IJoBER
INDONESIAN JOURNAL OF BUSINESS AND ENTREPRENEURSHIP RESEARCH

Vol.4, No. 3 August 2026, Page 284-296
P-ISSN: 2985-4636
E-ISSN: 2985-4644
https://journal.feb-unm.com/index.php/IJOBER

An SDG-Based Sustainable Tourism Governance Model for Leang Londrong, Pangkep Regency

Sabran Laori D*[1], Muhammad Arifin[2], Anggi Mulia Khalidya[3]

Tourism Destination[1], Food and Beverage Service[2], Tourism Destination[3], Tourism Department, Hospitality Department, Makassar Tourism Polytechnic, Indonesia
*e-mail: sabranlaori@poltekparmakassar.ac.id

*(**Received:** July 20, 2026; **Revised:** September 15, 2026; **Accepted:** October 15, 2026)*

ABSTRACT

Leang Londrong is a karst-based tourist destination in Pangkep Regency with considerable potential, yet its development has been accompanied by fluctuating visitor numbers and limited management capacity, which risk causing environmental degradation. Few studies have integrated SDG indicators into the evaluation of destination governance or examined how stakeholder collaboration influences its effectiveness. This study aims to examine the current condition of tourism governance in Leang Londrong, to formulate an appropriate model of sustainable, SDG-based tourism governance, and to analyze the influence of stakeholder collaboration on governance effectiveness. This study employed a descriptive qualitative approach with a case study design. Data were collected through field observation, in-depth interviews with purposively selected informants (local government officials, destination managers, Pokdarwis members, MSME actors, and local community members), and documentation, then analyzed using the Miles and Huberman interactive model. The findings show that tourism governance in Leang Londrong has moved toward SDG principles, but implementation still faces constraints in waste management, limited infrastructure, and suboptimal stakeholder coordination. This study produced a governance model based on collaborative governance with four pillars (environmental, social-cultural, economic, and governance) aligned with SDGs 3, 8, 11, 13, and 17. The results also indicate that stakeholder collaboration substantially influences governance effectiveness, suggesting that strengthening collaborative coordination and improving tourism facilities are key to achieving sustainable tourism in the area.

Keywords: Tourism Governance; Sustainable Tourism; SDGs; Collaborative Governance; Stakeholder Collaboration; Leang Londrong

1. INTRODUCTION

Sustainable tourism has become a fundamental approach to destination development, as it seeks not only to increase tourist arrivals but also to achieve a balance between economic growth, environmental conservation, and the social well-being of local communities. In the global tourism literature, sustainable tourism is understood as a destination management process that considers the long-term impacts of tourism development on natural resources, cultural heritage, and community welfare (Bramwell & Lane, 2011). Furthermore, the global development agenda embodied in the Sustainable Development Goals (SDGs) encourages all sectors, including tourism, to contribute to inclusive, equitable, and environmentally responsible development through measurable and accountable governance mechanisms (Filho et al., 2021). Consequently, research on sustainable tourism governance has become increasingly important, as many destinations are confronted with growing visitor pressures, limited management capacity, and the risk of environmental degradation when tourism development is implemented without comprehensive planning.

Pangkep Regency possesses considerable natural and cultural tourism potential, including Leang Londrong, a karst-based tourist destination recognized for its distinctive geological landscape and unique visitor experience. When managed sustainably, Leang Londrong has the potential to stimulate local economic development by generating employment opportunities,

Vol.4, No. 3 August 2026, Page 284-296
P-ISSN: 2985-4636
E-ISSN: 2985-4644
https://journal.feb-unm.com/index.php/IJOBER

supporting community-based enterprises, and increasing regional income. Nevertheless, tourism growth is commonly accompanied by fluctuations in visitor numbers that influence the demand for infrastructure, cleanliness, safety, and service quality.

Table 1. Number of Tourist Visits in Pangkep Regency, 2018-2022

No	Tahun	Jumlah Kunjungan Wisatawan	Persentase Kenaikan/Turun (%)
1	2018	58.735	-
2	2019	35.045	-40,33%
3	2020	11.550	-67,04%
4	2021	14.385	+24,55%
5	2022	1.288	-91,05%

