digital age: The role of social media in promoting integrity and transparency. *Journal of Governance and Integrity*. <https://doi.org/10.15282/jgi.8.2.2025.11517>
- Jatikusuma, N. G. B., & Yasa, P. G. A. S. (2026). The Role of Law on the Supervision of Regional Government Power in the Context of Regional Autonomy Policy. *International Journal of Judicial Law*. <https://doi.org/10.54660/ijjl.2026.5.1.67-71>
- Jiao, X., & Chen, J. (2025). Asymmetric Spatial Spillover of Tourism Development in China Using a Two-Regime spatial Durbin Model. *Journal of China Tourism Research*, 22, 304–324. <https://doi.org/10.1080/19388160.2025.2551359>
- Johanes, R., Takari, D., & Sabirin, S. (2024). review of the tourist industry's role in Indonesia's GDP growth. *Journal Magister Ilmu Ekonomi Universtas Palangka Raya: GROWTH*. <https://doi.org/10.52300/grow.v10i1.15151>
- Juliana, Juliana, Hubner, I. B., Lemy, D. M., Pramezwar, A., & Djakasaputra, A. (2024). Antecedents of Happiness and Tourism Servicescape Satisfaction and the Influence on Promoting Rural Tourism. 19(10), 4041–4059. <https://doi.org/https://doi.org/10.18280/ijstdp.191033>
- Juliana, J., Indra, F., Sianipar, R., Djakasaputra, A., & Effendy, L. (2025). Reimagining Heritage Tourism Through Co-Creation: Insights from Prenggan Tourism Village, Yogyakarta. *Sustainability (Switzerland)*, 17(24). <https://doi.org/10.3390/su17241112>
- Juliana, J., Sianipar, R., Lemy, D. M., Pramezwar, A., Pramono, R., & Djakasaputra, A. (2023). Factors Influencing Visitor Satisfaction and Revisit Intention in Lombok Tourism: The Role of Holistic Experience, Experience Quality, and Vivid Memory. *International Journal of Sustainable Development and Planning*, 18(8), 2503–2511. <https://doi.org/10.18280/ijstdp.180821>
- Juliana, Pramezwar, A., Lemy, D. M., Teguh, F., Djakasaputra, A., & Sianipar, R. (2022). Antecedents Experiential Commitment and Consequences in Willingness to Post Photo and Behavioral Intention Toward the Destination. *International Journal of Design and Nature and Ecodynamics*, 17(4), 547–556. <https://doi.org/10.18280/ijdne.170408>
- Kalbaska, N., Janowski, T., Estevez, E., & Cantoni, L. (2017). When digital government matters for tourism: a stakeholder analysis. *Information Technology & Tourism*, 17, 315–333. <https://doi.org/10.1007/s40558-017-0087-2>
- Kaya, E., & Karakuş, Y. (2026). Managing Tourism Destinations as Complex Adaptive Systems: An MCDM-Based Hybrid Governance Selection Model for Sustainable Regional Development. *Systems*. <https://doi.org/10.3390/systems14040402>
- Kefale, Y. K., Van Der Borg, J., Minale, A., Tessema, G. A., Van Rompaey, A., Cools, J., Van Passel, S., Adgo, E., Frankl, A., & Steen, T. (2026). Mapping Tourism Stakeholders and Governance Networks to Advance Sustainable Tourism Development: A Case Study in the Lake Tana Region, Northwest Ethiopia. *Sustainability*. <https://doi.org/10.3390/su18031211>
- Lee, T., Jan, F., & Liu, J.-T. (2021). Developing an indicator framework for assessing sustainable tourism: Evidence from a Taiwan ecological resort. *Ecological Indicators*. <https://doi.org/10.1016/j.ecolind.2021.107596>
- Li, J., Liu, X., Feng, Z., Liu, J., Wang, Y., Zhang, M., & Peng, X. (2025). Ecological Resilience and Sustainable Development: Dynamic Assessment and Evolution Mechanisms of Landscape Patterns and Ecotourism Suitability in the Yangtze River Delta Region. *Sustainability*. <https://doi.org/10.3390/su17177706>
- Liao, Z., Zhang, L., & Liang, S. (2023). Spatio-temporal pattern evolution of China's provincial tourism efficiency and development level based on DEA-MI model. *Scientific Reports*, 13. <https://doi.org/10.1038/s41598-023-46884-5>

