

# Optimizing Sustainable Tourism Governance and Its Impact on Employment Opportunities Through a Dynamic Governance Approach

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## ABSTRACT

The goal of this research is to use a dynamic governance model to improve sustainable tourist governance and its influence on job possibilities. This approach focusses on policy adaptation and cross-sector collaboration to solve concerns related to sustainable tourism. This study used a qualitative descriptive technique with interviews, document analysis, and news reports as major data sources. NVivo 12 Plus was used to code data and do thematic analysis. The research investigates the efficacy of sustainable tourist governance by evaluating adaptation, collaboration, and community involvement. Dynamic governance has been found to increase policy effectiveness by promoting stakeholder involvement and innovation. These findings contribute conceptually to the dynamic governance paradigm while also having practical implications for policymakers tackling tourism sustainability challenges in Wakatobi Regency. This study focusses on adaptive policies and stakeholder involvement to provide sustainable tourism and fair economic rewards. The paper recommends more investment in community skills development, sustainable infrastructure, and active community participation in the tourist business. This study emphasises the need for greater research to evaluate these tactics in broader contexts.

**Keywords:** Community Engagement; Dynamic Governance; Employment Opportunities; Sustainable Tourism; Tourism Governance

## 1. INTRODUCTION

Sustainable tourism management is critical in balancing economic growth with environmental and cultural conservation, especially in regions with high tourism potential, such as Wakatobi (Sharpley, 2020). The dynamic governance approach, which focusses on flexibility, adaptation, and cross-sector collaboration, has emerged as a viable paradigm for improving tourist governance effectiveness. (A Khan et al., 2020) This method enables stakeholders to adapt proactively to changing difficulties while still achieving long-term sustainability objectives. Wakatobi, with its rich marine biodiversity and cultural legacy, provides a unique chance to investigate how dynamic government can optimise sustainable tourism and provide job possibilities for local populations. (Rahman et al., 2022)

Despite the potential for tourism to greatly boost the local economy, Wakatobi continues to encounter hurdles in establishing equal employment and sustainable development. Current governance systems frequently fail to reconcile tourist expansion with the requirements of local populations and the preservation of natural resources. (Nyaupane, 2023) Stakeholders, including government agencies, commercial firms, and people, failed to work together effectively, resulting in policy implementation gaps and lost job development potential. Furthermore, while measures to encourage sustainable tourism have been implemented, their impact on local employment has received insufficient attention and measurement. Addressing these gaps necessitates a more dynamic approach to governance that integrates environmental, economic, and social factors. (Tsiotsou & Ratten, 2010)

Existing literature on sustainable tourism governance largely focuses on static frameworks emphasizing regulation and compliance but often overlooking the need for adaptability and stakeholder collaboration. Theories such as the "triple bottom line" and "ecological modernization" have framed sustainable tourism. Style, they tend to focus on environmental sustainability and economic returns without adequately addressing the social dynamics of tourism governance. In contrast, as articulated by Neo and Chen (2007), the dynamic governance approach provides a more flexible and integrative framework that can address the complexities of tourism governance. This theory posits that effective governance requires continuous innovation and the ability to rethink and recalibrate policies based on emerging challenges and stakeholder input. Despite its relevance, the application of dynamic governance in tourism settings remains underexplored, particularly in developing regions such as Wakatobi. (Neo & Chen, 2007)

To address the gaps above, this study proposes applying a dynamic governance approach to optimize sustainable tourism in Wakatobi. By fostering adaptive policy frameworks, promoting cross-sectoral collaboration, and incorporating community participation, this approach can better align tourism development with the needs of local people (Tayefi Nasrabadi & Hataminejad, 2021). The solution involves increasing the flexibility of existing policies and creating mechanisms for continuous feedback and learning. (Sulistiyadi et al., 2021) This would enable the tourism sector to respond more effectively to environmental changes, market fluctuations, and social challenges, thereby improving sustainability and employment outcomes. Targeted policies focusing on skills development for the local workforce and increased investment in sustainable infrastructure will be critical to achieving these goals. (Khan et al., 2021)

This study is motivated by the need to address the critical gaps between sustainable tourism management and the creation of employment opportunities in Wakatobi. Five key questions drive the research, each aligned with the study's core themes and findings: (1) How can the current state of sustainable tourism governance in Wakatobi be assessed? (2) How does implementing sustainable tourism governance affect employment opportunities in the region? (3) What is the role of policy and dynamic governance approaches in improving the effectiveness of tourism governance? (4) What are the opportunities and challenges in implementing sustainable tourism governance? (5) How can policy recommendations be optimized to maximize governance effectiveness and employment opportunities? By answering these questions, the research aims to provide evidence-based solutions that improve governance structures and economic outcomes for local communities while ensuring the long-term sustainability of the tourism sector.

The primary objective of this study is to optimize sustainable tourism governance in Wakatobi by using a dynamic governance approach. The specific objectives are: (1) assess the current state of sustainable tourism governance in Wakatobi, (2) evaluate the measurable impact of this governance on employment opportunities, (3) analyze the effectiveness of policy frameworks and stakeholder collaboration in tourism governance, (4) identify key opportunities and challenges in implementing sustainable tourism practices, and (5) propose actionable policy recommendations to improve governance and employment outcomes. By achieving these objectives, the study will strengthen tourism governance in Wakatobi and foster a more inclusive and sustainable economy for the local community.

This research is significant because it provides a comprehensive analysis of how dynamic governance can enhance sustainable tourism and improve employment opportunities in Wakatobi. The findings will provide valuable insights for policy makers, tourism operators and local communities, and highlight the importance of adaptive governance in addressing sustainable development challenges. The study's recommendations can serve as a blueprint for other regions facing similar issues, contributing to the broader discourse on sustainable tourism governance. In addition, the research will benefit Wakatobi by identifying practical strategies to increase local employment, foster community engagement, and ensure the long-term sustainability of the tourism sector.

