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## Is There Indigenous Governance in Coastal Tourism Village Management?

### Abstract

Management in coastal tourism villages has become increasingly complicated because it requires the harmonization of different elements, such as the economy, society, and the environment. For instance, if indigenous governance exists in a community, management of the village becomes increasingly complicated. This study seeks to explore the facilitation of management by the indigenous governance concept. This study seeks to establish how the concepts of participation and local wisdom in indigenous governance affect management success. Academically, this study seeks to establish gaps in the literature on indigenous governance in tourism management. From a practical perspective, this study seeks to provide the necessary information for decision-making. A mixed method approach will be adopted to undertake this research by analyzing data qualitatively and quantitatively using 44 articles available in Scopus. As revealed by quantitative content analysis, indigenous governance is not related to management success (Asymp. Sig. = 0.546). Numerous other variables have a greater impact on success. Nevertheless, indigenous governance recognizes, governs, and ensures the sustainability of the Dringu community.

### Keywords:

community participation; indigenous governance; local wisdom; sustainable development; village

### Introduction

Inequities in the economy, lack of access to basic facilities, and poverty are key issues that need to be addressed to ensure the welfare of people living in rural communities in Indonesia, especially in the case of coastlands, which are heavily reliant on natural resources. Under such circumstances, tourism village development has not only been identified as a solution for economic

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problems but has also been viewed as a governance tool to combine state development policies with local knowledge practices.

It should be known that Indonesia is among those countries that have been keen on tourism village program. As of November 2024, approximately 27,000 coastal tourism villages have been recognized, highlighting their significance in rural development and discussions on global sustainable tourism development. However, previous studies have reported certain challenges in managing coastal tourism villages due to poor infrastructure, insufficient funds, inadequate institutional capacity, and low quality of human resources (Hakim, 2019; Junaid, 2023; Wildan, 2023). These studies suggest that tourism village management is a multidimensional governance issue, which is determined by considering its environmental potential, sociocultural transformation, and diverse community involvement (Dapas et al., 2020; Indrasari, 2020).

The impact of local wisdom on governance practices in villages has been observed over the years, particularly in coastal villages. Traditional fishing during certain times of the year, customary rights over the seas, and beach-cleaning activities have served as governance mechanisms that shape social relations and natural resource management. Indigenous governance practices value ecological balance and harmony (Berkes 2012; Ostrom 1990). Studies have revealed that governance practice is more efficient when official laws combine indigenous customs (Rivers et al., 2023; Syamsudin, 2023; Trialfhianty et al., 2025). Examples include the Eti Village regulation granting local authority over beach management (Saija et al., 2024). The successful experience of Pangandaran village in promoting solidarity and environmental protection using local wisdom (Ginting et al., 2025).

Subsequent research conducted in Southeast Asia has reaffirmed the need to incorporate local knowledge and official laws, where success is determined by the capacity of society to preserve its traditions (Ali et al. 2024; Hidayat et al. 2023; Latan et al. 2023). This form of governance has resulted in several achievements, including marine protection, improved well-being, and unity within the community (Hakim, 2019; Summers et al., 2019). The presence of social capital and efficient traditional organizations enables the community to act as a co-ruler in sustainable tourism (Xiao et al., 2025).

From a conceptual perspective, indigenous governance refers to decision-making and governance structures that involve collective authority, rights, and self-determination in socio-cultural traditions. Local wisdom is a set of values that provides legitimacy to such governance structures. Community participation, as mandated by Indonesia's Tourism Law No. 10/2009, underscores the importance of incorporating local wisdom into tourism governance. Research suggests that community participation facilitates tourism development and economic progress in villages (Pratiwi, 2024; Puspitarini, 2019), whereas community-based ecotourism highlights the simplicity of governance through cooperation (Moch & Mialana, 2016). Participation also plays a significant role in reducing poverty and reinforcing culture (Yuwanti, 2016).

However, despite the existence of numerous scientific papers, some limitations remain in this topic. First, local wisdom is considered an additional factor in culture-based governance, while the role of local wisdom in the efficient management of tourist villages has not been studied thoroughly. This study aimed to analyze the management problems of coastal tourism villages, specifically focusing on Dringu village located in Probolinggo Regency. It is important to mention that this research topic covers the study of the management problems of Dringu coastal areas; therefore, the following questions must be answered: (1) What types of community participation are used in the management of coastal tourism villages in Dringu village, Probolinggo Regency? (2) How does local wisdom influence the success of coastal area management

The method of inquiry utilized in this paper employs a mixed methods framework that involves the use of qualitative thematic synthesis and quantitative content analysis to address issues concerning governance norms and governance institutions, respectively. This research aims to analyze the complex interactions between indigenous governance, traditional knowledge, and community involvement using a combination of quantitative and qualitative analyses. This specific methodological technique contributes positively to the discipline of sustainable tourism governance and will contribute to the creation of policies that may assist in improving rural and coastal development in Indonesia, specifically in the case of Dringu, Probolinggo. The remainder of this paper is structured as follows: the theoretical background is presented first, followed by the methodology, results and discussion, and policy implications.

