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# Community Attachment and Orchestration in Enhancing Tourism Performance for Economic Sustainability

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**ABSTRACT**

The Indonesian Ministry of Tourism actively promotes tourism villages with the objectives of empowering local communities, enhancing regional economies, and safeguarding cultural heritage. This paper underscores the significance of community attachment, emphasizing that residents not only derive benefits from tourism but also engage actively in its management, thereby contributing to the advancement of sustainable tourism practices. Furthermore, the concept of orchestration is examined as a strategic framework for effectively coordinating diverse stakeholders—comprising local communities, governmental entities, and businesses—toward the attainment of shared objectives. The orchestration actions, which encompass structuring, bundling, and leveraging, facilitate improved management of tourism villages by harmonizing interests, optimizing resource utilization, and enhancing planning and marketing initiatives. By employing the Resource-Based View (RBV), this study elucidates how the strategic leveraging of intangible assets, such as community attachment and local knowledge, can significantly influence tourism performance. It is anticipated that this paper will catalyze further conceptual and empirical investigations into this critical subject, offering valuable insights for tourism destination management and policymakers alike.

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## INTRODUCTION

The phenomenon of tourism villages is being actively promoted by Indonesia's Ministry of Tourism with the aim of empowering local potential, boosting regional economies, and preserving the culture and local wisdom of the communities. This program is expected to increase the number of domestic and international visitors to villages with unique natural, cultural, or historical attractions. Additionally, tourism villages are expected to create new job opportunities, reduce urbanization, and strengthen the identity and pride of communities in their local heritage. Through this strategy, the Ministry of Tourism aims to develop sustainable and inclusive tourism that provides long-term benefits for rural communities.

The Indonesian Ministry of Tourism has been actively promoting tourism villages to empower local potential, boost regional economies, and preserve the culture and local wisdom of communities. However, data shows that some tourism villages in Jawa Tengah have experienced stagnation or even a decline in performance over the past five years. According to

the BPS Jawa Tengah, despite an increase in the number of registered tourism villages, not all have been able to optimize their tourism potential. In 2023, there were has a total of 1,300 tourist attractions, comprising 454 natural attractions, 172 cultural attractions, 414 artificial attractions, 71 special interest attractions, 84 tourism villages, and 105 other tourist destinations (events) in Jawa Tengah, but only about 40% were actively attracting visitors. Factors contributing to this underperformance include uncoordinated management, lack of community involvement, and insufficient innovation in tourism management.

Furthermore, many tourism villages, especially in rural areas, are not well-managed. Key issues include limited management capacity at the local level, dependence on government funding without local initiatives, and ineffective promotion strategies (Rahman & Baddam, 2021). This has resulted in a decline in visitor numbers in some villages, with a few even at risk of closure. These challenges highlight the need for more systematic solutions. The concept of community attachment (Eslami et al., 2019) a strong emotional and social bond between residents and their locality—plays a crucial role in improving tourism performance and supporting economic sustainability. In the context of tourism villages, engaging the local community not only as beneficiaries but also as active managers can be a key factor in creating attractive and sustainable destinations became costomer toursm loyalty (Huddin et al., 2024). Active community participation can enhance visitor satisfaction and ensure stable income streams, supporting local economic sustainability by balancing environmental, sociocultural, and economic factors (Eslami et al., 2019).

The concept of orchestration (Gnyawali & Park, 2009) is also critical in tourism management, referring to the ability to coordinate various stakeholders—such as local residents, government, and businesses—to achieve shared goals. Orchestration in tourism involves actions such as structuring (organizing roles and resources), bundling (integrating services and offerings), and leveraging (maximizing technological and community potential). In the management of tourism villages, effective orchestration aligns the interests of different stakeholders and ensures that resources are utilized efficiently. This coordinated approach impacts tourism performance directly by improving planning, marketing, and facility maintenance, ultimately promoting sustainable economic development (Salinas Fernández et al., 2020).

Our conceptual arguments are grounded in the Resource-Based View (RBV) (Fasa et al., 2023), which focuses on developing and utilizing resources to gain competitive advantages. Orchestration plays a crucial role in RBV by emphasizing the importance of managing and combining resources effectively to achieve performance goals. Since collaborative relationships are essential for tourism sustainability (D'Oria et al., 2021), we highlight the alignment of partner objectives and the balance between value creation (shared benefits) and value capture (individual benefits). Research suggests that models focusing solely on resource possession and performance are insufficient, and a better understanding of how orchestration actions (structuring, bundling, leveraging) shape these relationships can enhance tourism outcome (Gnyawali & Park, 2009).