## **2. LITERATURE REVIEW**

### **2.1. Sustainable Tourism Governance**

Sustainable tourism governance is a crucial approach to integrating economic growth with environmental and cultural preservation. (Gustafsson & Amer, 2023) It focuses on integrating ecological, social, and economic components, with the "triple bottom line" concept being the primary focus. However, traditional governance models often lack flexibility, highlighting the need for a more dynamic structure. Sustainable tourism governance adopts values such as transparency, inclusion, and stakeholder involvement, addressing the interconnection of local people,

ecosystems, and economies. This approach promotes responsible and inclusive tourism practices that benefit people and the environment. (Nurhasanah & Van den Broeck, 2022) A dynamic structure should be adaptable to changing environmental conditions, social dynamics, and economic trends. It encourages community participation and empowerment, ensuring local perspectives are heard and considered in decision-making. This approach promotes collaboration among government agencies, commercial sector players, and local people, resulting in a more inclusive and resilient tourism economy. A comprehensive and adaptable strategy to tourist governance is necessary to promote long-term sustainability and ensure the well-being of both destinations and citizens. This involves developing clear norms and laws for tourist operations and actively involving all stakeholders in decision-making processes. (Farsari, 2023)

## **2.2. Theoretical Foundations of Dynamic Governance**

Dynamic governance is a flexible framework that enables policymakers to adapt to new trends and difficulties in the tourist industry, which is highly variable in environmental, social, and economic aspects. (Acemoglu et al., 2008) This approach aligns with adaptive governance, which emphasizes stakeholder participation and the ability to respond to complex situations. In the tourist sector, dynamic governance fosters adaptation and constant learning, enabling better management of issues such as climate change, overtourism, consumer preferences, and technological advancements. Cross-sectoral collaboration is crucial in this dynamic governance model, ensuring a holistic and integrated response to complex situations. (Djalante et al., 2011) Stakeholder engagement ensures that various viewpoints and expertise are considered when formulating and executing policies. By embracing dynamic governance, tourism officials can negotiate the industry's uncertain nature, make informed choices that benefit all stakeholders, and drive sustainable growth and resilience. Policymakers must also consider stakeholder interaction in the decision-making process, involving all relevant parties to ensure all stakeholders' demands and concerns are met. (Gatto, 2022)

This inclusive approach promotes trust, collaboration, and effective solutions for the tourist sector. By actively engaging with stakeholders, tourism officials can gain valuable insights and feedback that can help shape policies in a way that meets the needs of the community, industry, and environment. This collaborative effort not only promotes transparency and accountability but also fosters a sense of ownership among those impacted by tourism activities. In the end, a well-rounded and inclusive approach to governance can lead to a thriving and sustainable tourism industry that benefits everyone involved. (Matteucci, Koens, et al., 2022).

## **2.3. Challenges in Implementing Sustainable Tourism Governance**

Sustainable tourism governance to prioritize the empowerment of local communities through capacity building and training programs. By equipping residents with the necessary skills and knowledge, they can actively participate in decision-making processes and benefit from the economic opportunities that tourism brings. (Tekalign et al., 2018) Furthermore, job diversification is crucial to prevent overreliance on a single sector and ensure resilience against external shocks. Sustainable tourism governance must strive to create a conducive environment for entrepreneurship and innovation, allowing communities to harness their unique resources and cultural heritage for sustainable development. By fostering a culture of innovation and entrepreneurship within local communities, sustainable tourism governance can help diversify economic opportunities and attract a wider range of visitors. Sustainable tourism governance is deeply intertwined with the creation of equitable employment opportunities. (Goffi et al., 2020) argue that effective governance must ensure community participation, skill development, and job diversification to achieve inclusive economic growth. However, highlight that community engagement remains low in many regions, despite its critical role in fostering sustainable development. This gap between policy formulation and implementation is a recurring theme in the literature. (Praptiwi et al., 2021)

This not only enhances the overall tourism experience but also ensures a more stable and resilient economy in the face of unforeseen challenges. By investing in capacity building and training programs, sustainable tourism governance can empower residents to take ownership of their future and actively contribute to the growth and prosperity of their communities.

## **2.4. Community Engagement and Employment Opportunities**

Sustainable tourist governance is inextricably linked with the provision of equal job opportunities. According, inclusive economic growth requires strong government that ensures community engagement, skill development, and

employment diversity. However, point out that community participation remains low in many places, despite its importance in promoting sustainable development. This disconnect between policy development and execution is a common subject in the literature.(Checkoway & Gutiérrez, 2012)

To address this issue, governments and stakeholders must prioritise efforts that encourage community engagement and enable individuals to actively participate in decision-making. Sustainable tourist governance may promote a sense of ownership and inclusion, resulting in a more equal distribution of benefits and opportunities for all stakeholders. Furthermore, investing in skill development and employment diversity can assist to lessen reliance on a small number of tourism-related jobs, so strengthening local economies and boosting long-term viability. Investing in skill development and employment diversity is critical to building a more balanced and sustainable tourist economy. Governments and stakeholders must prioritise these activities to guarantee the tourist industry's long-term prosperity. Communities can better withstand economic volatility and external shocks by giving training and assistance to those who want to follow a range of professional pathways within the sector. Finally, a comprehensive approach to sustainable tourist governance would benefit local economies while also helping to preserve cultural and natural resources for future generations to enjoy. (Alpay et al., 2011)

To overcome this challenge, sustainable tourist governance must emphasise community empowerment through capacity-building and training initiatives. By providing residents with the required skills and information, they may actively engage in decision-making processes and profit from the economic possibilities that tourism provides. Furthermore, job diversity is critical to avoiding overreliance on a single sector and maintaining resilience to external shocks. Sustainable tourist governance must try to foster entrepreneurship and innovation, enabling communities to capitalise on their unique resources and cultural legacy for long-term development. Sustainable tourism governance may help diversify economic prospects and attract a broader spectrum of tourists by cultivating an innovative and entrepreneurial culture within local communities. This not only improves the overall travel experience, but also guarantees that the economy remains strong and robust in the face of unexpected setbacks. By investing in capacity building and training programs, sustainable tourism governance may enable locals to take control of their destiny and actively contribute to their communities' progress and prosperity.(Sharma et al., 2024)

## **2.5. The Role of Dynamic Governance in Tourism**

Dynamic governance offers a promising solution to the challenges of sustainable tourism. By fostering cross-sectoral collaboration and adaptive policies, it can bridge the gaps identified in static governance models. Similarly, highlight the role of adaptive governance in enhancing the resilience of tourism systems to external shocks, such as market fluctuations and environmental changes.

