

Involvement Patterns of Pentahelix Elements in Tourism Village Development

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ABSTRACT

The development of tourism villages in Patengan Village, Rancabali District, has attracted the attention of many parties. Although many promotional activities have been carried out, the tourism potential of Patengan Village is still not optimally utilized and requires improvements in area management. This research aims to deeply explain the phenomenon of the involvement patterns of Penta-helix elements in the development of Patengan tourism village. This research adopts a descriptive design with a qualitative approach, located in Patengan Village, and uses the theory of Halibas et al. Data collection was carried out through interviews, observation, and documentation, with source triangulation to verify data validity. Data analysis used the interactive model of Miles and Huberman. Initial observations from the Focus Group Discussion (FGD) in Patengan Village, involving village government stakeholders, the community, and businesses, showed that tourism village development has not been optimal due to the minimal involvement of multi-parties (Penta-helix). Challenges include inadequate infrastructure, limited understanding of human resources among village officials and BUMDES (Village-Owned Enterprises), lack of understanding of cross-sector collaboration, limited promotion, minimal involvement of communities and academics, and lack of support from the business world. Other crucial factors are the lack of trust among collaborating parties, as well as budget and human resource limitations. This research is expected to provide an overview of the Penta-helix involvement patterns and identify inhibiting factors, which will form the basis for formulating targeted solutions for the sustainable development of tourism villages.

Keywords: Penta-helix, Tourism Village, Ecotourism, Collaboration

ABSTRAK

Pengembangan desa wisata di Desa Patengan Kecamatan Rancabali telah menarik perhatian banyak pihak. Meskipun telah banyak kegiatan promosi dilakukan, potensi wisata Desa Patengan masih belum maksimal dan memerlukan perbaikan dalam penataan kawasan. Penelitian ini bertujuan untuk menjelaskan secara mendalam fenomena pola keterlibatan unsur Penta-helix dalam pengembangan desa wisata Patengan. Penelitian ini mengadopsi desain deskriptif dengan pendekatan kualitatif, berlokasi di Desa Patengan, dan menggunakan teori Halibas et al.. Pengumpulan data dilakukan melalui wawancara, observasi, dan dokumentasi, dengan triangulasi sumber untuk memverifikasi keabsahan data. Analisis data menggunakan model interaktif Miles and Huberman. Hasil observasi awal dari Focus Group Discussion (FGD) di Desa Patengan, yang melibatkan pemangku

kepentingan pemerintah desa, masyarakat, dan pihak bisnis, menunjukkan bahwa pengembangan desa wisata belum optimal karena minimnya keterlibatan multi-pihak (Penta-helix). Tantangan meliputi infrastruktur yang belum memadai, keterbatasan pemahaman SDM aparat desa dan BUMDES, kurangnya pemahaman kolaborasi lintas sektor, promosi yang terbatas, minimnya keterlibatan komunitas dan akademisi, serta kurangnya dukungan dari dunia bisnis. Faktor krusial lainnya adalah kurangnya kepercayaan antar pihak yang bekerja sama, serta keterbatasan anggaran dan sumber daya manusia. Penelitian ini diharapkan dapat memberikan gambaran mengenai pola keterlibatan Penta-helix dan mengidentifikasi faktor penghambatnya, yang menjadi dasar perumusan solusi tepat sasaran untuk keberlanjutan pengembangan desa wisata.

Kata Kunci: Penta-helix, Desa Wisata, Ekowisata, Kolaborasi

INTRODUCTION

Indonesia is a country with diverse tribes, ethnicities, cultures, and abundant natural resources. This wealth is a crucial asset for national development (Schefold, 1998). Each region in Indonesia has its own unique strengths, including its natural resources. Internationally, Indonesia is known for its diverse tourism potential. Tourism can contribute to economic growth and increase community income, both directly and indirectly (Nagarjuna, 2015).