The proposed solutions include enhancing local management capacity through training and mentoring, while also strengthening the roles of community attachment and orchestration. Tourism villages should adopt innovative strategies to promote their destinations, such as using digital technologies and social media. Strengthening collaboration among communities, government, and private sectors is essential to ensure sustainable tourism in these villages. Improved tourism performance will ultimately support sustainable economic growth in the region. This paper offers several contributions. First, it highlights the power of community involvement, showing how a sense of ownership motivates residents to care for and participate

actively in tourism development. Second, it identifies key factors that enhance penta-helix cooperation within the framework of orchestration to pursue technological innovation, particularly in destination promotion. The paper also explores the drivers, benefits, and challenges of tourism village development through technology. Finally, it provides practical insights for SMEs and tourism managers, guiding them in understanding the concept of community attachment and formulating effective orchestration strategies.

## LITERATURE REVIEW

### Conceptual Framework and Propositions

### Challenges of Tourism Destination and the Importance Community Attachment

The challenges faced by tourism destinations are multifaceted, encompassing economic, social, and environmental dimensions. One of the primary challenges is the sustainable development of tourism, particularly in rural areas where stakeholder engagement is crucial. Arbogast et al. highlight that rural destinations often experience pressures from resident dissent, commercialization, and a loss of authenticity during the development phase of the tourism lifecycle, necessitating the involvement of destination management organizations (DMOs) to navigate these challenges effectively (Arbogast et al., 2017). This aligns with Rahman's assertion that while tourism can empower local economies, it also poses significant challenges regarding equitable benefit distribution and cultural preservation, emphasizing the need for community engagement in tourism planning (Rahman & Baddam, 2021).

Community attachment plays a vital role in addressing these challenges. Mularsari underscores the importance of community-based tourism, which actively involves local populations in tourism management and decision-making processes, thereby fostering a sense of ownership and responsibility towards the destination (Mularsari et al., 2024). This approach not only enhances the sustainability of tourism practices but also ensures that local communities benefit directly from tourism activities. Similarly, Thomas's research indicates that empowering communities can help overcome barriers to participation in tourism development, which are often rooted in structural, cultural, and operational issues (Thomas, 2013). The challenges of tourism destinations are multifaceted, encompassing environmental, sociocultural, and economic factors. Environmental challenges include issues such as pollution, habitat degradation, and the overuse of natural resources, which threaten the sustainability of tourism areas. Sociocultural, tourism can disrupt local traditions, alter social dynamics, and lead to cultural commodification. Economically, while tourism brings revenue and job opportunities, it also creates risks such as dependency on seasonal demand and unequal wealth distribution. Addressing these challenges requires fostering community attachment, as strong local involvement and a sense of belonging empower communities to actively participate in sustainable tourism development, ensuring the protection of their environment, cultural heritage, and economic well-being (Thang & Thanh, 2023).

Furthermore, the integration of local knowledge and participation is crucial for the success of tourism initiatives. Horne et al. advocate for participatory planning processes that involve local stakeholders in climate change adaptation strategies, which are increasingly relevant in the context of tourism (Caridà & Colurcio, 2021). This participatory approach can mitigate the adverse effects of tourism while enhancing community resilience and attachment to the destination. Additionally, studies by Khan et al. and Chan et al. reinforce the notion that local community participation is essential for responsible tourism practices, which can lead to improved sustainability outcomes (Khan et al., 2021; Chan et al., 2021).

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**P1: Community attachment (environmental, sociocultural, and economic factors) where local residents are empowered, influences orchestration in the tourism industry, ensuring that it remains sustainable.**

**Orcestration for Technological Innovation to Improvement of tourism performance**

The orchestration of tourism resources—encompassing structuring, bundling, and leveraging—plays a pivotal role in enhancing the performance of the tourism industry, particularly in the context of sustainability. This orchestration involves the strategic integration of various resources and stakeholders to create a cohesive and appealing tourism experience that meets the needs of both visitors and local communities. Structuring tourism resources effectively is essential for creating a competitive advantage. According to Fernández et al., core resources, such as natural attractions and cultural heritage, along with created resources like tourism infrastructure and events, are fundamental to a destination's competitiveness (Salinas Fernández et al., 2020). By identifying and organizing these resources, destinations can enhance their appeal and ensure that they cater to the diverse preferences of tourists. This structured approach not only improves visitor satisfaction but also fosters a sustainable tourism model that benefits local economies and communities.