Furthermore, dynamic governance in tourism encourages stakeholder involvement and participatory decision-making processes, ensuring that local communities, companies, and environmental organisations' perspectives are heard and taken into account when developing policies. This inclusive approach not only strengthens the validity and acceptability of tourist policy, but it also instills a sense of ownership and responsibility in stakeholders. Furthermore, dynamic governance promotes more responsive and flexible decision-making, allowing for rapid modifications and interventions in response to developing issues and opportunities in the tourist business. Overall, applying dynamic governance concepts to tourism can result in more sustainable, resilient, and equitable tourist development that benefits both the environment and local populations. Dynamic governance guarantees that multiple viewpoints and interests are considered when making decisions, resulting in more balanced and inclusive outcomes. This strategy also encourages openness and accountability by making choices cooperatively and transparently, which reduces the possibility of disputes and complaints. Finally, the application of dynamic governance principles can contribute to a more harmonious and mutually beneficial connection between the tourist sector and the communities it serves, encouraging a more sustainable and responsible approach to tourism growth.(Silva et al., 2024)

## **2.6. Empirical Evidence from Developing Regions**

Studies conducted in developing regions provide valuable insights into the application of dynamic governance in tourism. For instance, research by (D. K. Amoako et al., 2022) on Ghana's tourism sector illustrates how stakeholder collaboration can enhance governance effectiveness. However, the study also identifies challenges such as limited local capacity and inadequate infrastructure. These findings are echoed by (Schönherr, 2024) who highlight the need for stronger public-private partnerships and investment in community skills development to optimize tourism governance.

Building on this research, subsequent studies in other developing regions have emphasised the need of resolving these issues in order to enhance tourist governance. For example, (Sharabi et al., 2024) study in Nepal discovered that a lack of cooperation among parties and inadequate resources hampered efficient governance. Similarly, (Lee & Chen, 2012) research in China found that poor infrastructure and a lack of community engagement were impediments to sustainable tourist growth. These studies highlight the importance of focused interventions and joint efforts to improve tourist governance and maximise the benefits to local communities and the environment.

Furthermore, a research conducted in China emphasises the need of inclusive decision-making procedures in tourist governance to guarantee that all stakeholders, especially marginalised groups, have their views heard. This study emphasises the need of tailoring governance models to local circumstances and encouraging participatory methods in tourist development. Furthermore, research from countries such as India and Brazil demonstrates the potential benefits of combining traditional knowledge and cultural practices into governance frameworks to encourage sustainable tourism practices and protect cultural assets. Overall, research in underdeveloped countries emphasises the necessity of comprehensive and inclusive governance methods for promoting sustainable tourist growth. For example, in India, local communities have successfully adopted community-based ecotourism efforts that promote environmental protection while also economically empowering indigenous tribes. Similarly, in Brazil, indigenous tribes have actively participated in the creation and management of ecotourism initiatives that highlight their culture and traditions while promoting sustainable tourist practices. These case studies highlight the benefits of incorporating local communities and indigenous people in tourist decision-making processes. These projects, by embracing their expertise and viewpoints, not only help to preserve natural resources and cultural legacy, but also open up potential for economic growth and social empowerment. Finally, using a comprehensive and inclusive governance approach to sustainable tourism development can result in more equitable and resilient tourist practices that benefit both the environment and local populations.

### 3. METHODOLOGY

#### 3.1. *Type of Research*

This research employs a descriptive qualitative approach to examine and analyze the implementation of sustainable tourism governance in Wakatobi Regency and its impact on employment opportunities. This approach was selected because it can facilitate an in-depth understanding of the intricate dynamics of tourism governance, the interplay between stakeholders, and the evolving policies utilized in tourism management. This research utilizes the dynamic governance framework to investigate how adaptive policies can foster positive outcomes in sustainable tourism management and contribute to the creation of employment opportunities.(Woosnam & Ribeiro, 2023)

#### 3.2. *Data Collection*

To ensure the data was both rich and diverse, several methods of data collection were employed. The primary methodology employed was in-depth interviewing with a range of stakeholders in Wakatobi's tourism sector, including representatives from local government, tourism businesses, and local communities. The objective of these interviews was to obtain firsthand insights into the challenges and opportunities associated with the implementation of sustainable tourism management practices. In addition to the interviews, this research also conducted a document review that analyzed local policies, such as regional regulations related to tourism development and relevant government reports. Information was also gathered from mass media reports and news articles discussing tourism development in Wakatobi. This approach provides important contextual data that elucidates the implementation and adaptation of tourism policies within the local context (Bramwell & Lane, 2011).