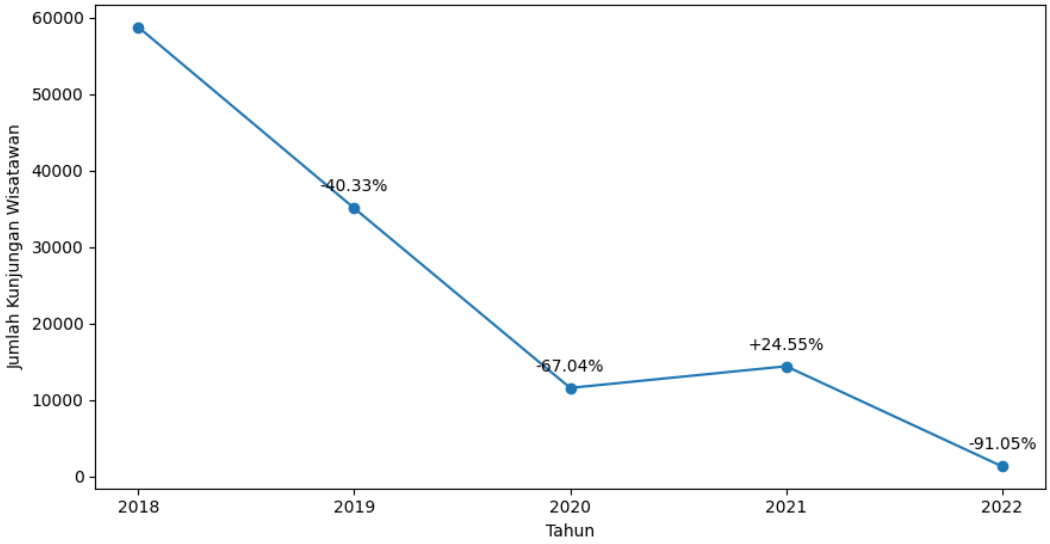


Figure 1. Number of Tourist Visits in Pangkep Regency 2018 - 2022

Empirical data confirm the volatility of visitor demand at this destination. Tourist arrivals to Pangkep Regency's karst attractions, including Leang Londrong, reached 58,735 visits in 2018 but declined sharply to 35,045 visits in 2019 (-40.33%) and fell further to 11,550 visits in 2020 (-67.04%), a period coinciding with the onset of the COVID-19 pandemic. Visitor numbers recovered modestly in 2021, reaching 14,385 visits (+24.55%), before collapsing again in 2022 to only 1,288 visits (-91.05%) (Pangkep Regency Tourism Office, 2018–2022). This highly fluctuating five-year trend illustrates the destination's vulnerability to external shocks and underlying management weaknesses, reinforcing the urgency of formulating a sustainable and adaptive tourism governance model capable of stabilizing visitor flows while maintaining the ecological and socio-cultural carrying capacity of Leang Londrong.

Tourism governance provides a systematic framework that coordinates multiple actors in managing tourism destinations to achieve sustainability objectives. Governance extends beyond the establishment of formal regulations; it encompasses decision-making processes, resource allocation, and accountability mechanisms that facilitate multi-stakeholder participation (Bramwell & Lane, 2011). Accordingly, the principles of good governance—including

Vol.4, No. 3 August 2026, Page 284-296
P-ISSN: 2985-4636
E-ISSN: 2985-4644
https://journal.feb-unm.com/index.php/IJOBER

transparency, accountability, participation, responsiveness, and effectiveness—have become essential components of contemporary destination management, particularly in destinations that must reconcile tourism growth with environmental conservation (UNWTO, 2019). Moreover, adaptive governance enables destinations to strengthen policy learning and institutional resilience in responding to uncertainty and external pressures (Hall, 2011).

Within the tourism governance framework, stakeholders include individuals, groups, and organizations that either influence or are affected by tourism activities, such as government institutions, private-sector actors, local communities, and tourists (Bramwell & Lane, 2011). The effectiveness of destination management largely depends on the capacity of these stakeholders to collaborate in planning, implementing, and evaluating tourism development. Ansell and Gash (2008) introduced the concept of collaborative governance, which emphasizes formal and informal collaboration among government, communities, and the private sector in collective decision-making and policy implementation. Effective collaboration requires supportive institutional contexts, appropriate governance structures and processes, leadership, shared commitment, and continuous learning and adaptation (Emerson, Nabatchi, & Balogh, 2012). This governance approach is particularly relevant for nature-based tourism destinations, where long-term sustainability depends heavily on the conservation of environmental resources that constitute the destination's primary attraction.

Despite the growing body of literature on sustainable tourism, several important research gaps remain. Existing studies have predominantly focused on sustainability as a general concept without explicitly integrating SDG indicators into the evaluation of destination governance at the local level. Likewise, previous tourism governance research has mainly emphasized policy formulation or internal management practices, while relatively limited attention has been given to examining how stakeholder collaboration enhances governance effectiveness in emerging tourism destinations. Furthermore, many governance studies remain descriptive and have yet to propose practical governance models that can be implemented and evaluated systematically. As an emerging tourism destination, Leang Londrong requires a comprehensive governance study that not only assesses its current governance conditions but also develops an implementable governance model aligned with SDG indicators to ensure measurable sustainability outcomes.