Therefore, tourism development certainly plays a vital role in improving community welfare (Yasir et al., 2021). One tourism sector that is currently trending globally is tourist villages. Tourist villages offer visitors a more unique and novel holiday experience. Tourist villages are often developed in rural areas that still retain their distinctive characteristics. Tourist villages have a distinct identity, such as pristine natural resources, unique towns, traditions, and local culture. These characteristics enable tourist villages to offer a variety of unique tourism activities. Furthermore, the presence of tourist villages encourages local communities to local indirectly formaintain and preserve the culture and environment that the village already has.

Therefore, tourism villages need to be considered and developed to provide greater benefits to the surrounding community. Efforts to optimize the use of natural resources to attract tourists, generate income, and improve the well-being of local communities are known as tourism village

development.

The development of tourist villages is currently a top priority. Tourism development can boost economic growth, reduce poverty, and preserve natural and cultural resources (Goodwin, 2008). Villages in Indonesia are becoming tourist villages thanks to support from the Ministry of Tourism and Creative Economy. The goal is to bring about changes in livelihoods, improve the local economy, and open up employment opportunities work.

Tourism development is not solely the responsibility of the government; the private sector and the community can also participate. This demonstrates a form of collaboration, one of the goals of which is to address the government's limited capacity in governance, particularly in the tourism sector. Therefore, policy actors in collaborative governance can constructively address gaps and strengths in the policy implementation process (Alamsyah, 2016). Collaborative governance has been developed related to a "multi-layered system context," including policy and legal frameworks, resource conditions, network characteristics, and power relations (Ariesmansyah et al., 2022).

Optimally developed tourism can be an alternative to addressing the economic challenges still faced by various developing countries with large populations, including Indonesia. Tourism development is necessary to accommodate tourist desires, ensuring that tourists are satisfied with their visit and encourage them to return, or at the very least, to share their experiences with others. Various tourism development concepts can be applied to a particular tourist attraction, depending on its location, natural resources, and human resource availability (Eddyono et al., 2024).

The great tourism potential of Bandung Regency is emphasized by the determination of the area as one of the areas that has extraordinary tourism potential, especially the Rancabali area which is a new tourist attraction that is starting to grow in Bandung Regency.

Implementing the regional tourism development agenda, as

mentioned in the previous paragraph, is not solely the responsibility of the Bandung Regency government. At smaller levels (village governments), many village-based tourist attractions, commonly known as tourist villages, have been established.

Patengan Village is located in Rancabali District, Bandung Regency. Its location in the iconic tea plantation and Patenggang Lake tourist area has historical value. In addition, coffee tourism in Patengan Village is an attraction amidst the conditions of the community. Farming in Rancabali coffee commodities is an interesting thing in the tourist area. However, the death related to Rancabali coffee which can support the tourism development ecosystem, the Patengan village community group is still hampered by the issue of cross-institutional commitment that is interrelated in the development.

Initial observations made by researchers during the Focus Group Discussion in Patengan Village, which was attended by stakeholders of the Patengan village government, business people and elements of the community in Patengan Village, there were several interesting things for researchers, namely related to the condition of Patengan Village which is currently called a tourist village but in tourism management there are still problems from across sectors related to the problem of Village Apparatus, BUMDES, the community still does not understand the potential of the village that is able to improve the village economy and Road access and some public facilities are inadequate, promotion is still very limited, and some communities are not very involved in development. Academics have not yet organized Tridharma activities for the development of these tourism villages. Based on observations, there is little support from the business world, either in the form of CSR funds or other supporting facilities. This indicates that the development of these tourism villages is still not optimal due to the minimal involvement of multiple parties (penta-helix). However, various stakeholders, such as the private sector, government, civil society, and local communities, play a crucial role in tourism development (Yasir et

al., 2021).

The penta-helix is a socio-economic development model that encourages mutually beneficial collaboration through synergy between government, academics, communities, businesses, and the mass media to realize tourism development (Halibas et al., 2017). The penta-helix model emphasizes activities that evoke feelings and involve individuals or groups in an activity (Yasir et al., 2021). It is hoped that this research will provide an overview of multi-party involvement (penta-helix) in the development of Patengan Tourism Village, Rancabali District, Bandung Regency.