## Methods

In the present study, a mixed method research design will be used for collecting and analyzing data through peer-reviewed journals using qualitative and quantitative research methods. In this study, the use of both methods aims to improve the validity and reliability of the research findings through the representation of indigenous governance, community participation, and local knowledge in the success of managing coastal tourism villages. (Creswell & Plano

Clark, 2023; Johnson et al., 2007; Tashakkori & Teddlie, 2010).

It is important to consider how the mixed-methods approach considers the need to include the process of pattern identification, which is an integral part of the quantitative approach with interpretation in the qualitative approach (Harris et al., 2014; Kim & Baik, 2014; Liberati et al., 2009). This provides a comprehensive way of undertaking research that is free from any form of bias.

### a) Data Source and Collection Strategy

Scopus was chosen as the main database for conducting the literature study because it is known to be one of the best indexing services for scientific papers (Falagas & Bliziotis, 2007; Visser et al., 2021). Data collection was conducted systematically using search strings to identify relevant documents on indigenous governance practices in coastal tourism villages between 2010 and 2025. Document selection was based on the PRISMA guidelines, which include four stages: identification, screening, eligibility, and inclusion. As a result, 44 documents were selected.

To empirically support the findings, a combination of a systematic literature review and fieldwork in Dringu Village, Probolinggo, is required. Field data were collected using FGDs and in-depth interviews with various participants, including village officials, BPD members, community leaders, PKK representatives, and beach business representatives. The purpose of the interviews with beach businesses was to receive data on the economic conditions in the locality. In combination, secondary data from Scopus and field data from Dringu helped to conduct data triangulation and confirm that the theoretical findings from the literature are indeed applicable to reality in this research case.

### b) Integration of Quantitative Content Analysis

In this research, mixed methods are employed, whereby a systematic literature review (SLR) is incorporated with the quantitative content analysis (QCA) of 44 publications found in the Scopus database, as well as empirical research in the village of Dringu. The QCA method has been applied to transform scientific publications into numbers, showing the actual fre-



research topics related to coastal tourism village management. The results show that from the analysis conducted, six clusters were identified, highlighting the complexity associated with sustainable and community-based coastal governance.

Cluster one covers the issues of sustainable development and adaptive coastal management, where there are links between concepts such as community empowerment, resilience, and ecological stewardship based on the key concepts of adaptive management, climate change, and sustainable tourism. The second cluster highlights the themes of economic empowerment and resilience in rural tourism in the post-COVID-19 world. Keywords such as entrepreneurship and poverty alleviation show the potential of tourism to contribute to sustainable development and economic independence.

The third cluster deals with issues concerning governance and institutions. The main keywords used in this cluster were ecotourism, social capital, and protected areas. In the third cluster, issues of collaboration and collective management in the preservation of natural resources become evident, since the concept mirrors the spirit of Indigenous governance, where the elements of trust and shared responsibility prevail. The fourth cluster concerns

local wisdom and stakeholders. Through case studies conducted in West Sumatera, it is clear that local wisdom and participation have become key factors in guiding development initiatives through policies and planning. The fifth cluster is related to the conceptual framework of rural and community tourism, wherein the concepts of local participation and sustainable planning are considered to strengthen collective management within the village. Finally, the sixth cluster concerns heritage tourism and regionality, with keywords such as Bali, cultural heritage, and Indonesia.

### b) Overlay Visualization

According to the VOSviewer Overlay Visualization, there was a clear change in the time period. While earlier papers (around 2020) had the main focus on conservation and ecosystem management, more recent literature (2022-2023) has emphasized resilience, empowerment, and social capital. Thus, there is a clear shift from solely ecological issues to socio-economic issues.