- Liu, Y., Wang, Y., Dupré, K., & McIlwaine, C. (2022). The impacts of world cultural heritage site designation and heritage tourism on community livelihoods: A Chinese case study. *Tourism Management Perspectives*. <https://doi.org/10.1016/j.tmp.2022.100994>
- Liu, Y., Weaver, D., Dupre, K., & Jin, X. (2024). A stakeholder perspective on contested urban heritage and heritage tourism. *Journal of Sustainable Tourism*, 33, 1969–1990. <https://doi.org/10.1080/09669582.2024.2417233>
- Maharani, N. L. E., Indrawati, Y., & Widyatmaja, I. (2026). Pseudo Inclusivity: Institutional Fragmentation and the Limits of Collaborative Governance for Inclusive Tourism in Sanur, Bali. *European Modern Studies Journal*. [https://doi.org/10.59573/emsj.10\(2\).2026.34](https://doi.org/10.59573/emsj.10(2).2026.34)
- Maimaitiaili, Y. (2024). Integrated Tourism: A Holistic Approach to Resolving Fragmentation Challenges in Tourism Governance. *SHS Web of Conferences*. <https://doi.org/10.1051/shsconf/202418703033>
- Maiurro, M., Breda, Z., Brandão, F., & Costa, C. (2026). Social innovation in tourism: organisational intermediation through participatory governance for sustainable destination development. *Journal of Place Management and Development*. <https://doi.org/10.1108/jpmd-12-2025-0191>
- Maravilla, V., & Pelmin, M. (2025). Shared Governance in Community-Oriented Tourist Destinations: An Exploratory Case Study. *Journal of Interdisciplinary Perspectives*. <https://doi.org/10.69569/jip.2025.101>
- Mardhani, M., Majid, M., Jamal, A., & Muhammad, S. (2021). DOES INTERNATIONAL TOURISM PROMOTE ECONOMIC GROWTH? SOME EVIDENCE FROM INDONESIA. *GeoJournal of Tourism and Geosites*. <https://doi.org/10.30892/gtg.37306-708>
- Matteucci, X., Nawijn, J., & Von Zumbusch, J. S. H. (2021). A new materialist governance paradigm for tourism destinations. *Journal of Sustainable Tourism*, 30, 169–184. <https://doi.org/10.1080/09669582.2021.1924180>
- Maturbongs, E., & Lekatompessy, R. (2025). Collaborative Governance of the Tourism Potential Development in Merauke District. *Jurnal Ilmu Sosial Dan Humaniora*. <https://doi.org/10.23887/jish.v14i2.91755>
- Muda, F. (2026). The role of the Pentahelix model in village development towards sustainable tourism villages in Indonesia: A systematic review. *Priviet Social Sciences Journal*. <https://doi.org/10.55942/pssj.v6i3.1510>
- Mursalina, M., Masbar, R., & Suriani, S. (2022). Impact of Covid-19 Pandemic on Economic Growth of the Tourism Sector in Indonesia. *International Journal of Quantitative Research and Modeling*. <https://doi.org/10.46336/ijqrm.v3i1.261>
- Nugroho, A., Jumanah, Stiawati, T., & Sanjaya, N. (2025). Marine Tourism Policy Connectivity in Creating Sustainable Development Goals in Banten Province, Indonesia. *Journal of Posthumanism*. <https://doi.org/10.63332/joph.v5i8.3263>
- Nyanjom, J., Boxall, K., & Slaven, J. (2018). Towards inclusive tourism? Stakeholder collaboration in the development of accessible tourism. *Tourism Geographies*, 20, 675–697. <https://doi.org/10.1080/14616688.2018.1477828>
- Palazzo, M., Vollero, A., Siano, A., & Foroudi, P. (2020). From fragmentation to collaboration in tourism promotion: an analysis of the adoption of IMC in the Amalfi coast. *Current Issues in Tourism*, 24, 567–589. <https://doi.org/10.1080/13683500.2020.1782856>
- Palmer, N., & Chuamuangphan, N. (2018). Governance and local participation in ecotourism: community-level ecotourism stakeholders in Chiang Rai province, Thailand. *Journal of Ecotourism*, 17, 320–337. <https://doi.org/10.1080/14724049.2018.1502248>
- Phuong, D. T. (2026). Strategic Tourism Management for Sustainable, Inclusive and Digital Destination Transformation. *International Journal of Advanced Multidisciplinary Research and Studies*. <https://doi.org/10.62225/2583049x.2026.6.3.6355>
- Pramono, R., & Juliana, J. (2025). Beyond Tourism : Community Empowerment and Resilience in Rural Indonesia. 2023.