Bundling resources is another critical aspect of tourism orchestration. Uula highlights that foreign direct investment (FDI) in the tourism sector can significantly enhance tourism performance indicators, such as international tourist arrivals and tourism GDP (Uula et al., 2024). By bundling resources through partnerships and collaborations, destinations can create comprehensive tourism packages that attract a broader audience. This bundling can include integrating accommodations, transportation, and activities, thereby providing a seamless experience for tourists. Such comprehensive offerings can lead to increased visitor numbers and longer stays, ultimately contributing to the sustainability of the tourism sector.

Leveraging community involvement is vital for ensuring that tourism development is sustainable and beneficial to local residents. Ramírez et al. emphasize the importance of collaboration among tourism authorities, businesses, and local communities in fostering regenerative tourism practices (Chan et al., 2021). By leveraging local knowledge and resources, destinations can create tourism experiences that are not only economically viable but also socially and environmentally responsible. Engaging local communities in the planning and execution of tourism initiatives ensures that their needs and values are respected, leading to greater support for tourism development and enhanced sustainability.

Moreover, the integration of technology and innovation into tourism orchestration can significantly improve performance. The application of smart tourism concepts, as discussed by Bian, highlights how technology can enhance the visitor experience while promoting sustainable practices (Bian & Zhou, 2022). By leveraging digital tools for marketing, visitor management, and resource allocation, destinations can optimize their operations and reduce their environmental impact. This technological integration is essential for adapting to the evolving demands of tourists and ensuring the long-term sustainability of the tourism industry.

**P2: Tourism orchestration (i.e., structuring, bundling, leveraging) will impact the performance of the tourism industry, ensuring that it remains sustainable.**

**Community attachment enhancing tourism performance.**

Community attachment plays a crucial role in enhancing tourism performance, particularly in the context of community-based tourism (CBT). The relationship between

community attachment and tourism development is multifaceted, influencing not only the economic benefits derived from tourism but also the social and cultural dynamics within the community. Research indicates that strong community attachment can lead to increased support for tourism initiatives, as residents perceive tourism as beneficial to their local identity and pride (Huong & Lee, 2017;Gannon et al., 2021).

In the context of community-based tourism, Giampiccoli and Mtapuri emphasize the importance of international cooperation and community empowerment through innovative tourism enterprises, such as community lodges, which can enhance local economic returns while fostering community identity (Giampiccoli & Mtapuri, 2014). This aligns with findings from Hanafiah et al., who argue that understanding the interaction between tourism and local community livability is essential for sustainable urban tourism development (Hanafiah et al., 2021). The positive perception of tourism impacts, including social and economic benefits, is often mediated by residents' attachment to their community, which enhances their willingness to support tourism initiatives (Huong & Lee, 2017; Gannon et al., 2021).

Moreover, studies have shown that community participation in tourism development is vital for fostering responsible tourism practices. Chan et al. highlight the significance of local community involvement in ecotourism, which not only benefits the local economy but also addresses key challenges faced by residents (Chan et al., 2021). This participatory approach is echoed in the work of Nguyen and Thanh, who stress the importance of local communities in decision-making processes regarding sustainable tourism initiatives (Thang & Thanh, 2023). Such engagement not only empowers residents but also strengthens their attachment to the community, thereby enhancing the overall performance of tourism in the area.

Furthermore, the mediating role of community attachment in shaping residents' perceptions of tourism impacts has been well-documented. For instance, research by Wang and Fuming indicates that increased community attachment correlates with greater perceived benefits from geological tourism, which in turn supports tourism development (Chen et al., 2020). Similarly, studies conducted in various regions, including Cambodia and Vietnam, demonstrate that community attachment significantly influences local residents' support for tourism development by enhancing their perception of positive social and economic impacts (Huong & Lee, 2017).

**P3: Community attachment plays a crucial role in enhancing tourism performance, ensuring that it remains sustainable.**

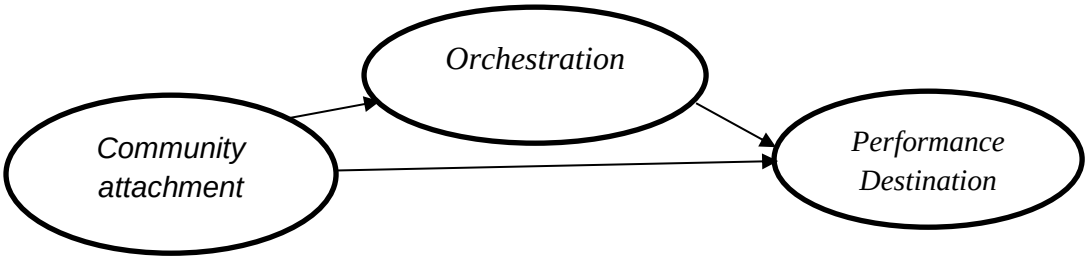


**Figure 1.** A Conceptual Framework
(Gnyawali & Park, 2009; Eslami et al., 2019)

## RESULTS AND DISCUSSION

The stagnation and decline of the performance of the tourism village in Central Java raises important threats in the efforts of fostering sustainable forms of tourism. Even with the