The repeated mention of Indonesia, along with local wisdom and ecotourism, demonstrates the significance of this country for the research in question, probably due to its cultural and geo-

**Table 1. Networking Visualization**

No	Cluster	Keywords
1	Cluster 1: Sustainable Development and Community-Based Coastal Management	adaptive management; climate change; coastal communities; coastal zone; community; community participation; conservation; decision making; ecology; economic growth; ecosystems; empowerment; human; sustainable development; tourism
2	Cluster 2: Rural Tourism, Entrepreneurship, and Economic Resilience	china; community empowerment; community-based tourism; covid-19; economic development; entrepreneurship; poverty alleviation; research work; resilience; rural area; rural tourism; sustainability; sustainable tourism development; tourism development; tourism market; tourism planning
3	Cluster 3: Governance, Conservation, and Natural Resource Management	biodiversity; community resource management; conservation management; ecotourism; governance; governance approach; livelihood; local participation; management practice; natural resource; protected area; protected areas; social capital
4	Cluster 4: Local Wisdom, Stakeholders, and Strategic Governance	beach; local government; local wisdom; perception; questionnaire survey; stakeholders; strategic approach; tourism economics; west sumatera
5	Cluster 5: Rural Development and Tourism Management Frameworks	conceptual framework; participation; rural development; stakeholder; thailand; tourism management; tourist attraction; tourist destination; village
6	Cluster 6: Cultural Heritage and Indonesian Tourism Context	bali; cultural heritage; greater sunda islands; heritage tourism; indonesia; literature review; sunda isles; sustainable tourism

Source: Data analyzed by the author, 2025



**Table 2. Document's Title with Citations**

No	Author (Year)	Document Title	Citations
1	Hall, 2013	A typology of governance and its implications for tourism policy analysis	413
2	Wondirad et al., 2020	Stakeholder collaboration as a major factor for sustainable ecotourism development in developing countries	279
3	Hall & Page, 2014	The Geography of Tourism and Recreation	260
4	Ruhanen, 2013	Local government: facilitator or inhibitor of sustainable tourism development	240
5	Fyall et al., 2012	Destination collaboration: A critical review of theoretical approaches to a multi-dimensional phenomenon	230

Source: Data analyzed by the author, 2025

**Table 3. Regression Test**

	Coefficients						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	5398.817	2898.899		1.862	0.066		
Tahun	-2.655	1.433	-0.185	-1.853	0.067	0.998	1.002
Topik	-6.682	3.875	-0.172	-1.724	0.088	0.998	1.002

Source: Data analyzed by the author, 2025

Similarly, Wondirad's (2020) article became very popular because of the emphasis it places on collaboration and the SDGs and, therefore, will serve as an important resource for sustainable ecotourism in developing nations. The reason why the article gained popularity quickly among academics is its quality and research.

### Quantitative Content Analysis

#### a) Regression Analysis (Linear / Logistic)

$H_0$ : There is no significant effect of publication year and topic on the number of citations.

$H_1$ : Publication year and/or topic significantly affect the number of citations ( $p < 0.05$ ).

Based on the results of the multiple linear regression analysis, the coefficient value for the variable publication year was -2.655 with a significance value (Sig. = 0.067), and for the variable topic, the coefficient was -6.682 with a significance value (Sig. = 0.088). The resulting constant value was 5398.817, with a significance of 0.066. The regression equation is as follows.

$$Y = 5398.817 - 2.655 (\text{Year}) - 6.682 (\text{Topic})$$

The above findings show that there exists a negative correlation between the publication year and topic on one side and the number of citations on the other, implying that more recent publications or high-topic codes are likely to have lower citations. The significance test was performed at an error rate of 5 percent ( $\alpha = 0.05$ ). Given that the significance rates of both variables (year – 0.067; topic – 0.088) were larger than 0.05, it implies that both variables lack statistical significance in the regression equation. Therefore, the null hypothesis, which postulates that the year and topic have no significant influence on the citation count, cannot be rejected. Nevertheless, since the significance rate of the year is close to 0.05, it can be regarded as marginally significant at a 90 percent confidence level ( $\alpha = 0.10$ ).

In addition, because the tolerance (0.998) and VIF (1.002) scores are low, it implies that the variables lack multicollinearity problems and are therefore significant in the regression model. Overall, it can be observed that changes in citation counts cannot be entirely attributed to the publication year and topic variables, although they negatively affect citation performance.

a) ANOVA Test

**Table 4. ANOVA Test**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1468.745	2	734.372	1.053	0.358
Within Groups	28596.892	41	697.485		
Total	30065.636	43			

Source: Data analyzed by the author, 2025

$H_0$  : The average number of citations among topics is the same ( $p > 0.05$ ).

$H_1$  : There is a significant difference in the average number of citations among topics ( $p < 0.05$ ).

Based on the results of the ANOVA test presented in the table above, the F-value was 1.053 with a significance level (Sig.) of 0.358. Because this figure exceeds the significance level of 0.05 ( $p\text{-value} > 0.05$ ), the conclusion to be drawn is that the null hypothesis ( $H_0$ ) should be adopted. The interpretation of this conclusion is that there is no statistically significant difference in the mean citation count among various research topics. Hence, the primary research topics covered by the selected research articles had no significant effect on their citation counts by other researchers.