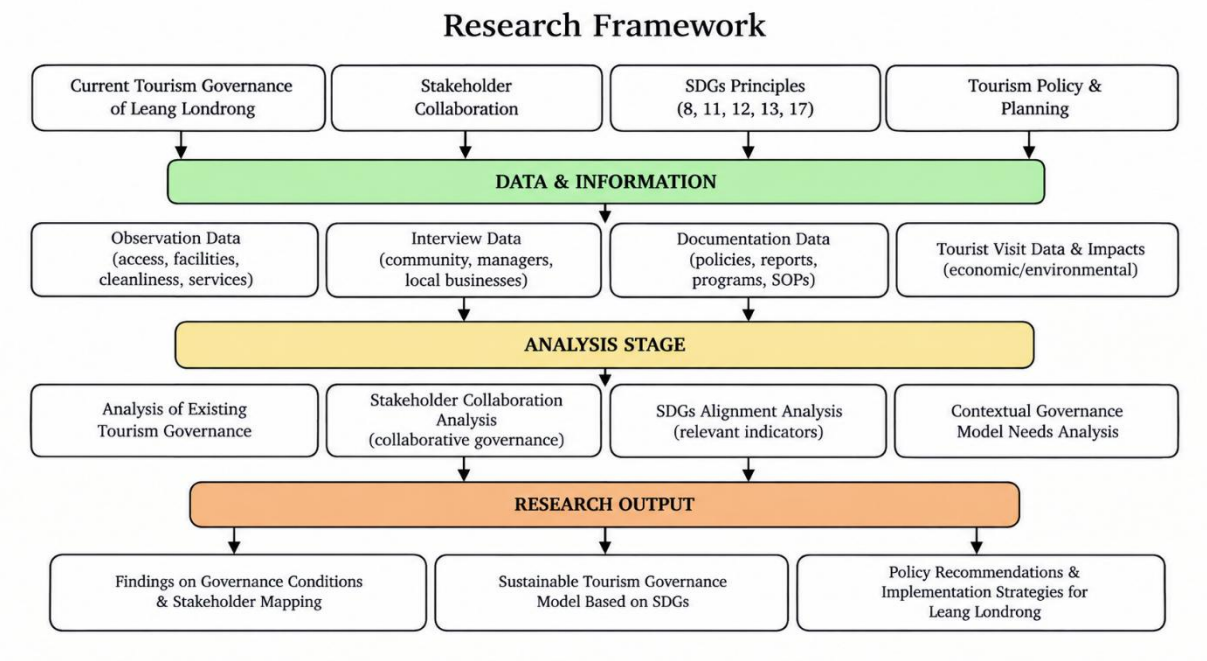
Based on these considerations, this study aims to examine the current condition of tourism governance in Leang Londrong, Pangkep Regency, develop an SDG-based sustainable tourism governance model, and analyze the influence of stakeholder collaboration on governance effectiveness. Specifically, this study addresses three research questions: (1) How does the current tourism governance system in Leang Londrong support the achievement of the SDGs? (2) What SDG-based sustainable tourism governance model is appropriate for Leang Londrong, Pangkep Regency? (3) To what extent does stakeholder collaboration influence the effectiveness of sustainable tourism governance in Leang Londrong? The findings are expected to contribute theoretically to the advancement of tourism governance and collaborative governance literature while providing practical recommendations for local governments, tourism authorities, destination managers, local communities, and other stakeholders in promoting sustainable tourism development in Leang Londrong.

2. METHOD

This study employed a descriptive qualitative approach using a case study design to obtain an in-depth understanding of tourism governance practices at Leang Londrong Tourism Destination, Pangkep Regency, with particular emphasis on their alignment with the principles of SDG-based sustainable tourism. A qualitative case study was considered appropriate because the research focused on exploring contextual and narrative data derived from the lived experiences of stakeholders directly involved in destination management. This approach enabled the

Vol.4, No. 3 August 2026, Page 284-296
P-ISSN: 2985-4636
E-ISSN: 2985-4644
https://journal.feb-unm.com/index.php/IJOBER

researchers to examine governance mechanisms, stakeholder roles, coordination processes, as well as the challenges and opportunities associated with destination management, while identifying governance improvements required to support the implementation of relevant SDG indicators.



The study was initiated by identifying the central phenomenon that the sustainable development of Leang Londrong requires an integrated governance framework aligned with the Sustainable Development Goals (SDGs). Such a framework is expected to strengthen environmental conservation, enhance local economic benefits, and improve community well-being through participatory and sustainable destination management.

Primary data were collected through field observations and semi-structured, in-depth interviews with purposively selected informants based on their direct involvement in the management of Leang Londrong Tourism Destination, as presented in Table 1. The purposive sampling strategy ensured that participants possessed relevant knowledge and practical experience regarding destination governance and stakeholder collaboration. Secondary data were obtained from official documents issued by the Pangkep Regency Tourism Office, village and sub-district administrations, destination management records (including organizational structures, standard operating procedures, and operational reports), statistical data from Statistics Indonesia (BPS) Pangkep Regency, regional tourism and sustainable development policy documents (RPJMD, RIPPARDA, and regional SDG documents), as well as relevant scholarly literature.

IJoBER
INDONESIAN JOURNAL OF BUSINESS AND ENTREPRENEURSHIP RESEARCH
Vol.4, No. 3 August 2026, Page 284-296
P-ISSN: 2985-4636
E-ISSN: 2985-4644
https://journal.feb-unm.com/index.php/IJOBER

Table 2. Categories and Roles of Research Informants

No	Informant	Position/Role	Informant Category	Rationale for Selection
1	Head of the Pangkep Regency Tourism Office / Head of the Destination Development Division	Regional tourism policymaker	Key Informant	Possesses comprehensive knowledge of tourism policies, development programs, and strategic directions for destination development.
2	Leang Londrong Destination Manager	Responsible for the destination's daily operations	Key Informant	Has direct knowledge of daily governance practices, facilities, visitor services, and operational challenges.
3	Village Head / Local Village Government Representative	Community coordinator and local administrator	Main Informant	Understands local government support, community participation, and potential social conflicts.
4	Head of the Tourism Awareness Group (Pokdarwis)/ Tourism Community Representative	Coordinator of community-based tourism activities	Main Informant	Provides insights into community participation, stakeholder collaboration, and tourism development programs.
5	MSME (Micro, Small, and Medium Enterprise) owner	Tourism-related goods and service provider	Main Informant	Understands the economic impacts of tourism and local business opportunities.
6	Local Parking and Transportation Service Provider	Supports visitor transportation and accessibility	Main Informant	Provides information on tourist flows, infrastructure constraints, and visitor services
7	Waste Management and Sanitation Officer	Responsible for environmental cleanliness	Main Informant	Possesses knowledge of sanitation conditions and environmental management practices.
8	Ticketing Officer	Manages visitor admission and tourism statistics	Main Informant	Understands visitor patterns and the destination's service system.
9	Community Leader / Traditional Leader	Custodian of local socio-cultural values	Supporting Informant	Provides perspectives on social impacts and community acceptance of tourism development.