RESEARCH METHOD

This research adopted a descriptive design with a qualitative approach. The purpose of descriptive research is to describe, document, analyze, and interpret existing conditions, including relationships, prevailing practices, ongoing processes, ongoing effects, or emerging trends. A qualitative approach is used to understand social phenomena and problems from the perspective of participants, with a focus on comprehensive, in-depth understanding.

This research was conducted in Patengan Village, Rancabali District, Bandung Regency. This location was chosen because it is a tourist village with underdeveloped potential.

This study uses the theory from Halibas et al. (2017) regarding the Penta-helix collaboration pattern (government, academics, business, community, and media) in developing tourism villages.

Primary data was obtained directly from informants through interviews and observations. Key informants included the Head of the Village-Owned Enterprise (BUMDES), the Village Head, and representatives from the Bandung Regency Tourism and Culture Office.

Secondary Data Obtained from related documents, archives, reports, statistical data, and other sources relevant to the research.

RESULT AND DISCUSSION

This research makes a significant contribution to the understanding and development of Patengan Tourism Village by producing an in-depth identification of the Penta-helix involvement pattern. The results present a comprehensive picture of how each element (government, academics, business actors, communities, and the media) interacts and contributes (Agranoff & McGuire, 2003). This includes the specific roles of each actor, the existing collaboration mechanisms, and their levels of participation, providing a nuanced understanding of the dynamics of collaboration that occur. Analysis of the Pattern of Pentahelix Collaborative Involvement Elements in the Development of Tourism Villages in Patengan Village

Academic Contribution

General Role Within the broader Penta-helix model, academics are positioned as "designers" or "conceptors." Their fundamental role involves conducting rigorous research and studies, analyzing complex phenomena to generate valuable conclusions. They play a crucial role in improving the quality of human resources through knowledge transfer, providing product certification, and standardizing human resource skills. Academics are also tasked with preparing future leaders for the tourism industry and engaging in community service programs (Jamal et al., 2011).

Academic engagement in Patengan, as exemplified by the Telkom University program, is highly specific and directly addresses the critical need for management and human resource capacity building. This aligns directly with identified challenges in tourism development, such as the "lack of sufficient human resources" and the "low quality of human resources." This demonstrates the practical and relevant application of academic expertise, fulfilling their "designer" and "knowledge transfer" roles. However, the explicit note that the document "does not provide detailed results or measurable impacts" highlights a significant gap in assessing the long-term effectiveness and tangible benefits of such academic interventions, which is crucial for proving their value and guiding more

impactful programs in the future.

Private Sector

General Role The business sector, or industry, is a vital component of the Penta-helix, primarily responsible for revitalizing economic activity through production, distribution, and consumption. Businesses act as "enablers" by providing essential infrastructure and contributing to societal well-being through Corporate Social Responsibility (CSR) initiatives.

The business sector in Patengan exhibits a dual nature: on the one hand, there are successful, community-driven, grassroots entrepreneurial ventures like Rengganis Campsite, which directly contribute to local empowerment and social well-being (Pattaray, 2025). On the other hand, established businesses like Walini are struggling with market changes, declining visitors, and a clear need for innovation and adaptation. The explicit statement that "the private sector/businesses still play a dominant role in tourism development" coupled with the finding that "collaborative governance is not yet optimal" suggests that while businesses are powerful economic drivers, their uncoordinated or unadaptive growth can lead to imbalances, such as potential environmental damage or failure to capture growing market demand. This highlights the critical need for the business sector to actively seek collaborative partnerships with academia for innovation and with government for supportive policies and integrated promotional efforts.

Community Participation

Communities are recognized as a central and indispensable component of the Penta-helix model. Their role includes active participation in community-based development initiatives, preservation of local culture and traditions, and direct involvement in planning and decision-making processes (Azwar et al., 2023; Wahyu & Putri, 2025). Communities are seen as possessing the intrinsic strength and initiative to address challenges and

drive improvements for their future.