#### 3.3. *Data analysis*

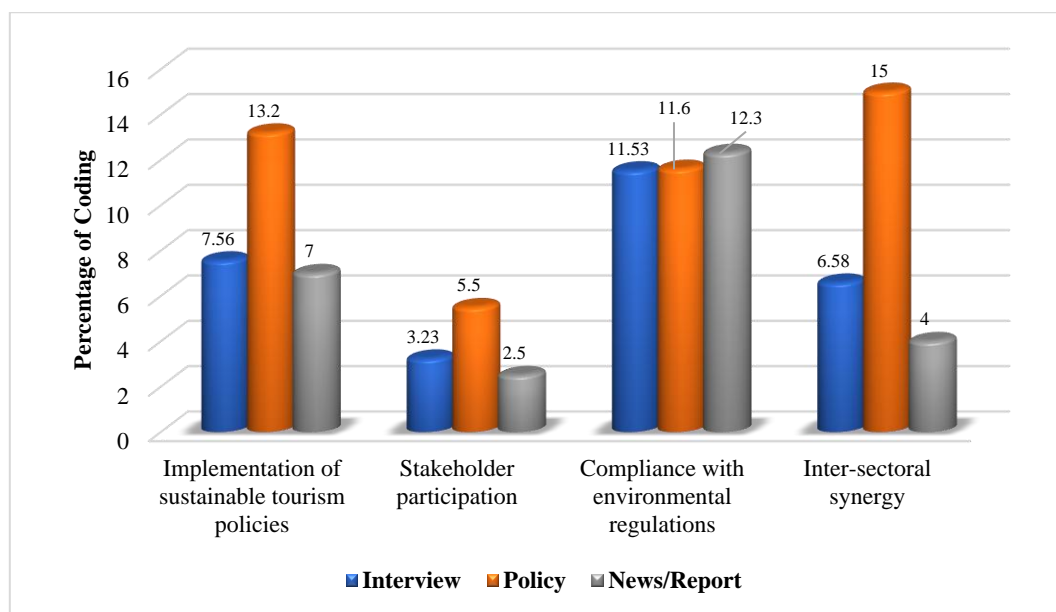
The data obtained from the interviews and documents were subjected to qualitative analysis using the NVivo 12 Plus software. The data were subjected to a process of coding to identify the key themes related to sustainable tourism governance and its impact on employment opportunities. The coding was conducted in an open-ended manner to identify the primary categories, followed by axial coding to establish connections between the categories and discern pertinent patterns. The coded data was then subjected to thematic analysis to examine the interrelationship between dynamic policies, environmental sustainability, and augmented employment prospects in the tourism sector. The findings of this analysis are anticipated to offer insights into how adaptive policies can enhance the efficacy of tourism governance and positively influence local economic development (Hutchison et al., 2010).

## 4. RESULTS

### 4.1. The state of sustainable tourism governance

The concept of sustainable tourism governance represents an approach to tourism management that seeks to balance the economic, social, and environmental interests involved. Such policies include mitigating adverse environmental impacts, enhancing local community involvement, and facilitating equitable and inclusive economic growth (Bhuiyan et al., 2023). By the tenets of sustainable governance theory, it is incumbent upon the government, businesses, and communities to engage in a collaborative effort to achieve long-term objectives that are oriented toward economic benefits and maintain the sustainability of natural resources and local culture.

By the theoretical framework, this qualitative analysis endeavours to elucidate the actual conditions of sustainable tourism governance in Wakatobi, as evidenced by the results of data coding conducted using NVivo 12 Plus software. Figure 1 presents the results of the data analysis, which was performed using three main sources: interviews, policy document studies, and government news and reports analysis. Combining these three sources provides a comprehensive picture of policy implementation and implementation.



**Figure 1. Crosstab analysis of the state of sustainable tourism governance**

Figure 1 shows that inter-sectoral synergy accounts for the highest percentage of the source of policy documents at 15%, followed by the implementation of sustainable tourism policies, which contributes 13.2% to the policy. The results of the interviews indicated that the indicator of compliance with environmental regulations received the highest percentage (11.53%). In contrast, the news reports indicated that compliance with environmental regulations received the highest percentage (12.3%). This suggests that policy documents emphasize inter-sectoral synergy, whereas interviews and news reports prioritize compliance with environmental regulations (UNWTO, 2024).

This finding indicates a discrepancy between the policies that have been formulated and their subsequent implementation. For instance, while inter-sectoral synergies represent a significant focus within the policy documents, empirical evidence suggests that the level of stakeholder participation remains relatively low, with only 5.5% of the policies surveyed indicating support for such participation. This suggests a discrepancy between policy implementation and local community involvement in sustainable tourism governance (SHABBIRHUSAIN R.V, 2024).

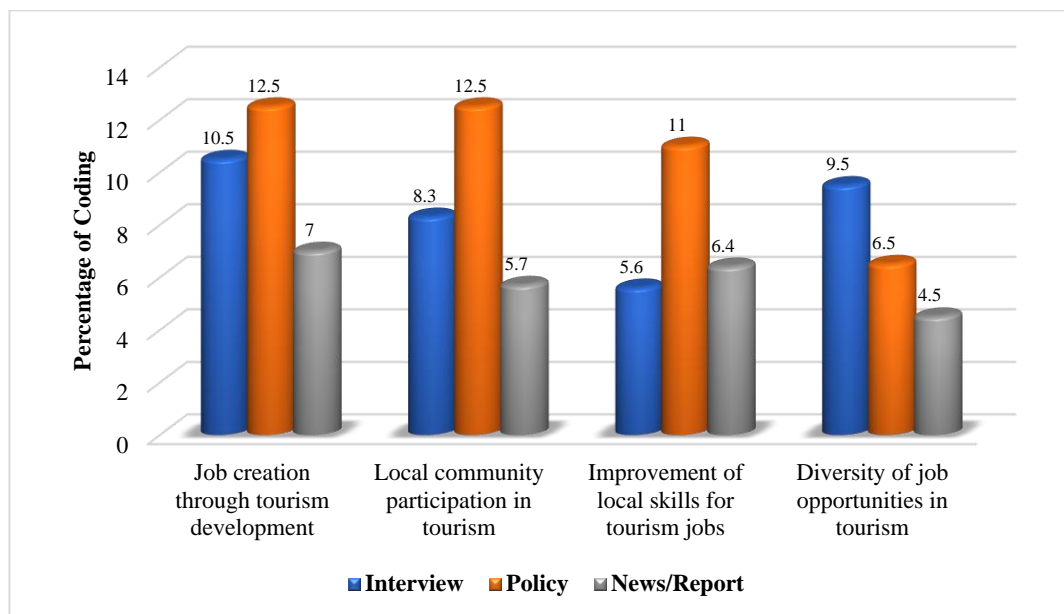
The findings of this study align with those of previous research that underscores the significance of inter-sectoral collaboration in achieving sustainability in tourism. However, in contrast to studies that have identified higher levels of stakeholder participation, this study indicates that such involvement remains a challenge in Wakatobi. The contribution of this study lies in its identification of discrepancies in policy implementation and community participation, which could serve as a foundation for enhancing local community engagement programs in the future (G. K. Amoako et al., 2022).