IJoBER
INDONESIAN JOURNAL OF BUSINESS AND ENTREPRENEURSHIP RESEARCH
Vol.4, No. 3 August 2026, Page 284-296
P-ISSN: 2985-4636
E-ISSN: 2985-4644
https://journal.feb-unm.com/index.php/IJOBER

10	Domestic Tourist	Destination visitor	Supporting Informant	Evaluates visitor experience, satisfaction, and service-related concerns.
11	Group/Community Tourist	Visitor traveling in organized groups	Supporting Informant	Assesses accessibility, facilities, visitor services, and safety.
12	Tourism Academic/Practitioner *(optional)*	Expert for model validation	Supporting Informant	Provides expert feedback on the proposed SDG-based tourism governance model.

Data were collected using three complementary techniques. First, field observations were conducted directly at the Leang Londrong Tourism Destination to assess the actual conditions of tourism-supporting facilities, environmental cleanliness, accessibility, safety, and ongoing tourism activities. Second, in-depth semi-structured interviews were carried out with key, main, and supporting informants to explore stakeholders' roles, existing tourism governance practices, coordination and collaboration mechanisms among stakeholders, as well as the challenges encountered in destination management. Third, document analysis was undertaken by reviewing destination management reports, tourist visitation records, organizational structures, standard operating procedures (SOPs), regional tourism policy documents, and photographic documentation of field conditions to complement and validate the primary data.

The data were analyzed using the Miles and Huberman interactive model, which was applied continuously throughout the research process, from data collection to the completion of the study. The analysis comprised four iterative stages: data collection, data reduction, data display, and conclusion drawing/verification. This analytical framework facilitated an in-depth understanding of the current tourism governance practices at Leang Londrong, supported the development of an SDG-based sustainable tourism governance model, and enabled the assessment of stakeholder collaboration in enhancing destination governance effectiveness. The study was conducted at the Leang Londrong Tourism Destination, located in Kampung Rea, Biraeng Village, Minasatene District, Pangkajene and Islands Regency (Pangkep), South Sulawesi, Indonesia.

3. RESULTS AND DISCUSSION

3.1. Current Condition of Tourism Governance in Leang Londrong in Supporting the SDGs

The current tourism governance practices in Leang Londrong demonstrate a commitment to developing a nature-based tourism destination that aligns with the principles of the Sustainable Development Goals (SDGs), particularly in terms of environmental conservation, community economic empowerment, and stakeholder partnership development. This commitment is reflected in the utilization of the area's karst landscape as a tourism attraction while preserving its natural environment and endemic flora and fauna. Nevertheless, despite these positive initiatives, the implementation of sustainable tourism governance continues to face several operational challenges, as discussed in the following aspects.

3.1.1. Environmental Aspect

Environmental management remains one of the primary challenges in the Leang Londrong tourism area, particularly regarding cleanliness and solid waste management. Field observations revealed the presence of plastic waste, beverage bottles, and other visitor-generated litter at several locations, indicating that waste management has not yet been implemented

Vol.4, No. 3 August 2026, Page 284-296
P-ISSN: 2985-4636
E-ISSN: 2985-4644
https://journal.feb-unm.com/index.php/IJOBER

effectively. These issues are primarily attributed to the limited availability of waste disposal facilities and inadequate waste collection systems. If left unaddressed, such conditions may threaten the integrity of the sensitive karst ecosystem and reduce the quality of the destination's natural attractions. Nevertheless, destination managers and local communities have initiated periodic environmental clean-up activities to improve site cleanliness. These initiatives represent an important initial step toward implementing SDG-based tourism management by promoting environmental conservation and sustainable resource management.

3.1.2. Economic Aspect

Tourism activities at Leang Londrong have created economic opportunities for local communities through various tourism-related businesses, including parking services, food stalls, equipment rentals, and ticketing services. Tourist arrivals have contributed to additional household income and supported the SDGs by enhancing local economic well-being. However, further efforts are required to maximize these economic benefits. Improvements are particularly needed in the management of tourism enterprises, the organization of commercial areas, and the provision of supporting facilities for local businesses to ensure that the economic benefits of tourism are distributed more equitably and sustainably.

3.1.3. Social and Community Aspect

Local communities are actively involved in tourism activities through visitor services, facility management, and the maintenance of the tourism area, supported by the traditional value of gotong royong (mutual cooperation). This active participation demonstrates that community members are not merely passive beneficiaries of tourism development but are important contributors to destination management, fostering a stronger sense of ownership and responsibility for the long-term sustainability of the destination. Despite this positive involvement, collaboration among local government, destination managers, community members, and business actors remains limited and requires further strengthening to achieve a more integrated and effective tourism governance system.

3.1.4. Governance, Collaboration, and Infrastructure

Tourism management in Leang Londrong involves the participation of local government, destination managers, and local communities, reflecting the initial implementation of a collaborative governance approach. The local government is responsible for infrastructure provision, destination supervision, and tourism policy development, while destination managers oversee daily operations and visitor services. Local communities contribute by supporting tourism services and maintaining the safety and comfort of the destination. However, coordination among these stakeholders remains insufficient and requires a more structured governance framework to improve collaborative decision-making and implementation.