Based on the findings, it is evident that variations in topics, such as the development of a tourism village, coastal/marine tourism, and indigenous governance, do not significantly affect the citation count. It appears that other variables besides the topic of study may affect citation counts more significantly. Therefore, based on the ANOVA test, the average number of citations across the main research themes remains relatively similar, and any observed variation in citation counts is more likely due to internal or article-specific characteristics rather than differences in the subject areas addressed.

b) Indigenous Governance and Its Influence on Coastal Tourism Success (Chi-Square Test)

$H_0$ : There is no relationship between indigenous governance and the success of coastal tourism village management (Sig. ( $p\text{-value}$ )  $< 0.05$ ).

$H_1$ : There is a relationship between indigenous governance and the success of coastal tourism village management (Sig. ( $p\text{-value}$ )  $> 0.05$ ).

Based on the Chi-Square test results shown in the table above, the obtained Chi-Square value is 0.364 with  $df = 1$  and an asymptotic significance (Asymp. Sig.) value of 0.546. Because this value is greater than the significance level of 0.05 ( $p > 0.05$ ), the decision is to fail to reject  $H_0$ . In essence, there appears to be no significant correlation between indigenous governance and the success of coastal tourism village management in this study. These results suggest that the application of indigenous governance concepts, that is, the use of local wisdom, has not yet shown any clear correlation with the success of coastal tourism village management. This means that the management of coastal tourism villages should not depend so much on native ideas but rather consider other factors, including government policies, human capacity, or even tourism infrastructure.

With regard to the challenges faced in managing coastal tourism villages, it becomes apparent that native ideas should not be the only source of strategy

**Table 5. Chi-Square Test**

Test Statistics	Data	Frekuensi
Chi-Square	.364a	.364a
df	1	1
Asymp. Sig.	0.546	0.546

a 0 cells (0.0%) had expected frequencies less than 5. The minimum expected cell frequency was 22.0.

Source: Data analyzed by the author, 2025

implementation, as they should be supported by new management techniques. Problems in terms of human and material resources and product promotion require modern literate knowledge of management issues. Hence, an integrated governance system should be implemented to ensure sustainable development and economic growth (Hall, 2013; Suansri, 2003). The above discussion demonstrates that the key drivers of success in coastal tourism village management are mostly outside the scope of indigenous governance.

## **Governance Practices and Community Participation in Coastal Tourism Villages**

### **a) Community Participation in Coastal Environmental Management**

Community involvement in coastal area management in Dringu Village can be understood through the interaction of economic incentives, grassroots initiatives, and inadequate institutional coordination. The degree of community involvement has been quite high in practical terms, especially at the implementation level, where activities related to tourism management have been carried out by community members, including POKMASDARWIS members, traders, and fisher folk. Community participation can also be seen in cases where communities manage parking lots and build other facilities, such as shelters and food stalls. However, it becomes evident that the failure of coordinated spatial planning and governance may occur when developing a community.

Despite the community's capabilities in the implementation process, participation reveals some contradictory aspects. While there is plenty of freedom to arrange economic activities and facilities by themselves, there is little participation in the formulation of strategies, which tend to be consultative. Platforms have been built, and musyawarah desa has taken place, yet the people do not actively participate in setting up agendas and policies. The absence of balanced participation also becomes clear when solving problems related to the environment, abrasion, mangrove deterioration, and waste disposal. Strategies need to be proactive rather than reactive.

The reasons lie in both internal and external factors of the company. The former refers to economic

motives and social capital, but it is far from being a perfect integration. The latter lies in the demand for tourism, which promotes the participation of the local community. Unfortunately, the lack of government involvement leads to a lack of integration and regulation. In conclusion, participation in the Dringu village is dynamic and motivated by economic reasons, yet it is still institutionally restricted.

### **b) Institutional Roles in Coastal Governance**

Village institutions in Dringu are important as the most proximate governance actors in relation to the community, which engages in management activities for coastal ecosystems. By engaging with the village government, *Badan Permusyawaratan Desa* (BPD), and local community organizations such as *Kelompok Tani Hutan* (KTH), *Pemberdayaan Kesejahteraan Keluarga* (PKK), POKMASDARWIS, and youth organizations, many initiatives have been carried out through a community-based approach, particularly conservation efforts for mangroves and the initial development of ecotourism. However, despite being conducted using musyawarah desa, allowing the participation of locals in the process, it is hampered by poor coordination, lack of appropriate rules, and insufficient technical competence. Furthermore, due to the presence of land-use disputes, village institutions find themselves in difficult conditions because they have to act not only administratively but also politically.