- Prasetia, A. R. (2026). Strategic Management of Digital Tourism Marketing for Destination Management Organization Governance in Indonesia. *Mercatura: Journal of Marketing*. <https://doi.org/10.61978/mercatura.v2i1.1386>
- Prayitno, G., Fikriyah, F., Rahmawati, R., Dinanti, D., Nisak, F. F., Wijayati, W. P., & Nugraha, A. (2025). Does governance matter? Social pathways from reciprocity to sustainable tourism in rural Java, Indonesia. *Cogent Social Sciences*, 11. <https://doi.org/10.1080/23311886.2025.2572348>
- Prayitno, G., Subagiyo, A., Dinanti, D., Rahmawati, Nisak, F. F., & Biloshkurskyi, M. (2026). Social Capital and Adaptive Governance: Pathways to Sustainability in Indonesia's Tourism Villages. *Sustainable Development*. <https://doi.org/10.1002/sd.70807>
- Putra, P. G. W. M. (2026). Inequality in the Representation of Local and Foreign Cuisine in Bali's Tourism. *Ride: Journal of Cultural Tourism and Religious Studies*. <https://doi.org/10.25078/ride.v4i1.5833>
- Qin, R. J. (2021). Becoming a traditional village: Heritage protection and livelihood transformation of a Chinese village. *Sustainability Switzerland*, 13(4), 1–28. <https://doi.org/10.3390/su13042331>
- Qodirov, A. A., Urakova, D., & Usmanova, A. (2026). Innovative principles for sport and event tourism development: a framework for improving the value of the destination while considering social sustainability. *Frontiers in Sports and Active Living*, 8. <https://doi.org/10.3389/fspor.2026.1789278>
- Rahaju, T., Megawati, S., Prabawati, I., Suprpto, F. A., Muzaqi, A. H., & Ardiyansyah, A. (2026). Role of Local Tourism Governance Policies in Achieving Sustainable Tourism Development: A PLS-SEM Modeling Study. *International Review of Management and Marketing*. <https://doi.org/10.32479/irmm.20617>
- Rahmadian, E., Feitosa, D., & Virantina, Y. (2023). Digital twins, big data governance, and sustainable tourism. *Ethics and Information Technology*, 25, 1–22. <https://doi.org/10.1007/s10676-023-09730-w>
- Rahman, M. S.-U., Simmons, D., Shone, M., & Ratna, N. (2021). Social and cultural capitals in tourism resource governance: the essential lenses for community focussed co-management. *Journal of Sustainable Tourism*, 30, 2665–2685. <https://doi.org/10.1080/09669582.2021.1903016>
- Rahman, S. M., Lihawa, F., & Baderan, D. (2025). Environmental Governance for Sustainable Tourism in Socio-Ecological Systems: A Systematic Literature Review. *West Science Interdisciplinary Studies*. <https://doi.org/10.58812/wsis.v3i12.2499>
- Rivero-Moreno, L. D. (2022). The shared-city: cultural heritage as a driver for the re-creation of the urban storytelling. *Ciudad y Territorio Estudios Territoriales*, 54(213), 579–592. <https://doi.org/10.37230/CyTET.2022.213.4>
- Rodríguez, O. (2025). World Heritage Status and Farmers' Income: Evidence From a Regression Discontinuity Design in Colombia. *Agricultural Economics United Kingdom*, 56(5), 728–748. <https://doi.org/10.1111/agec.70019>
- Sarhan, M., Pernecky, T., Orams, M., & Lück, M. (2025). Exploring collaborative governance and community participation in tourism and conservation—insights from Waiheke Island, New Zealand. *Frontiers in Sustainable Tourism*. <https://doi.org/10.3389/frsut.2025.1567048>
- Setiawati, I., Widyastutik, W., & Firdaus, M. (2023). Role and Determinants of Domestic Tourism Demand in Indonesia. *Economics Development Analysis Journal*. <https://doi.org/10.15294/edaj.v12i3.68495>
- Shrestha, R. K., Decosta, J. L., & Whitford, M. (2024). Reimagining community-based indigenous tourism: Insights from the traditional knowledge of indigenous Newars of Nepal. *Tourism Management*. <https://doi.org/10.1016/j.tourman.2024.105110>
- Sianipar, R., Juliana, J., Hubner, I. B., & Lemy, D. M. (2026). Empowering Local Communities Through Homestay Management: An Innovative Strategy for Sustainable Rural Tourism in Yogyakarta. 1–16.