From an infrastructure perspective, several limitations continue to hinder destination development. Road access to the site remains inadequate in certain sections, while public facilities such as toilets and gazebos are limited in both capacity and maintenance quality. Furthermore, the lack of adequate tourism information boards restricts visitors' access to directional guidance, site regulations, and environmental education. Addressing these infrastructure deficiencies is therefore essential to enhancing visitor experiences while supporting the long-term sustainability of the destination.

Vol.4, No. 3 August 2026, Page 284-296
P-ISSN: 2985-4636
E-ISSN: 2985-4644
https://journal.feb-unm.com/index.php/IJOBER

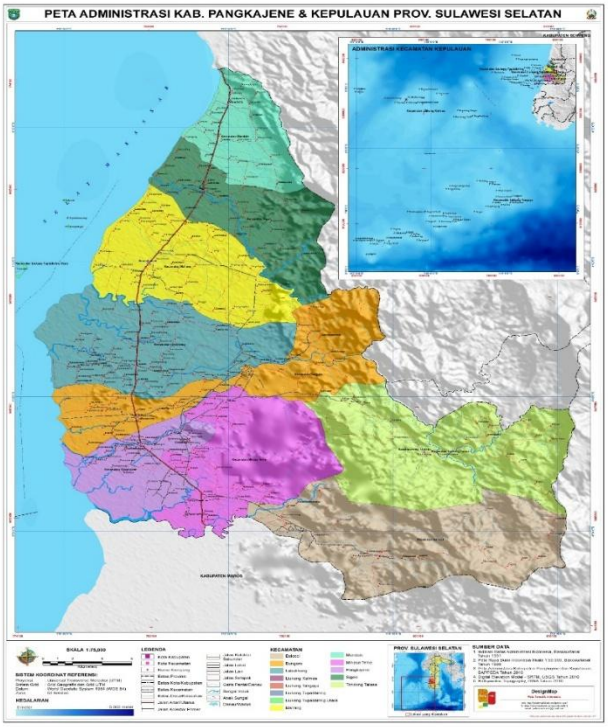


Figure 2. Map of Pangkajene and Islands Regency

Overall, tourism governance in Leang Londrong has demonstrated progress toward aligning with the principles of the Sustainable Development Goals (SDGs). However, its implementation requires further strengthening, particularly in stakeholder collaboration, environmental management, tourism infrastructure improvement, and the establishment of a more structured and sustainable governance framework. Strengthening these dimensions is essential to enable Leang Londrong to evolve into an SDG-based tourism destination that delivers sustainable economic, social, and environmental benefits.

3.2. Proposed SDG-Based Sustainable Tourism Governance Model

Based on the findings, an SDG-based sustainable tourism governance model was developed for Leang Londrong by integrating the core principles of the Sustainable Development Goals (SDGs), which emphasize the balanced integration of environmental, social, economic, and governance dimensions through a collaborative governance approach. The proposed model positions the local government as the primary facilitator responsible for policy formulation, infrastructure development, and regulatory oversight. Destination managers and local communities serve as the main implementing actors, undertaking day-to-day operations, delivering tourism services, and safeguarding environmental sustainability. Meanwhile, other stakeholders—including academics, community organizations, the media, and the private sector—provide complementary support through research, knowledge sharing, destination promotion, investment, and capacity-building initiatives.

IJoBER
INDONESIAN JOURNAL OF BUSINESS AND ENTREPRENEURSHIP RESEARCH
Vol.4, No. 3 August 2026, Page 284-296
P-ISSN: 2985-4636
E-ISSN: 2985-4644
https://journal.feb-unm.com/index.php/IJOBER