To extend this, the local government plays an important role in determining the direction of policies and the form of governance in coastal communities. For example, in 2017, the coastal area in Dringu was recognized as a site for tourism, among other policies such as infrastructure development and collaboration with universities. This means that initiatives taken at the local level make up the wider picture of policies implemented at the village level in terms of conservation, tourism promotion, and education. However, governance is highly subject to politics and changes in leadership, making policy stability difficult.

This is another demonstration of the existing power structures in the case under discussion because power inequality arises in relation to the stakeholders involved in governance, including village organizations, the local government, the community,

private sector players, and institutions. Despite the community's considerable power in operational decision-making, its strategic power is limited by the need to receive orders from the top. Moreover, private sector activities in coastal zone governance often lead to power inequality, as they make resources harder to access and control. Simultaneously, the activities of local governments and institutions can help solve the problem of power inequality.

### c) **Smart Governance and Emerging Participation Models**

Concerning smart governance in Dringu, the definition means a development trend where the employment of technology goes hand-in-hand with collaboration and participation to improve the management of coastal environments. As seen above, community participation can be traced at the operational level as participation in cleanup activities related to mangroves and collaboration within the community. However, the strategy-making process does not engage community members. Digital participation as part of consultations is supposed to be more efficient because of popular online platforms such as WhatsApp, Facebook, Instagram, TikTok, and YouTube that are available to people. Digital media enables quick and efficient communication, timely problem reporting (such as about the restricted coastal area), and exchange of information. If online participation is regarded as a consultation, it becomes more efficient because there are fewer barriers connected with travel and paperwork. In addition, it helps track citizen participation and make better decisions based on reliable data.

Discussion forums are another method for encouraging participation-based governance in Dringu. A discussion forum serves as both a communication tool and a tool for finding solutions to problems and assessing current policies. *Rembuk warga* and other forms of deliberation allow stakeholders to voice their opinions and seek solutions to various problems related to mangrove forests, restricted coastal zones, and tourism. The problem of the information gap related to zoning regulations is solved by discussion forums. This platform provides people with opportunities to criticize and discuss the efficiency of governance

and its implementation. Discussion forums occupy a middle position on Arnstein's ladder of participation because they allow social legitimization and project co-ownership.

In a more sophisticated manner of looking at things, the development of digital applications based in the village emerges as an important step toward achieving higher participation in the process of smart governance. Digital applications can be developed to serve as platforms for reporting and monitoring issues related to the environment, tourism, and participatory governance. In the case of Dringu, which faces environmental degradation on its coastline and loss of mangrove forests, a digital application will offer up-to-date information about the environment, provide GPS reporting of breaches, and act as a transparent complaint mechanism for enforcing regulations. Digital applications have the potential to become tools for offering ecotourism-related services, such as tour guides, booking services, and educational materials. In this way, fragmented digital promotion will be transformed into a cohesive ecosystem. Through digital applications, citizens can provide relevant information on the environment and help determine the measures required.

Overall, this research indicates that three main interrelated trends exist, which form the basis of indigenous governance in tourism management of coastal villages. The first one lies in the fact that in recent years there has been an increase in scientific interest in indigenous and community-based governance, which reflects a general trend toward the transition to paradigms of participatory and collaborative governance. However, at the same time, the conceptual basis of the field remains unstructured; indigenous governance in coastal areas tends to become implicit in more general concepts such as community involvement and local wisdom.

The most important point regarding the results obtained is that, according to the statistics, there is no relationship between indigenous governance and successful tourism management in the villages under study. This means that even if the concept of indigenous governance is well-known and popular among researchers, its influence remains indirect and possibly depends on structural conditions.

## Discussion

### Community Participation: Between Theory and Practice

The results obtained from the SLR analysis unequivocally prove that community engagement is an extremely important part of sustainable governance for coastal tourism and is directly associated with the NPG approach. NPG emphasizes that it is crucial to move towards more collaborative and less hierarchical types of governance involving numerous stakeholders. Consequently, in collaborative governance, participation should be perceived not only as a type of governance mechanism but also as a constituent element that helps achieve value co-creation through stakeholder interaction. In the words of SLR, “Participation takes many forms and is central to tourism governance, namely: collective action, participation in planning, economy and culture.”

When Public Value Management is considered, participation is key to creating value. Effectiveness is not the only characteristic of good governance. Governance should ensure the creation of collective value, such as sustainability and preservation, for which purpose communities participate in shaping governance outcomes. (Iaione et al., 2022; Ikiz Kaya et al., 2021; Sedlačko, 2020). Good governance also calls for inclusiveness, social learning, and downward accountability to promote citizen participation (Andrews et al., 2011; Wichowsky & Moynihan, 2008).