growth of the tourism villages, growth has been suboptimal because of weak co-ordination of management, lack of community participation, and no creativity. This is in tandem with the fact that attachment to place enhances the practice of tourism as residents who are active in decision making would greatly improve some of the tourism products. As community attaches to the places and are involved in the tourism management, the community becomes value co-creators raising the guest experience and prospects for sustainability. Nonetheless, so many of the tourism villages still depend on the government, there are no local trigger points which are needed for the persistent resilience and self-sufficiency.

The orchestration framework- which involves actions such as structuring, bundling and leveraging- also serves as an effective measure to enhance the performance of tourism. There is structuring, which facilitates allocation of roles and resources among the stakeholders, bundling, which connects tourism products to form a complete package and leveraging, which entails the effective deployment of technology and other geographical assets. In poorly performing villages, the absence of effective orchestration resulted in management that was overly dispersed and inability to make the most of available resources. A coordinated orchestration effort can align the interests of local communities, government, and businesses, leading to better planning, marketing, and maintenance of facilities. This alignment enhances not only tourism performance but also promotes the sustainable economic development of the region.

The Resource-Based View (RBV) now allows us to examine the issue of how the coordination of resources, especially intangible resources such as the attachment to the community and the knowledge about the locality, enhances tourism performance. Even though a good number of tourism villages have quite a number of natural and cultural resources, only a few have succeeded in successfully exploiting these resources to draw visitors. Orchestration actions also reshape this relationship by ensuring that resources are not merely ‘owned’ but ‘deployed’ in a manner that creates value. The slow pace of change in tourism management practice suggests that acceptance of technology—such as the role of social media in marketing—has not been fully embraced. Increasing the synergy between community attachment and orchestration could improve competitiveness and resilience, which in turn assists tourism villages to cope with changes in market needs and changes in new technologies.

In summary, the impact of community attachment combined with orchestration is an important factor for sustainable tourism in the villages of Central Java’s tourism villages. Local management capacity has to be increased through training and mentoring programs to lessen the reliance on external finance. Alternative approaches utilizing digital technologies to market their unique selling propositions should be pursued by tourism villages. Also, the active penta-helix collaboration among collaboration—between the community, government, businesses, academics, and media—will ensure a more sustainable and inclusive tourism model. With proper orchestration, tourism villages can enhance their performance, creating long-term economic benefits and maintaining cultural and environmental sustainability.

**Case Study 1: A Successful Tourist Village**

Dieng Kulon Tourism Village in Banjarnegara Regency Jawa Tengah, not only offers stunning natural beauty and rich culture but also provides opportunities for local residents to actively engage in the management of the tourism sector. In the context of community attachment, village residents feel the benefits of the growing tourism industry, not only in economic terms but also in preserving and promoting their culture and environment. This involvement creates a strong sense of ownership of their village, which in turn encourages them to contribute actively to sustainable tourism practices.

The concept of orchestration becomes an important strategic framework for coordinating diverse stakeholders, including local communities, governmental entities, and businesses, to achieve shared objectives in tourism development. In Dieng Kulon, orchestration actions that encompass structuring, bundling, and leveraging are undertaken to ensure that the interests of all parties are harmonized. By involving the community in decision-making and management processes, the village is able to optimize resource utilization and enhance relevant planning and marketing initiatives.

Through effective orchestration, Dieng Kulon Tourism Village can enhance the visitor experience while maintaining the integrity of its culture and environment. Local residents act as tourism ambassadors, supporting sustainable activities and promoting the village's attractions. This involvement not only improves tourism performance but also strengthens the relationship between residents and visitors, which is essential for the long-term sustainability of the sector.

By applying the Resource-Based View (RBV) approach, this study highlights how the strategic leveraging of intangible assets, such as community attachment and local knowledge, can significantly influence tourism performance. In Dieng Kulon, the residents' commitment to preserving traditions and the environment not only benefits them economically but also attracts tourists who value authentic experiences. By leveraging local knowledge and a strong community attachment, Dieng Kulon Tourism Village successfully creates a tourism model that is not only profitable but also sustainable, benefiting future generations.