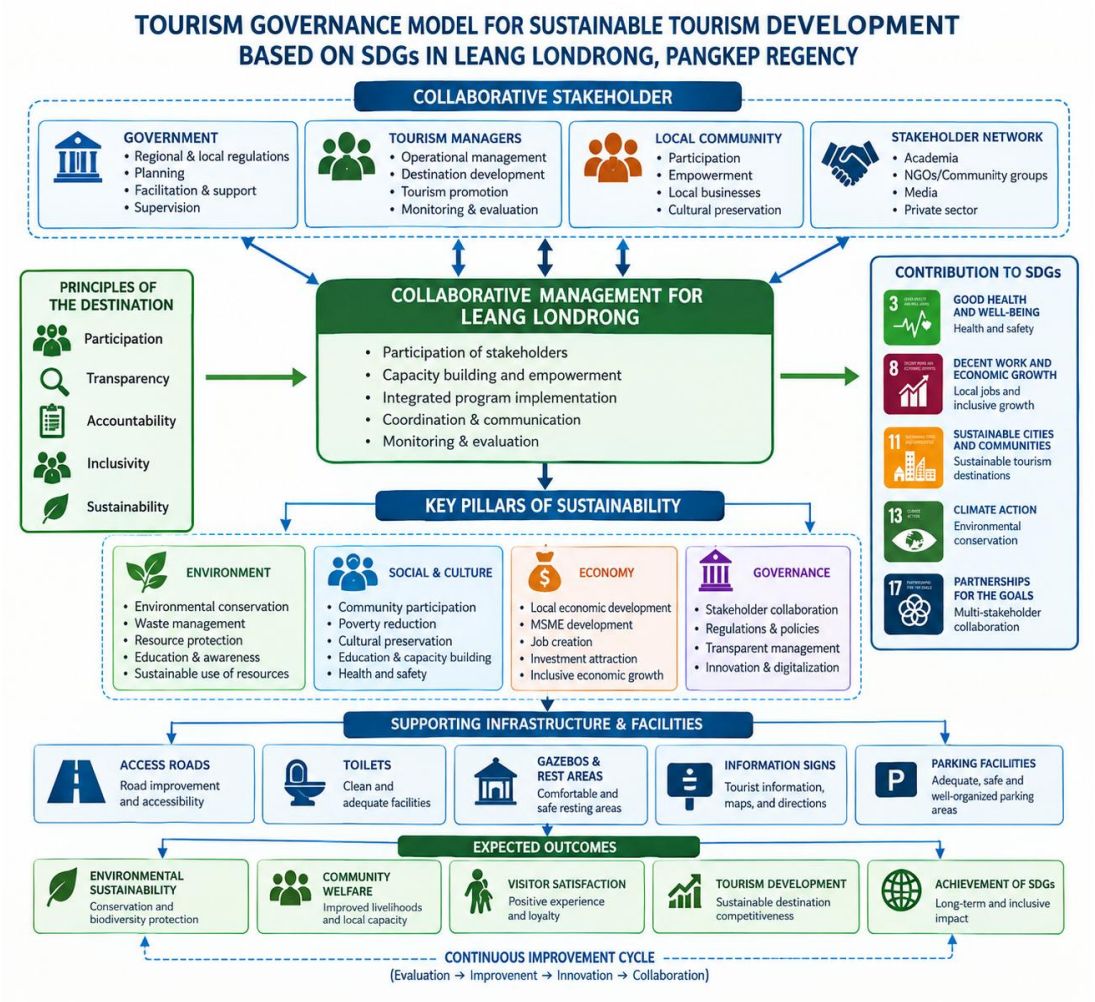


Figure 3. Proposed SDG-Based Sustainable Tourism Governance Model for Leang Londrong

The proposed governance model is structured around five interrelated components. First, it emphasizes a collaborative stakeholder network comprising the local government, destination managers, local communities, and supporting stakeholders. The local government is responsible for regulatory development, policy formulation, and oversight, while destination managers oversee daily operations and visitor services. Local communities contribute through tourism services, local entrepreneurship, and environmental stewardship. Supporting stakeholders—including academics, community organizations, the media, and the private sector—provide complementary contributions through research, policy recommendations, destination promotion, environmental education, investment, and Corporate Social Responsibility (CSR) initiatives.

Second, the model incorporates a collaborative governance forum that serves as a platform for joint planning, participatory decision-making, inter-stakeholder coordination, communication, and the continuous monitoring and evaluation of tourism management. This forum is intended to strengthen institutional collaboration and facilitate the effective implementation of sustainable tourism policies.

Third, the governance model is founded upon four sustainability pillars: environmental, socio-cultural, economic, and governance. The environmental pillar focuses on karst ecosystem conservation, waste management, environmental cleanliness, environmental education, and the

IJoBER
INDONESIAN JOURNAL OF BUSINESS AND ENTREPRENEURSHIP RESEARCH
Vol.4, No. 3 August 2026, Page 284-296
P-ISSN: 2985-4636
E-ISSN: 2985-4644
https://journal.feb-unm.com/index.php/IJOBER

prevention of ecological degradation. The socio-cultural pillar promotes community participation, gotong royong (mutual cooperation), tourism services, the preservation of local cultural heritage, and the enhancement of public awareness regarding sustainable tourism. The economic pillar emphasizes the empowerment of micro, small, and medium enterprises (MSMEs), the development of local businesses, employment generation, and improvements in community income. Meanwhile, the governance pillar prioritizes stakeholder collaboration, regulatory strengthening, transparent management, institutional capacity development, and innovation in tourism management, including digital promotion strategies and the provision of environmentally friendly tourism facilities.

Fourth, the improvement of tourism infrastructure and supporting facilities is identified as a prerequisite for the successful implementation of the proposed governance model. Priority areas include upgrading road accessibility, public toilets, gazebos and visitor rest areas, tourism information boards, waste disposal facilities, parking areas, public lighting, and communication networks. Finally, the governance model is explicitly aligned with the achievement of five Sustainable Development Goals (SDGs), as presented in Table 2, thereby providing a practical framework for integrating sustainability principles into tourism governance and destination management.

Table 3. Alignment of the Proposed Tourism Governance Model with the Sustainable Development Goals (SDGs)

SDGs Goals	Related Pillar	Implementation within the Governance Model
SDG 3 – Good Health and Well-being	Environmental	Maintaining a clean, safe, and comfortable tourism environment for both visitors and local communities.
SDG 8 – Decent Work and Economic Growth	Economic	Promoting local business development, empowering micro, small, and medium enterprises (MSMEs), and creating tourism-related employment opportunities.
SDG 11 – Sustainable Cities and Communities	Socio-cultural	Developing tourism destinations that prioritize environmental conservation, cultural preservation, and community participation.
SDG 13 – Climate Action	Environmental	Conserving the karst ecosystem, improving waste management, and mitigating environmental degradation.
SDG 17 – Partnerships for the Goals	Governance	Strengthening collaboration among local government, destination managers, local communities, academics, community organizations, and the private sector.