However, the SLR also points out that participation is “still found midway up this ladder.” This suggests that although there is participation, there is no real involvement, thus perpetuating the tokenism of participation (Arnstein, 1969; Ocloo & Matthews, 2016). This suggests a difference between the theory and practice of participation, in which there is participation but no empowerment or value creation (Donato & Lohrasbi, 2017).

According to empirical findings from Dringu Village, there exists a very intense, yet paradoxical form of participation, whereby citizens take part in processes in a localized manner. This can be seen in the way participation in development projects is intense, since about 90% of the infrastructure around Dringu Beach has been built independently within the community

without any help from the formal institutions within the village. This form of participation by the citizenry goes beyond the social sphere into the economic one, where even the local businesses are run independently from any monetary help from village leaders. The voluntary management of businesses is informed by an overarching desire among community members to have business tools for economic independence. FGD results, along with the empirical data collected in the interviews, suggest that there is an overarching interest among community members in having shared business tools for making income sustainably. However, it is important to recognize that citizen participation in the village is not devoid of environmental concerns, such as the use of large-meshed fishing nets.

However, despite their extensive involvement in operations, the situation is otherwise in terms of strategic governance. As pointed out, “Participation in strategic decision-making continues to be confined to mere tokenism, especially consultations.” Even in critical areas such as coastal erosion, waste disposal, and environmental destruction, there is no indication of any collective action being taken because “most of the community members are generally silent when faced with problems in the coastal region.”

This shows the existence of partial and asymmetrical co-production within the Dringu. In the case of active community participation in co-producing services and infrastructure, they play an insignificant role in formulating policies, laws, and strategies. According to the theory of Public Value Governance (PVG), there is poor integration of participation and institutional decision-making, such that public value is created at the micro level but not at the macro level (Campbell et al., 2025; Josewski et al., 2023; Luo, 2025; Ostanel, 2025).

Consequently, participation in Dringu can be described as functional and not transformative, as it does not lead to governance transformation or influence policy formulation (Bradley et al., 2021; Wu et al., 2023). Based on this discussion, it is clear that participation is important in creating public value; however, its visibility alone cannot bring about empowerment. Nevertheless, participation can serve as a symbol of support and trust that will make the strategic triangle strong to create public value (Moore, 1997).

## **Institutional Dynamics and Power Asymmetry**

According to the SLR, the trend in coastal tourism governance involves more collaborative governance, which is an important element of New Public Governance because power is delegated among network organizations of the state, markets, and civil society. In this context, governance should support the co-production and co-creation of public value by facilitating collective decision-making, building trust, and collaborating among multiple stakeholders (Tsai et al., 2021; Wang, 2024; Zhou, 2021).

Nonetheless, scholarly debate has focused on the notion that the process of engagement is largely procedural and not participatory. Although there is formal engagement of communities, the participation that occurs is procedural in nature, preventing any active participation in the setting of agendas and policy formulation (Arnstein, 1969; Figueiredo & Cabral, 2024; Ocloo & Matthews, 2016; Tafon et al., 2023). The persistence of power imbalances and poor institutional structures renders participatory tools ineffective in achieving co-decision-making or public value creation.

In contrast, the structure of institutions in Dringu portrays governance as hierarchical and influenced by other organizations rather than being collaborative. In terms of the macro-level governance actor, the Probolinggo Regency government plays an important role since it declared that the coast would be developed as a destination for tourism in 2017. At the meso-level, the village government plays the role of an executing actor. Finally, at the micro-level, the community participates in governance by executing actions.

The influence of other actors only adds to the existing imbalance. For example, the observation made in the field study states, “our agreement on planting and maintenance of mangroves has been completed... will be passed to the village government.” This shows that governance is initiated as a project by external entities and sustained by local actors. Such a situation can be described as poor governance co-creation, where external actors initiate and implement projects.

The power imbalance is further heightened in situations where there is domination in the private

sector. The following statement made during the FGD shows this: “access roads are no longer there... PT Udang Dringu blocked them off.” Here, we see that economic power takes precedence over public authority in denying communities access to common properties. Here, there is a good illustration of co-production being biased in a manner that fails to reflect the principles of Public Value Governance.

This further validates the idea of pseudo-empowerment in participatory settings where there is no redistribution of power (Irvin & Stansbury (2004); Levenda et al. (2020)). Therefore, for collaborative governance to succeed, it is essential that various players be involved and that power relations be altered.