The Patengan community is a proactive, entrepreneurial force in tourism development, clearly exemplified by the successful grassroots initiative Rengganis Campsite. This direct involvement aligns perfectly with the principles of community-based sustainable tourism, which emphasizes local ownership and equitable distribution of benefits. However, a deeper analysis reveals internal challenges that may hinder broader and more effective participation. These include persistent concerns about land tenure, with much of the land not privately owned, potentially limiting community investment or conservation efforts. Furthermore, there is a "low awareness" among some community members of the broader importance of tourism. This suggests that despite a highly engaged core group, achieving full and equitable community participation requires targeted education and, crucially, addressing fundamental issues such as land tenure security.

Government Support

The government, as a key element of the Penta-helix, functions primarily as a "regulator" and "controller." Its responsibilities include formulating crucial public policies, strategic planning, overseeing implementation, monitoring progress, controlling activities, promoting destinations, allocating funds, providing permits, and developing essential infrastructure (Engkus, 2025b). The government is also expected to develop policies that stimulate innovation.

Local village governments act as strategic partners for tourism initiatives, providing positive support to businesses like Rengganis Campsite and ensuring compliance with local regulations. They are expected to function as "support providers" and "group facilitators," offering facilities for various development activities. Village governments can allocate funds from the Village Budget (APBDes) for the development of tourism potential and supporting infrastructure.

The broader Bandung Regency government recognizes Rancabali

District, where Patengan is located, as a designated tourism hub. The Bandung Regency Tourism and Culture Office (Disparbud) has an ambitious goal of establishing 100 tourist villages, explicitly shifting its approach from top-down direction to community-driven initiatives based on local participation and desire (Ilmi & Winata, 2025). Businesses like Walini Agro Tourism actively seek Disparbud support to organize events, digital promotions, and training programs. Patengan Tourism Village itself has been officially verified by the local tourism office.

Despite these roles, collaborative governance in Patengan is "not yet functioning optimally." Specific issues include a lack of sustained support and consistent budget allocation for youth initiatives and inadequate funding for essential tourism facilities. Furthermore, the need for the village government to proactively create clear regulations or a legal framework for new tourism areas was highlighted as a current gap.

While the Bandung Regency government demonstrates progressive policy intentions, such as its ambition to develop 100 tourism villages with a community-based approach and its designation of Rancabali as a tourism hub, Patengan's "Pilot" status and explicit findings that collaborative governance is "not yet optimal" reveal significant implementation gaps. Recurrent issues such as lack of sustained support, inadequate funding, and the absence of a clear regulatory framework at the local level indicate that the government's fundamental role as a consistent facilitator and structured regulator has not been fully realized. This hinders the holistic synergy of the Penta-helix, as other elements lack a supportive environment and consistent supp (Soemaryani, 2016).

Media Influence

Media, as the fifth element of the helix, plays a crucial role in distributing information, shaping public perception, and actively promoting tourism destinations. It acts as a "driver" of development by disseminating information and building brand awareness.

Patengan Tourism Village has built and maintains its own official website (desawisatapatengan.com), which features a dedicated "News and Articles" section. This platform serves as a central information hub.

The official Patengan Tourism Village website includes links or icons for various social media platforms, specifically Facebook, Instagram, LinkedIn, YouTube, and Twitter. While these links indicate an intention to expand its digital presence, the provided documentation does not explicitly confirm active content or strategic engagement on these specific social media platforms for tourism initiatives (Engkus, 2025a).

Although Patengan Village has a basic media presence through its official website and some local news coverage, explicit calls from the business sector for enhanced "digital promotion" and a deeper understanding of "algorithms and creative content" indicate that the full potential of media, particularly in strategic digital branding and broad information dissemination, remains largely untapped. The presence of social media links on the website without confirmed active content suggests a passive rather than proactive or integrated media strategy. This represents a crucial opportunity to strengthen the media helix to effectively reach and engage modern tourists.

Table 1. Key Penta-helix Elements and Their Role in Patengan Village Tourism Development

Penta-helix Element	General Role (Penta-helix Theory)	Specific Contributions/Activities in Patengan Village	Observed Gaps/Challenges in Role Fulfillment in Patengan
Academics	Designer, conceptual, researcher, HR developer, certification provider, knowledge transfer.	Institutional capacity and human resource training for tourism village managers by Telkom University.	Lack of data on measurable outcomes and impact of training; long-term effectiveness has not been quantified.