#### 4.2. Impact of sustainable tourism management on employment opportunities

The concept of sustainable tourism governance is predicated on integrating economic development through the tourism sector with the creation of inclusive and equitable employment opportunities. The theory posits that the implementation of tourism policies that consider sustainability aspects can facilitate active community participation in the tourism sector, provide access to relevant skills training, and offer a range of employment opportunities (Chamboko-Mpotaringa & Tichaawa, 2024). Consequently, sustainable tourism governance has the potential to serve as a pivotal tool for enhancing the economic well-being of local communities, while simultaneously safeguarding the environment and preserving local culture (Hall, 2011).

This analysis aims to evaluate the impact of sustainable tourism governance on the creation of employment opportunities, as evidenced by the data coding results in Figure 2. The figure illustrates the percentage of data from three main sources: interviews, policy document studies, and government news/report analysis. This demonstrates the contribution of each indicator in assessing the impact on job creation.



**Figure 2. Crosstab analysis of the impact of sustainable tourism management on employment opportunities**

Figure 2 illustrates that the indicator "Job creation through tourism development" was the most frequently cited in policy documents, with a percentage of 12.5%. In contrast, interviews placed the greatest emphasis on the diversity of job opportunities in tourism, with a percentage of 9.5%. Additionally, improving local skills for tourism jobs was identified as a significant area of focus in policy documents, accounting for 11% of the total. This suggests that the government places considerable emphasis on enhancing the skills of local communities. A greater emphasis is placed on local community participation in tourism by news sources and government reports, with this topic accounting for 8.3% of the total.

Furthermore, despite the policy's official promotion of job creation and upskilling of local communities, the interview results indicate that its implementation remains suboptimal with regard to job diversification and community participation. For instance, while the policy explicitly endorses the advancement of local competencies (11%), the interviews revealed that merely 5.6% of the community was engaged in such endeavors. This indicates that, despite the existence of the policy, challenges pertaining to its implementation at the community level remain considerable (Su et al., 2022).

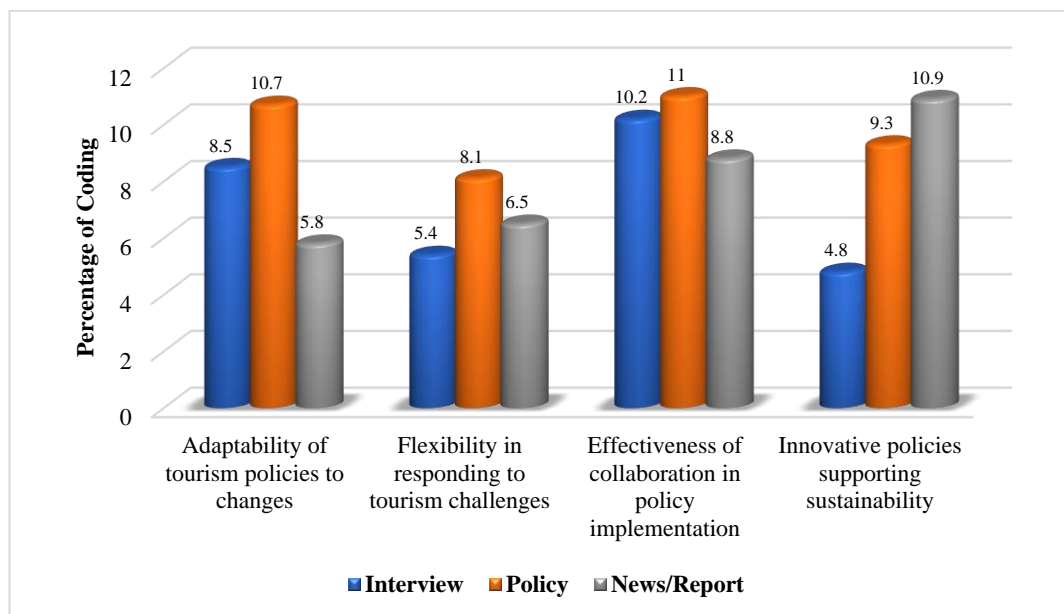
The findings of this study are consistent with those of several previous studies that point to the important role of policies in creating employment opportunities in the tourism sector. However, in contrast to other studies that highlight the active role of communities in implementation, the findings suggest that community involvement in Wakatobi is still low. This research makes a significant contribution to the field by identifying discrepancies between the policies that have been formulated and their implementation in practice, particularly regarding community

involvement and the diversification of employment opportunities. The insights provided by this research will be of great value to policymakers seeking to further strengthen community engagement in sustainable tourism governance (Brune et al., 2024).

#### 4.3. The role of dynamic governance strategies and approaches in improving governance effectiveness

In conceptual terms, dynamic governance represents an approach that permits flexibility and adaptability in formulating and implementing public policies, particularly in the context of the tourism sector. This framework underscores the necessity for governments to possess the capacity to consider future scenarios, re-examine existing policies, and integrate insights from disparate sectors to effectively address evolving challenges. This approach is anticipated to result in a more responsive and innovative tourism policy, enabling the industry to adapt effectively to changing dynamics and maintain long-term sustainability (Kisi, 2019).