## **Rethinking Indigenous Governance**

These findings contradict the prevailing narrative in the literature on the importance of Indigenous governance for successful tourism governance in coastal regions. While the systematic literature review shows that local wisdom and tradition influence sustainability and the creation of value among people, the actual situation differs from the evidence-based findings of this study. Specifically, the Chi-Square analysis shows that there is no statistically significant relationship between indigenous governance and good tourism governance ( $\chi^2 = 0.364$ ;  $p = 0.546$ ).

This does not mean that there is no indigenous governance; however, it means that it remains poorly institutionalized. Thus, in Dringu, there are some features of local wisdom (gotong royong, uncodified traditions, and an ecological approach to fishing), but they remain cultural phenomena that play an indirect role in value creation and cannot be treated as governance mechanisms.

In relation to the concept of Public Value Governance, one can say that indigenous governance represents an enabling condition rather than a determining factor. In this context, it brings about moral justification, social coherence, and environmental consciousness, which do not automatically equal effective governance. Therefore, it is impossible to see any statistical connection between indigenous governance and effective governance because the former is embedded but not institutionalized, present but not dominating, and valued but not formalized.

Thus, there is a mismatch between theoretical literature and empirical reality, which is caused by the aforementioned overstatement. The literature considers indigenous governance a fully fledged alternative model of governance, whereas in practice, it is used merely as an ethical underpinning of the mixed type of governance model. To be precise, “the success of management may be more influenced by other factors such as government policy support, human resource capacity, or the availability of tourism infrastructure.”

In terms of novelty, this study seeks to reinterpret indigenous governance in light of Public Value Governance rather than consider it an alternative approach per se. Instead, this research aims to view it as an additional layer that should be institutionalized to become operational.

### **From Traditional to Smart Governance**

According to the findings, the shift that takes place is from governance models based on traditional knowledge and institutions to those where adaptive governance is fostered by advanced technology. In the case of NPG and PVG, such a shift highlights the importance of connectivity, adaptability, and the involvement of various actors in creating public value.

While Dringu retains its local tradition of gotong royong and the use of local ecological knowledge, some new trends, such as digital participation via applications such as WhatsApp, Instagram, and TikTok, suggest the first signs of smart governance when information exchange becomes more interactive and flexible, leading to the expansion of the scope of co-production. Nevertheless, the transition to the new system of governance is far from complete because digital participation is an informal practice, thus failing to contribute to the co-creation of public value.

Consequently, digital participation in Dringu can be regarded as a complement to traditional practices and not the driver of governance transformation because the latter requires a systematic approach that integrates new technologies and information systems to facilitate evidence-based decision-making and transparency in governance. As a result, future governance of coastal areas cannot be based on the complete rejection of local traditions; on the

contrary, the combination of local wisdom and the use of modern technologies appears to be a way of improving the effectiveness of governance practices in accordance with the tenets of Public Value Governance.

### **Challenges and Future Directions**

While there is increasing appreciation of indigenous and community-based governance structures in tourism-oriented coastal villages, certain barriers remain. The results of the empirical study, SLR, and QCA indicate that while many communities implement principles such as participatory governance, collective property rights, and ethical treatment of the environment, they are under-recognized in policy frameworks. Institutional barriers hinder the spread of indigenous practices in tourism development initiatives. As for major barriers, it should be noted that they relate to power imbalances, which prevent community empowerment and result in the marginalization of local people. According to scholars, pseudo-empowerment emerges when support is given to community projects out of pride but not because they offer any advantage. Economic approaches that outweigh ecological and cultural aspects exacerbate the issue. Examples include Bangka’s conflict of mining and tourism development and Pengataa’s disregard for knowledge in spatial planning (Aysan et al., 2023; Ferdian et al., 2025; Ibrahim & Nizwan Zukhri, 2021).

Moreover, fragmentation of the knowledge system makes coordination difficult to achieve. The traditional system of governance is guided by tacit knowledge passed down through oral communication, whereas the formal system is informed by regulated knowledge. This scientific approach devalues Indigenous knowledge systems, causing mistrust among stakeholders. Additionally, the disparity between the two systems in the transfer of information via rituals complicates matters further. Poor stakeholder consultation further complicates these issues (Aysan et al., 2023; Irawan & Hartoyo, 2022; Nasfi et al., 2023). A tourism-dependent economy creates possibilities but also threats to cultural commoditization and the symbolic representation of traditional authorities. The externally driven approach reduces the real power of indigenous governance, making it necessary to develop

adaptive structures. This situation explains the need for a shift towards Public Value Governance, whereby cross-sector collaboration and accountability, as well as the integration of different knowledge structures, will be prioritized. In Public Value Governance, indigenous governance should no longer be considered a substitute for traditional governance but as another dimension in complicated governance structures.