Business	Economic driver, infrastructure provider, value added creator, CSR.	Rengganis Campsite Development (grassroots initiative, private funding, CSR to Posyandu); Walini Agro Tourism Operations.	Declining visitor numbers, the urgent need for innovation, attractive tour packages, and digital promotion; the private sector's dominant role in collaboration is not yet optimal.
Community	Active participant, cultural preserver, local manager, decision maker.	Initiator and manager of Rengganis Campsite; the existence of Pokdarwis and other social organizations (farmer groups, youth organizations); preservation of local culture.	Concerns about land ownership status; low awareness among some communities about the importance of tourism; dependence on government guidance.
Government	Regulator, controller, policy maker, planner, promoter, fund allocator, infrastructure provider.	The Bandung Regency Government is targeting 100 tourist villages; Rancabali District as a tourist center; Village Government as a strategic partner for Rengganis Campsite; and road access improvements.	Collaborative governance is suboptimal; there is a lack of ongoing support and consistent budget allocation; there is inadequate facility funding; and there is no clear legal framework.
Media	Information distributor, perception shaper, destination promoter, driver.	Patengan Tourism Village's official website; local news coverage of tourism events; social media presence.	Digital potential has not been fully utilized (lack of creative content, understanding of algorithms); promotions are not yet integrated and strategic.

Source : Processed by the Researcher

Challenges Identified in Patengan Village Tourism Development

The most fundamental and overarching challenge identified was that collaborative governance among Penta-helix stakeholders in Patengan Village was "not yet optimal" (Farida & Suhendar, 2025). This created a cascading effect that hampered progress in various areas.

One of the main obstacles is the lack of innovation and the tendency to duplicate. Many tourist destinations tend to copy existing attractions without developing unique potential that aligns with the characteristics of the community or environment of Patengan Village (Abdal, 2025). This is exacerbated by a lack of effective storytelling skills, despite the crucial role narratives play in promoting and building a destination's identity.

Another significant challenge is the limited human resources (HR) needed to manage tourism development in villages. Low-quality human resources and suboptimal community understanding of the importance of tourism are real obstacles. While training is provided, such as by academics, the lack of measurable impact evaluation of these programs makes it difficult to assess their effectiveness and plan future interventions.

Limited collaboration and lack of thorough planning is also a crucial issue. Although the district government has progressive policy intentions to develop community-based tourism villages, implementation at the village level still faces obstacles. There is a gap between higher-level policies and inconsistent support at the village level, including a lack of sustained support and inadequate budget allocation for local initiatives. Furthermore, the lack of a clear regulatory framework or legal basis for the development of new tourism areas at the village level also hampers progress.

The business sector, despite its dominant economic role, also faces challenges. More established businesses like Agro Wisata Walini report declining visitor numbers and an urgent need for innovation and better digital promotion. This demonstrates that despite successful community-driven business initiatives, such as Rengganis Campsite, uncoordinated or unadaptive growth can lead to imbalances and failure to capture growing market demand.

Finally, there are fundamental issues that impact community participation, such as concerns about land ownership, which is not privately owned. This can limit community involvement in conservation initiatives or long-term investment in tourism development. This suggests that while

communities are key drivers, fundamental socioeconomic barriers need to be addressed to achieve broader and more sustainable participation.

All of these challenges are interconnected. A lack of optimal collaboration among the elements of the Penta-helix means that efforts undertaken by one sector may not be supported or reinforced by others, thus limiting the overall impact. For example, HR training by academics may not yield optimal results without consistent regulatory support or funding from the government, or if businesses are unable to implement the innovations taught.