This concept employs the Dynamic Governance approach to govern sustainable tourism in Wakatobi. The figure illustrates the data analysis findings, which were conducted using interviews, policy document studies, and news/government reports. The analysis revealed that attention is distributed across four main indicators: policy adaptability, flexibility in responding to challenges, effective collaboration in policy implementation, and innovative policies that support sustainability. (Matteucci, Nawijn, et al., 2022)



**Figure 3. Crosstab analysis of the role of dynamic governance strategies and approaches in improving governance effectiveness**

Figure 3 illustrates that the indicator measuring the effectiveness of collaboration in policy implementation received the highest percentage of responses from interviews (10.2%) and policies (11%). Moreover, innovative policies supporting sustainability demonstrated a substantial contribution from news reports, accounting for 10.9 percent of the total. The capacity for policies to adapt was represented by the policy contribution of 10.7 percent, while flexibility in responding to challenges was emphasized more in policies (8.1 percent) and interviews (5.4 percent) (Mascarenhas et al., 2024).

These findings indicate that while formal policies strongly emphasize adaptability and collaboration, their implementation at the community and stakeholder levels still necessitates improvement. For instance, while innovative policies are frequently mentioned in news reports, the percentage of innovative policies identified in stakeholder interviews was considerably lower (4.8%). This indicates a discrepancy between policy intentions and their actual implementation.

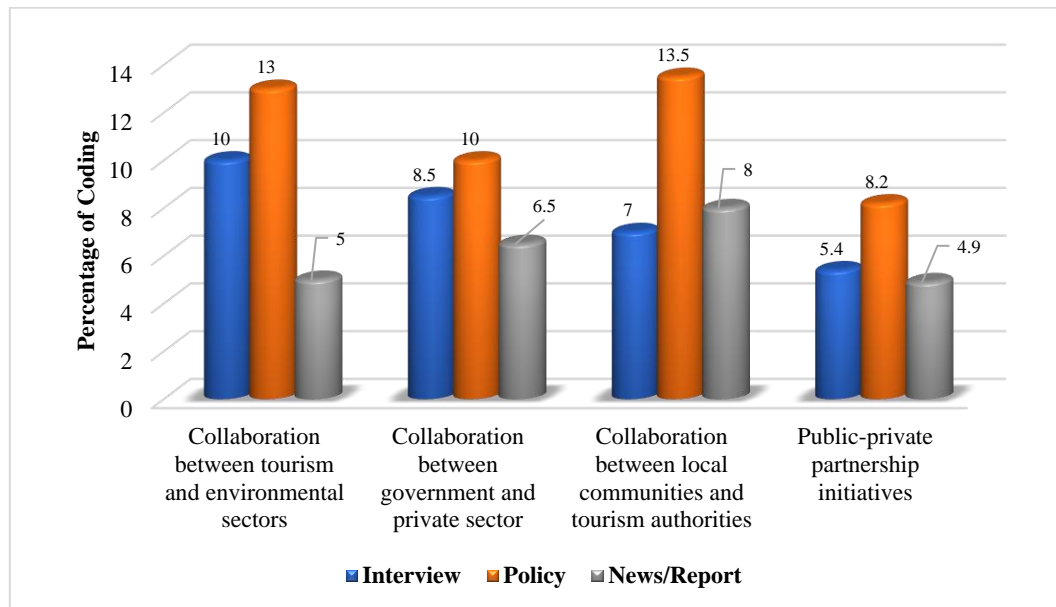
This finding is relevant to previous research emphasizing the importance of collaboration between sectors in achieving tourism sustainability (Butler, 1999). However, it differs in that policy adaptability appears stronger in Wakatobi. This research makes an important contribution by identifying that while there are many innovative and



collaborative policies, challenges in their implementation remain significant. The main contribution of this research is to underscore the need for increased engagement and flexibility in responding to change to enable more effective governance of sustainable tourism in Wakatobi (Bramwell & Lane, 2011).

#### 4.4. Opportunities and challenges in implementing sustainable tourism governance

The concept of sustainable tourism governance encompasses a framework that ensures the tourism sector is managed to generate sustainable economic, social, and environmental benefits. One of the essential elements of effective governance is the ability to foster collaboration across sectors, including government, the private sector, local communities, and environmental authorities (Fauzi & Iryana, 2017). By establishing collaborative relationships between diverse stakeholders, significant obstacles to policy implementation can be surmounted, and potential avenues for advancing sustainable tourism can be fully realized.



**Figure 4. Crosstab analysis of opportunities and challenges in implementing sustainable tourism governance**

Figure 4 illustrates the findings of the data analysis, which was based on interviews, policy documents, government news and reports on the collaboration that occurs in implementing sustainable tourism governance. The indicators analyzed include collaboration between the tourism sector and the environment, the government and the private sector, cooperation between local communities and tourism authorities, and public-private partnership initiatives.

As illustrated in Figure 4, collaboration between local communities and tourism authorities was identified as the primary focus of the policy, accounting for 13.5% of the total coding. This suggests that the government significantly emphasizes fostering collaboration with local communities. Furthermore, the interviews revealed a significant emphasis on the collaboration importance between the tourism and environmental sectors, accounting for 10% of the total, underscoring the paramount importance of environmental collaboration. A greater proportion of news and reports (4.9%) focused on public-private partnership initiatives, highlighting the importance of such partnerships in tourism governance.

These findings underscore the potential for enhanced collaboration between the government, local communities, and the private sector. Yet, they also highlight the persisting challenges in ensuring the effective implementation of such policies at the regional level. The collaboration between the tourism sector and the environment, which was identified as a significant area of interest in the interviews (10%), was represented by a lower percentage in the news reports (5%), indicating that the challenges associated with the implementation of such policies still require attention.