With respect to future directions, the literature recommends the following:

1. **Formal Recognition and Policy Integration**  
Government agencies and developmental organizations must incorporate these concepts into their tourism policy frameworks to acknowledge traditional leadership and customary law as legitimate decision-making mechanisms.
2. **Knowledge Co-Production**  
A platform that enables the communication and collaboration of those who possess indigenous knowledge, scientists, and policymakers will resolve the current epistemic divide, leading to scientific and cultural decision-making.
3. **Capacity Building and Intergenerational Leadership**  
Encouraging the youth to adopt and evolve the practices of indigenous governance would ensure their sustainability in the face of modernization.
4. **Sustainability-Oriented Partnerships**  
A system of equality between locals and tourism practitioners is crucial for ensuring balanced gains.

Indigenous governance has a future in the possibility of evolving while remaining true to its culture. In contemporary literature, Indigenous governance that incorporates traditional aspects, participatory processes, and institutions plays a pivotal role in ensuring sustainable and effective tourism governance.

It must be noted that the successful operation of indigenous governance may depend heavily on external conditions. As there were no statistically significant associations between indigenous factors and management effects, legislation, economic stability, and infrastructure were crucial. The closer the connection

between indigenous governance and the policy environment, the greater the effect of its utilization, and vice versa, due to institutional problems.

Hybrid and co-management models are strongly supported by the literature (Montgomery & Vaughan, 2018; Olaopa & Ogundare, 2023). They require more than cultural legitimacy. Barriers stemming from the colonial past, lack of autonomy, financial constraints, and weakened communal relations limit institutional strength (Bingham et al., 2021; Kangalawe et al., 2014). Despite the resilience of community-based systems, they cannot deal with tourism without legal support.

Such differences highlight the necessity of structures for realizing sustainability in indigenous governance. Hybrid governance calls for the integration of traditional leaders and institutional empowerment, which balances cultural legitimacy with power, resources, and context-specific knowledge. This research is an important contribution to the study of public governance in that it illustrates the workings of indigenous governance structures as context-specific types of co-production and public value generation within tourism development initiatives.

### **Contribution to the Literature on Indigenous Governance and Tourism Management**

First, this study helps fill a void in the existing literature because it is the first empirical test of the relationship between indigenous governance and tourism performance. Using a combination of qualitative synthesis and content analysis, the study refutes normative assumptions by indicating that there is no direct statistical relationship between Indigenous governance, participation, and indicators of management success.

Second, the study distinguishes between indigenous governance and local wisdom, indicating that local wisdom and stakeholder participation form the basis of legitimacy for creating public value. In theory, what is practiced in Dringu Village supports Public Value Management Theory, where the values of locals form the necessary moral grounds and social capital for successful management.

Third, indigenous governance forms the necessary context but is not a predictor of success. This means that while indigenous governance creates values and attitudes towards managing resources, the creation of public value requires the input of other stakeholders, the government, and capacity building. Therefore, this study recommends the adoption of a hybrid form of governance, where local wisdom is institutionalized into practice for sustainable public value creation in coastal tourism.

## Conclusion

The emergence of indigenous governance has become an important yet implicit element in coastal tourism village governance in terms of local wisdom and collective action (gotong royong) as the basis of stakeholder legitimacy to create public value. In line with the Public Value Management (PVM) model, these values play the role of both a compass and a guide towards sustainability and solidarity in terms of creating public value. The practice in Dringu Village can be seen as an illustration of how the theory of PVM should work, in which public value is created from the process of community-based activities and local wisdom. However, there is another significant finding related to the limitation of local wisdom in bringing public value to the community when there is no effective involvement of external stakeholders, government involvement, and capacity building. To overcome this problem, specific policies are required, including custom rules to be integrated into village regulations and the inclusion of indigenous people in planning bodies.

These limitations illustrate some of the drawbacks of the study, particularly with respect to the generalizability of the results obtained using quantitative techniques. The insignificance of the result of the Chi-Square test, which gives  $\$Asymp. Sig. = 0.546\$, indicates that indigenous governance has not been institutionalized yet, thus hindering the empirical validation of the idea. This implies that although the example provided by the Dringu Village case study provides a solid basis for developing the theory of PVM, the inability of indigenous systems to generate support from stakeholders and capacity-building measures has limited their impact. As such,$

further studies should expand on this paper through the use of larger samples and a longitudinal study design to investigate how embedding local wisdom in policy frameworks, enabled by effective stakeholder participation, helps generate public value.

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