Opportunities to Improve the Pattern of Pentahelix Collaborative Involvement Elements in Tourism Village Development in Patengan Village

Despite the challenges, the analysis reveals several significant opportunities to enhance Penta-helix synergies in Patengan Village:

1. Utilizing Community Initiatives as a FoundationThe success of community-driven initiatives like Rengganis Campsite demonstrates the enormous potential of grassroots participation. This can serve as a model and foundation for developing more community-based tourism projects, with government and academics providing the necessary support for scale and sustainability.
2. Strengthening the Role of Academics in Innovation and EvaluationAcademics can expand their role beyond capacity building by focusing on applied research for tourism product innovation and sustainable business model development. Most importantly, they can help design rigorous evaluation frameworks to measure the impact of development programs, ensuring that future interventions are evidence-based and deliver measurable value.
3. Increasing Structured Government SupportVillage and district governments have an opportunity to strengthen their roles as facilitators and regulators. This includes allocating more consistent

and adequate budgets for village tourism programs and developing a clear legal and regulatory framework to guide new tourism development. Transforming policy intentions into concrete actions through sustained support will empower other elements of the Penta-helix.

4. Integrated Digital Promotion Strategy With the existence of an official village website and the expressed need for better digital promotion by businesses, there is a significant opportunity to develop a more proactive and integrated media strategy. This could involve collaboration between businesses (for content), academics (for digital marketing expertise), and the government (for platform support and broader reach).
5. Land Issue Resolution and Community Awareness Raising Addressing concerns about land tenure can pave the way for greater community participation in conservation and tourism investment. Targeted education programs can also raise public awareness of the long-term benefits of sustainable tourism and encourage broader engagement.
6. Focus on Sustainable Tourism: With its abundant natural resources, Patengan Village has the opportunity to position itself as a sustainable tourism destination that emphasizes environmental and cultural preservation.⁹ This will attract an increasingly environmentally conscious segment of tourists and provide unique added value.

By addressing these challenges and capitalizing on the opportunities that exist, Patengan Village can accelerate its journey from “dark to light” in tourism development, realizing its full potential through stronger and integrated Penta-helix collaboration.

CONCLUSION

Patengan Village in Rancabali District, Bandung Regency, holds significant

tourism potential with attractions such as Situ Patenggang, glamping facilities, a suspension bridge, camping grounds, and coffee tourism, and has been recognized as a tourist village by the local government. However, its development remains suboptimal due to weak synergy among the Penta-helix elements—academia, business, community, government, and media—and the challenges faced by various stakeholders. Academics have contributed through capacity-building programs, yet their impact remains unclear due to limited evaluation. Businesses face a dual condition, where community-based initiatives like Rengganis Campsite thrive while larger businesses like Walini struggle with innovation and promotion. Communities are the main drivers of tourism but face barriers such as land ownership and uneven awareness. Meanwhile, government support exists in the form of policies and infrastructure but is constrained by limited budgets and regulatory clarity, and the role of media, especially in digital promotion, remains underutilized. These conditions create a fragmented system of tourism management, where efforts from one element are not fully reinforced by others, ultimately reducing the village's competitiveness.

To address these challenges, several recommendations focus on strengthening Penta-helix collaboration and sustainable tourism management. The first priority is the formalization and strengthening of collaborative governance through the creation of a Patengan Village Penta-helix Forum with regular agendas and shared decision-making mechanisms, alongside the development of a comprehensive, sustainability-oriented tourism master plan. Human resource capacity building is also essential, including continuous and measurable training programs that enhance management, innovation, digital marketing, and environmental awareness, as well as the establishment of business incubation initiatives to support local entrepreneurs in product development, access to capital, and market strategies. Government efforts must be reinforced by consistent budget allocations, clear local regulations for tourism development and stakeholder obligations, and the facilitation of solutions for land tenure issues to encourage community participation and investment.

Equally important is optimizing digital media for promotion and

strengthening community empowerment to ensure sustainable tourism. Businesses, with academic and government support, should develop integrated digital marketing strategies and train local actors in storytelling to highlight Patengan's natural and cultural uniqueness. Community empowerment should focus on inclusive participation, raising awareness of the benefits of sustainable tourism, and strengthening local institutions like Pokdarwis to function effectively as community-based tourism managers. Through an integrated implementation of these recommendations, Patengan Village can overcome collaboration dysfunction, unlock its full tourism potential, and achieve sustainable, equitable development in line with the "Tina Poek Kana Caang" vision.

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