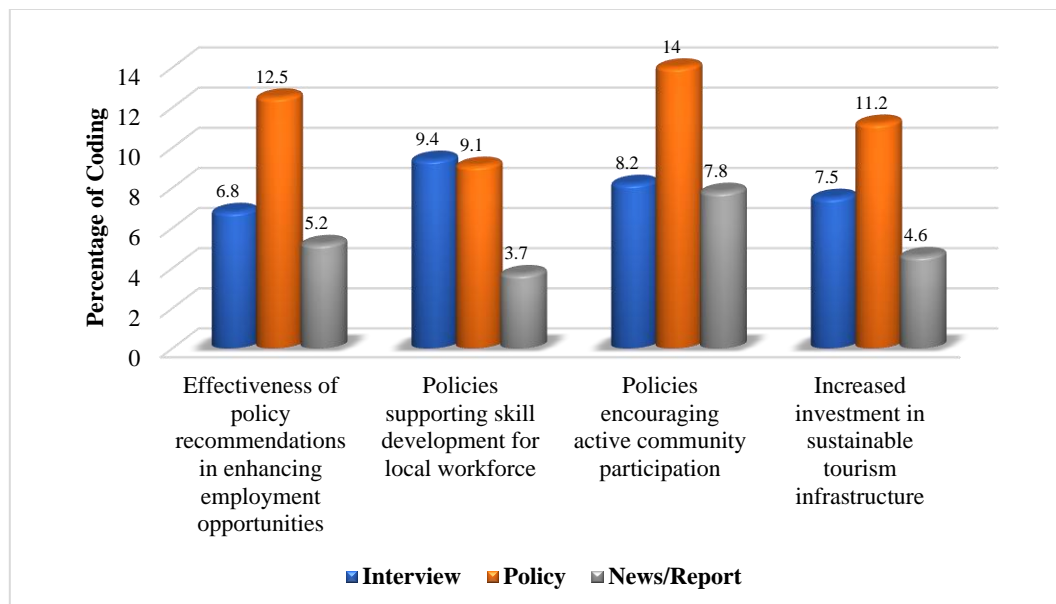
This research is consistent with previous studies indicating that cross-sector collaboration is crucial in effective, sustainable tourism governance. However, the findings also reveal discrepancies in policy implementation in Wakatobi compared to other regions with more established partnership systems. This research makes a significant contribution by demonstrating that, despite well-designed cross-sector collaboration, challenges in actual

implementation remain a significant barrier. The findings can inform the development of more effective strategies to ensure that the anticipated collaboration is optimized (Robertson, 2011).

#### 4.5. Policy recommendations for optimizing tourism governance and increasing employment opportunities

Policy recommendations for sustainable tourism management should focus on creating fair and equitable employment opportunities and skills for local communities to participate in the tourism sector. Optimal policies should also encourage the active participation of local communities and support sustainable investment in tourism infrastructure (Su et al., 2022). Economic development policy theory suggests that increased investment in infrastructure and skills development for local communities are key components of inclusive and sustainable growth in the tourism sector.

Based on this concept, Figure 5 shows the results of data analysis using NVivo 12 Plus about policies that support increased employment opportunities in tourism management. This figure focuses on four main indicators: the effectiveness of policy recommendations, policies that support the development of local workforce skills, policies that encourage community participation, and increased investment in sustainable tourism infrastructure. Data was collected from three main sources: interviews, policy documents, and news/government reports.



**Figure 5. Crosstab analysis of policy recommendations**

Figure 5 shows that the indicator "Policies encouraging active community participation" has the highest percentage of policies at 14%, followed by "Effectiveness of policy recommendations" at 12.5%. Increased investment in sustainable tourism infrastructure also stands out, with a significant percentage of policy documents (11.2%). Meanwhile, interviewees placed the greatest emphasis on policies that support skills development for the local workforce at 9.4%, indicating the importance of skills development for local communities.

In-depth analysis shows that formal policies focus more on increasing community participation and infrastructure investment. At the same time, interviews emphasize the importance of improving the local workforce's skills. However, news reports indicate that despite policy efforts to support skills development and community participation, implementation on the ground is still hampered, as evidenced by the relatively low percentage of policies supporting skills development (3.7%).

The discussion of these findings is consistent with previous research that suggests that policies supporting active community engagement and increased infrastructure investment are key drivers of successful sustainable tourism management. However, in contrast to other studies, this finding suggests that skill development of the local workforce is still a major challenge in Wakatobi. The contribution of this research lies in identifying the gap between policy formulation and implementation on the ground, particularly in terms of local workforce skills development, which should be prioritized to strengthen the tourism sector (Brune et al., 2024).

## 5. DISCUSSION

### 5.1. Comparison with previous research.

Thematic analysis results show that the increase in tourism in Wakatobi has had a positive impact on local job opportunities. This is evident from the increase in the number of jobs in the tourism sector, including in hotels, restaurants, and other service businesses. In addition, the increase in tourist visits also drives local economic growth and provides opportunities for the local community to increase their income. Nevertheless, there are still several challenges that need to be addressed, such as the lack of community involvement in tourism management and the limited infrastructure that restricts the growth of this sector. Therefore, greater efforts are needed to increase community participation and improve tourism infrastructure in Wakatobi to ensure the sustainability of this tourism sector for future generations.

That is, the construction of homestays by others around the Wakatobi tourism destinations can increase their participation in tourism management and provide the best experience for tourists. In addition, investment in the construction of roads and airports in Wakatobi will improve accessibility to this destination, thereby increasing the number of visits and benefiting the local economy. With the presence of homestays built by the local community, they will feel a sense of responsibility towards the Wakatobi tourism destination and will participate in preserving the environment. Meanwhile, the development of infrastructure such as roads and airports will make it easier for tourists to visit Wakatobi, thereby increasing regional income and creating job opportunities for the local community. With these measures, the tourism sector in Wakatobi can continue to develop and provide long-term benefits for all parties involved. Thus, the socio-economic development in the area will continue to improve.