The people of Dieng Kulon are known for their rich culture and traditions. One of the most well-known traditions is the Dieng Culture Festival, which showcases how community attachment is established by orchestrating the existing resources through various artistic performances, rituals, and local traditions. In addition, visitors can witness gratitude ceremonies conducted by the local community, allowing for close interaction and a delightful sensory experience.

Dieng Kulon Tourism Village prioritizes the concept of sustainable economics, where local residents are directly involved and feel a strong sense of ownership and deep love for managing tourism. Homestays managed by the community, along with local products such as food and handicrafts, become essential parts of the tourism experience, making this village tourism one of the best in Jawa Tengah.

**Case Study 2: Suboptimal Tourism Management in Sendang Village**

Sendang Village in Wonogiri, Jawa Tengah was designated a tourism village in 2020, holding significant potential to become a leading destination if managed effectively. With its advantageous topography located at a high altitude and in proximity to Gajah Mungkur Reservoir (WGM), the village offers scenic views of the reservoir's water expanse dotted with islands and fish cages. Leveraging these assets, Sendang developed two attractions, Watu Cenik and Puncak Joglo, providing panoramic views of Wonogiri’s natural landscape. Additionally, the village serves as a take-off site for paragliding, complemented by cultural attractions such as karawitan, kethek ogleng performances, and other local traditions. Despite these advantages and its accessibility near the Wonogiri district government center, Sendang has yet to establish itself as a prominent tourism destination in the region.

The key challenge lies in the inconsistency of human resources (HR) managing the tourism sector under the Sendang Pinilih Village-Owned Enterprise (BUMDes). According to Eka Yuniarti, one of the tourism managers, the development of Sendang Village’s tourism has stagnated due to a lack of cohesion and commitment among the managing team. Many managers are preoccupied with their primary jobs, which has hindered efforts to revitalize

tourism activities. This situation is exacerbated by the low number of visitors, creating a cyclical problem where low tourist interest reduces motivation among managers to actively develop the village's potential.

Another major issue is the limited awareness of tourism potential among the management team. Although the village offers distinctive cultural attractions, such as paragliding at Puncak Joglo and the scenic Watu Cenik site, the managers have not fully capitalized on these resources. Eka noted that only a small group of six individuals from the management team actively discuss tourism development, reflecting weak internal coordination. While they have established monthly meetings to rebuild the tourism team's capacity, many members continue to prioritize personal commitments over collective efforts to enhance the village's tourism sector.

From an infrastructure perspective, Sendang Village has already prepared homestays with both modern and traditional themes, along with two main tourism packages: tandem paragliding and cultural tours. However, the lack of sustained management and promotion has stalled tourism activities. As Eka pointed out, there were no visits to Sendang throughout 2023, indicating that without strategic efforts to strengthen human resources and align the team's focus, the village's tourism potential will remain underutilized. This case highlights the importance of consistent HR management, effective teamwork, and proactive engagement in tourism planning to unlock the full potential of a tourism village.

## CONCLUSION

To conclude, the issues encountered by tourism villages in Central Java underscore the importance of involving community attachment and orchestration in development activities for sustainable tourism. The number of registered tourism villages might be growing, but many have not been able to harness this potential due to various issues, including lack of effective coordination, inadequate community support, and absence of innovation. Targeted interventions on local communities, and a more active sense of ownership may transform the tourism business by changing the role of residents from passive observers, to active managers and marketers of their destinations.

The orchestration framework in this regard becomes useful as it integrates the efforts of various stakeholders in the matter, i.e., the local community, government and businesses. Orchestration in its true sense involves the organisation of work into responsibilities, the organisation of a resource base, and technology as tools for making desirable tourism experiences. This combined effort leads to enhanced planning, marketing, and facility upkeep which will improve performance and guarantee the sustainable economic health of the tourism villages.

Additionally, the application of the Resource-Based View (RBV) highlights the importance of tourism villages in effectively utilizing their resources, specifically the community attachment and local knowledge. By improving managerial skills through education and building synergies among stakeholders, tourism villages can formulate novel approaches for the marketing of their distinctive attractions. It is important to note that the development of a competitive tourism market is also focused on the management of its development for the benefit of the communities, while enabling them to conserve the cultural and environmental legacies of such areas. In this way, the tourism villages of Jawa Tengah can be more resilient, more competitive, and more sustainable in the dynamic environment of tourism development.

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