- Silitonga, P., Juliana, J., Rini, G. P., & Sitohang, A. P. S. (2025). Unveiling the Outcome of the Implementation of Experiential Value Co-Creation on the Behavioral Intention of Online Travelers. *Tourism and Hospitality*, 6(3), 1–31. <https://doi.org/10.3390/tourhosp6030157>
- Sitotaw, T., Willemen, L., Meshesha, D., Weldemichael, M., & Nelson, A. (2025). Modelling the impact of ecosystem fragmentation on ecosystem services in the degraded Ethiopian highlands. *Ecol. Informatics*, 87, 103100. <https://doi.org/10.1016/j.ecoinf.2025.103100>
- Spadaro, I., Pirlone, F., Bruno, F., Saba, G., Poggio, B., & Bruzzone, S. (2023). Stakeholder Participation in Planning of a Sustainable and Competitive Tourism Destination: The Genoa Integrated Action Plan. *Sustainability*. <https://doi.org/10.3390/su15065005>
- Stoffelen, A. (2019). Disentangling the tourism sector's fragmentation: a hands-on coding/post-coding guide for interview and policy document analysis in tourism†. *Current Issues in Tourism*, 22, 2197–2210. <https://doi.org/10.1080/13683500.2018.1441268>
- Surgawati, I., Darma, S., Putra, A., Sarifudin, S., Ariani, M., Ashari, I., & Darma, D. (2025). Dissecting the Economics of Tourism and Its Influencing Variables—Facts on the National Capital City (IKN). *Tourism and Hospitality*. <https://doi.org/10.3390/tourhosp6030125>
- Tamrin, M., & Roziqin, A. (2024). Policy Networks in Ecotourism Governance: Evidence from Local Perspective. *Technium Social Sciences Journal*. <https://doi.org/10.47577/tssj.v59i1.11316>
- Tang, C. (2025). Resilient Governance in Tourism Urbanization: An XGBoost Regression Analysis on Multi-Stakeholder Collaborative Innovation in Macao. *Proceedings of the 2025 International Conference on Management Science and Computer Engineering*. <https://doi.org/10.1145/3760023.3760039>
- Tomino, A. C., Perić, M., & Wise, N. (2020). Assessing and Considering the Wider Impacts of Sport-Tourism Events: A Research Agenda Review of Sustainability and Strategic Planning Elements. *Sustainability*. <https://doi.org/10.3390/su12114473>
- Torres-Delgado, A., López Palomeque, F., Sanz, B. E., & Urgell, X. F. (2021). Monitoring sustainable management in local tourist destinations: performance, drivers and barriers. *Journal of Sustainable Tourism*, 31, 1672–1693. <https://doi.org/10.1080/09669582.2021.1937190>
- Van Anh, N., & Thao, N. T. P. (2020). The impact of servicescape on service quality and customer behavioral intention – an evidence in coffee industry. *International Journal of Entrepreneurship*, 24(1 Special Issue), 1–14.
- Vrontis, D. (2022). Artificial intelligence, robotics, advanced technologies and human resource management: a systematic review. *International Journal of Human Resource Management*, 33(6), 1237–1266. <https://doi.org/10.1080/09585192.2020.1871398>
- Wang, M. Y. (2023). Cultural inheritance-based innovation at heritage tourism destinations: Conceptualization, structural dimensions and scale development. *Journal of Hospitality and Tourism Management*, 55, 118–130. <https://doi.org/10.1016/j.jhtm.2023.03.009>
- Wicaksono, I., Prayitno, H., Karyadi, H., & Helpiastuti, S. (2025). Collaborative Governance Regime Driving Digital, Tourism, and Export Transformation in Rural Sidomulyo. *Journal of Humanities and Social Sciences Studies*. <https://doi.org/10.32996/jhss.2025.7.12.12>
- Yu, P., Chan, E., Yung, E., Wong, M., & Chen, Y. (2023). Open space fragmentation in Hong Kong's built-up area: An integrated approach based on spatial horizontal and vertical equity lenses. *Environmental Impact Assessment Review*. <https://doi.org/10.1016/j.eiar.2023.107174>
- Zaenuri, M. (2023). From Participatory Governance to Collaborative Governance for Disaster-Tourism. *Sociología y Tecnociencia*. <https://doi.org/10.24197/st.1.2023.6-25>
- Zhang, F., Sarker, M. N. I., & Lv, Y. (2022). Coupling Coordination of the Regional Economy, Tourism Industry, and the Ecological Environment: Evidence from Western China. *Sustainability*. <https://doi.org/10.3390/su14031654>
- Zhang, Y., Zheng, Q., Tang, C., Liu, H., & Cui, M. (2024). Spatial characteristics and restructuring model of the agro-cultural heritage site in the context of culture and tourism integration. *Heliyon*, 10. <https://doi.org/10.1016/j.heliyon.2024.e30227>

Zhao, X.-Y., Xie, C., Huang, L., Wang, Y., & Han, T. (2023). How digitalization promotes the sustainable integration of culture and tourism for economic recovery. *Economic Analysis and Policy*. <https://doi.org/10.1016/j.eap.2023.01.005>