One of the steps that can be taken is to involve more training and education for the local community about the importance of sustainable tourism. With better knowledge, it is hoped that the community can be more active in preserving the local environment and culture, as well as participating in decision-making related to tourism management. In addition, investment in infrastructure such as roads, airports, and accommodations also needs to be increased to support the growth of the tourism sector in Wakatobi. With these measures, it is hoped that tourism in Wakatobi can continue to develop and provide benefits for all parties involved. With better education about tourism practices, the local community can understand the important ways to preserve the environment and local culture. With active involvement from the community, tourism management in Wakatobi can become more sustainable and positively impact all parties. In addition, increased investment in infrastructure will also accelerate the growth of the tourism sector in the area, thereby providing greater economic benefits to the local community and the regional government. Thus, it can help improve the welfare and overall development of the region.

### 5.2. The relevance of a dynamic governance approach.

Dynamic governance is very important in managing tourism in Wakatobi to adapt to environmental changes and community needs. Tourism managers are more effective in maintaining environmental and local cultural sustainability as well as improving the welfare of the local community. This will also help strengthen the relationship between tourism managers, local communities, and local governments to achieve sustainable regional development goals.

By implementing a dynamic governance approach, Wakatobi can optimize its tourism potential without sacrificing environmental sustainability and local culture. In addition, tourism managers can also be more responsive to the changes occurring around them, thereby strengthening cooperation among all related parties to achieve sustainable regional development goals. Thus, a dynamic governance approach becomes the key to maintaining the sustainability of tourism in Wakatobi and improving the welfare of the local community. Thus, the tourism potential in Wakatobi can be truly utilized optimally.

With the presence of a dynamic governance approach, tourism in Wakatobi can continue to develop and provide sustainable economic benefits without damaging the environment and local culture. In addition, tourism managers will also be better prepared to face the changes occurring around them, thereby strengthening cooperation among various parties to achieve sustainable regional development goals. This will help improve the welfare of the community. *mpat dan memastikan bahwa potensi pariwisata di Wakatobi benar-benar dimanfaatkan secara optimal. Sehingga Wakatobi dapat menjadi destinasi wisata yang terkenal di dunia.*

### 5.3. Challenges of policy implementation.

However, there are several challenges in implementing policies to achieve sustainable regional development goals in Wakatobi. One of them is the resistance from parties who may be affected by the changes, both economically and socially. In addition, the problem of infrastructure and limited human resources is also an obstacle in optimizing tourism potential in this area. Therefore, strong cooperation is needed between the government, local communities, and other related parties to overcome these challenges and achieve the desired development goals.

The government must pay attention to the interests of all related parties and ensure that the policies implemented not only provide economic benefits but also pay attention to social and environmental aspects. Thus, sustainable regional development can be created and have a positive impact on local communities and future generations. In addition, there needs to be investment in infrastructure development and improving the quality of human resources so that tourism in Wakatobi can develop sustainably and provide long-term benefits for all stakeholders involved.

This is also important to ensure that the sustainability of tourism is not only beneficial for the tourism industry itself, but also to ensure that the cultural and natural heritage in Wakatobi is maintained and protected. Through cooperation between the government, local communities, and tourism actors, it is hoped that a sustainable tourism model can be created and provide benefits for all parties. Thus, Wakatobi can be an example for other tourism destinations in responsible and sustainable management. (Marissa & Atika, 2024)

### CONCLUSION

This research shows that sustainable tourism governance in Wakatobi still faces several challenges in implementing and creating equitable employment opportunities for local communities. The study also found that Wakatobi's current state of tourism governance is dominated by policies that focus on sustainability. However, there is a gap between policy formulation and implementation. The analysis shows that collaboration between stakeholders, especially local communities and tourism authorities, needs to be improved to be more inclusive and effective. It also shows that the impact of tourism governance on employment opportunities is quite significant, especially in terms of job creation in the tourism sector. However, the data coding results show that the employment opportunities created have not been fully equitable, with limited job diversification and minimal involvement of local communities. This points to the need to improve the skills and training of local communities to maximize employment opportunities in the tourism sector.

In addition, this research shows that the dynamic governance approach makes an important contribution to improving the effectiveness of tourism governance, particularly through policy flexibility and cross-sectoral collaboration. Adaptive and innovative policies are proven to address emerging challenges, but more initiatives are needed to ensure policies are well implemented at all levels of government and communities. Furthermore, this research confirms great opportunities for developing sustainable tourism in Wakatobi, particularly through cross-sectoral collaboration. However, challenges such as the lack of sustainable infrastructure investment and low community participation are major obstacles that must be addressed immediately. Finally, the findings of this study indicate that the policy recommendations implemented to date are effective in creating employment opportunities and supporting sustainability but need to be improved in terms of workforce skills development and investment in sustainable infrastructure. Policy recommendations that are more adaptable and responsive to the dynamic changes in the tourism sector must be implemented.

Theoretically, this research reinforces the relevance of the dynamic governance approach in sustainable tourism governance. The research supports the theory that policy flexibility and cross-sectoral collaboration are essential in managing the dynamics of change in the tourism sector. From a practical perspective, the findings of this study provide guidance for local governments and stakeholders to improve tourism governance by strengthening local community participation, developing community skills and investing in infrastructure that supports sustainability. This study has several limitations, including limited access to a wider range of empirical data, particularly data from the private and non-governmental sectors, which could provide deeper insights. In addition, this study is still limited to the regional context of Wakatobi, so the results may not be fully generalisable to other regions with different characteristics. Further research is needed to test the dynamic governance approach in other regions and to develop more comprehensive strategies for sustainable tourism governance.

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