The implementation of the proposed governance model is expected to generate several positive outcomes, including the conservation of the tourism destination's natural environment, enhanced community well-being, improved visitor satisfaction, the establishment of a sustainable tourism destination, and the measurable achievement of SDG-related development targets in the Leang Londrong tourism area.

3.3. The Influence of Stakeholder Collaboration on Tourism Governance Effectiveness

Stakeholder collaboration plays a pivotal role in enhancing the effectiveness of sustainable tourism governance in Leang Londrong. The successful implementation of SDG-based tourism governance cannot be achieved by a single actor; rather, it requires the active participation and coordinated efforts of multiple stakeholders whose roles and responsibilities complement one another. The local government is responsible for formulating regulations and policies, supervising

Vol.4, No. 3 August 2026, Page 284-296
P-ISSN: 2985-4636
E-ISSN: 2985-4644
https://journal.feb-unm.com/index.php/IJOBER

destination management, and facilitating collaboration among stakeholders. Destination managers oversee daily operations, visitor services, and facility maintenance, while local communities contribute by maintaining environmental cleanliness and safety and by participating in tourism-related economic activities.

In addition to these core stakeholders, academics contribute through scientific research and evidence-based recommendations for the development of SDG-oriented governance models. Community organizations and the media support destination promotion, environmental education, and the enhancement of destination image, whereas the private sector contributes through infrastructure investment, Corporate Social Responsibility (CSR) programs, and support for local economic development. Field findings indicate that stakeholder collaboration has begun to emerge in Leang Londrong, as reflected in the active participation of local communities in tourism activities and the support provided by the local government for destination management and infrastructure development. These collaborative efforts have positively contributed to environmental conservation, local economic improvement, enhanced tourism service quality, and greater community participation. Furthermore, they have strengthened coordination in destination management, infrastructure development, tourism promotion, and the implementation of SDG-based initiatives.

Despite these encouraging developments, coordination among stakeholders remains limited and requires further institutional strengthening through a collaborative governance approach. Such an approach emphasizes effective communication, shared responsibility, and participatory decision-making to address key challenges, including waste management, infrastructure improvement, environmental conservation, and integrated community economic development. Strengthening collaborative governance will enable each stakeholder to perform its respective role more effectively, resulting in a tourism governance system that is more coordinated, participatory, and resilient while supporting the achievement of the Sustainable Development Goals (SDGs) in Leang Londrong Tourism Destination, Pangkep Regency.

4. CONCLUSIONS AND SUGGESTION

The findings indicate that tourism governance in Leang Londrong, Pangkep Regency, has demonstrated progress toward implementing the principles of SDG-based sustainable development, although its implementation remains suboptimal. From an environmental perspective, the destination has largely preserved its natural landscape, with the karst ecosystem serving as its primary tourism asset. However, improvements are still required in waste management, environmental cleanliness, and the provision of supporting environmental facilities. Economically, tourism activities have generated positive impacts by creating local business opportunities and increasing community income. Socially, local communities have actively participated in tourism development through gotong royong (mutual cooperation), the provision of tourism services, and their involvement in maintaining the destination. Nevertheless, governance and tourism infrastructure require further enhancement, particularly with regard to stakeholder coordination, road accessibility, public toilets, tourism information boards, and other supporting facilities.

Based on the research findings, an SDG-based sustainable tourism governance model was developed using a collaborative governance approach that actively involves the local government, destination managers, local communities, academics, community organizations, the media, and the private sector. The proposed model is founded upon four interrelated sustainability pillars—environmental, socio-cultural, economic, and governance—and is explicitly aligned with the achievement of SDGs 3, 8, 11, 13, and 17. The model is expected to promote a tourism governance system that is participatory, effective, and sustainable. Furthermore, the findings demonstrate that stakeholder collaboration has a substantial influence on the effectiveness of sustainable tourism governance in Leang Londrong. Collaboration among government institutions, destination managers, local communities, academics, community organizations, the media, and

Vol.4, No. 3 August 2026, Page 284-296
P-ISSN: 2985-4636
E-ISSN: 2985-4644
https://journal.feb-unm.com/index.php/IJOBER

the private sector has contributed positively to environmental conservation, local economic development, tourism service quality, and community participation. Nevertheless, stronger coordination and institutional collaboration remain necessary to ensure that tourism management is implemented in a more integrated, effective, and sustainable manner.

Based on these findings, several recommendations are proposed. First, the local government and destination managers should strengthen tourism governance through improvements in tourism infrastructure and supporting facilities, including road access, public toilets, tourism information boards, and waste disposal facilities, in order to enhance visitor comfort while supporting destination sustainability. Second, local communities, destination managers, and relevant stakeholders should reinforce environmental conservation efforts within the karst area by improving waste management practices, promoting gotong royong (mutual cooperation), expanding environmental education initiatives, and implementing conservation-based tourism practices. Finally, all stakeholders—including the local government, destination managers, local communities, academics, community organizations, the media, and the private sector—should strengthen collaboration and coordination in implementing SDG-based tourism governance through collaborative forums, joint development programs, and community empowerment initiatives. Such efforts are expected to foster a more effective, participatory, and sustainable tourism governance system. Future research is recommended to validate the proposed governance model using quantitative approaches across other karst tourism destinations to enhance its generalizability and replicability.

REFERENCES

Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. Journal of Public Administration Research and Theory, 18(4), 543–571. https://doi.org/10.1093/jopart/mum032

Bramwell, B., & Lane, B. (2011). Critical research on the governance of tourism and sustainability. Journal of Sustainable Tourism, 19(4–5), 411–421. https://doi.org/10.1080/09669582.2011.580586

Bryson, J. M. (2004). What to do when stakeholders matter: Stakeholder identification and analysis techniques. Public Management Review, 6(1), 21–53. https://doi.org/10.1080/14719030410001675722

Buckley, R. (2012). Sustainable tourism: Research and reality. Annals of Tourism Research, 39(2), 528–546. https://doi.org/10.1016/j.annals.2012.02.003

Cole, S. (2006). Information and empowerment: The keys to achieving sustainable tourism. Journal of Sustainable Tourism, 14(6), 629–644. https://doi.org/10.1080/09669580608669008

Dredge, D., & Jenkins, J. (2007). Tourism planning and policy. Wiley.

Dolnicar, S., & Ring, A. (2014). Tourism marketing research: Past, present and future. Annals of Tourism Research, 47, 31–47. https://doi.org/10.1016/j.annals.2014.03.008

Elkington, J. (2000). The triple bottom line of 21st century business. Journal of Business Ethics, 23, 229–234.

Emerson, K., Nabatchi, T., & Balogh, S. (2012). An integrative framework for collaborative governance. Journal of Public Administration Research and Theory, 22(1), 1–29. https://doi.org/10.1093/jopart/mur011

Farrell, B., & Twining-Ward, L. (2005). Seven steps towards sustainability: Tourism in the context of new knowledge. Journal of Sustainable Tourism, 13(2), 109–122. https://doi.org/10.1080/09669580508668481

Vol.4, No. 3 August 2026, Page 284-296
P-ISSN: 2985-4636
E-ISSN: 2985-4644
https://journal.feb-unm.com/index.php/IJOBER

Filho, W. L., Azul, A. M., Brandli, L., Salvia, A. L., & Wall, T. (2021). Encyclopedia of the UN sustainable development goals: Gender equality. Springer.

Freeman, R. E. (1984). Strategic management: A stakeholder approach. Pitman.

Hall, C. M., & Page, S. J. (2014). The geography of tourism and recreation: Environment, place and space (4th ed.). Routledge.

Hellström, J., & Törn, F. (2017). Residents' attitudes and involvement in tourism. Sustainability, 9(7), 1178. https://doi.org/10.3390/su9071178

Kolk, A., van Tulder, R., & Kostwinder, E. (2008). Business and partnerships for development. European Management Journal, 26(4), 262–273. https://doi.org/10.1016/j.emj.2008.01.007

Lans, T. (2021). Entrepreneurship: Opportunity identification and entrepreneurial behavior. In Encyclopedia of the UN sustainable development goals. Springer. https://doi.org/10.1007/978-3-319-95867-5_40

Leal Filho, W., Azul, A. M., Brandli, L., Özuyar, P. G., & Wall, T. (Eds.). (2020). Decent work and economic growth. Springer.

Lew, A. A., Hall, C. M., & Williams, A. M. (2018). The Wiley Blackwell companion to tourism. Wiley-Blackwell.

Michael Hall, C. (2011). Policy learning and policy failure in sustainable tourism governance: From first- and second-order to third-order change? Journal of Sustainable Tourism, 19(4–5), 649–671. https://doi.org/10.1080/09669582.2011.555555

Rasoolimanesh, S. R. (2020). Community participation and tourism sustainability: Evidence from developing countries. Journal of Sustainable Tourism.

Richards, G. (2007). Cultural tourism: Europe at the crossroads. Routledge.

Scheyvens, R. (1999). Ecotourism and the empowerment of local communities. Tourism Management, 20(2), 245–249. https://doi.org/10.1016/S0261-5177(98)00130-9

Seaman, B. A. (2008). Greg Richards (ed): Cultural tourism: Global and local perspectives. Journal of Cultural Economics, 32(3), 231–236. https://doi.org/10.1007/s10824-008-9069-8

Sharpley, R., & Telfer, D. J. (2015). Tourism and development: Concepts and issues (2nd ed.). Routledge.

Siyoto, S., & Sodik, M. A. (2015). Dasar metodologi penelitian. Literasi Media Publishing.

Sørensen, E., & Torfing, J. (2016). Theories of democratic network governance. Palgrave Macmillan. https://doi.org/10.1057/9780230625006

Timothy, D. J. (2002). Tourism and community development: Issues and perspectives. Elsevier.

Tosun, C. (2006). Expected nature of community participation in tourism development. Tourism Management, 27(3), 493–504. https://doi.org/10.1016/j.tourman.2004.12.004

Unger, D. G., & McAvoy, L. H. (2012). Empowering communities for sustainable tourism development. Journal of Sustainable Tourism, 20(8), 921–938. https://doi.org/10.1080/09669582.2012.661126

UNWTO. (2019). Sustainable development of tourism: Governance and policy framework. World Tourism Organization.

Weaver, D. (2006). Sustainable tourism: Theory and practice. Butterworth-Heinemann.

Webster, C. (2017). Tourism and development concepts and issues. Journal of Tourism Futures, 3(2), 194–195. https://doi.org/10.1108/JTF-09-2017-066

World Tourism Organization. (2019). Global report on inclusive tourism destinations. UNWTO.