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## Community Empowerment in the Development of Community-Based Tourism at Manggar Baru Village, Balikpapan City

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### Abstract

*Community empowerment in Community-Based Tourism (CBT) refers to the capacity of local communities to participate in tourism management, access economic opportunities, influence decision-making processes, and strengthen institutional independence within local tourism governance. This study aims to analyze community empowerment in the development of Community-Based Tourism in Manggar Baru Village, Balikpapan City. The study employed a qualitative approach using purposive sampling to select informants directly involved in tourism development activities, including community members, tourism awareness groups, village officials, tourism managers, and related stakeholders. Data were collected through interviews, observations, and documentation, and analyzed using data reduction, data presentation, and conclusion drawing techniques. The findings indicate that the implementation of CBT in Manggar Baru Village has encouraged community participation and created additional economic opportunities for local residents. However, the empowerment process remains constrained by several structural challenges, including limited educational capacity, weak managerial skills, uneven community participation, and institutional coordination barriers. The study further reveals that sustainable CBT implementation depends not only on tourism potential but also on the interaction between community capacity, institutional support, and participatory governance mechanisms. This study contributes to the discourse on community-based tourism and community empowerment by highlighting the importance of strengthening local capacity and institutional collaboration in supporting sustainable coastal tourism development...*

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## INTRODUCTION

Tourism has become a strategic sector in strengthening national and regional economies by increasing foreign exchange earnings, creating employment opportunities, and developing local potential sustainably. This sector demonstrates a strong capacity to transform into a pillar of community-based economic development. The rapid growth of the tourism industry in Indonesia reflects a shift in social consumption patterns, where travel is no longer viewed merely as recreation but as an essential component of lifestyle and well-being. The increase in both domestic and international tourist arrivals prior to the pandemic illustrates the significant role of tourism in enhancing local income and community welfare. Data from Bank Indonesia confirmed that tourism was the second-largest contributor to national foreign exchange after palm oil, emphasizing its crucial position in Indonesia's economic structure.

The global Covid-19 pandemic severely disrupted the tourism industry, including in Indonesia. Social restrictions and international travel bans led to a sharp decline in visitor numbers, the temporary closure of destinations, and the loss of millions of jobs. The repercussions extended beyond formal sectors such as hospitality and transportation, deeply affecting creative industries and small-scale enterprises dependent on tourism activities (Trupp et al., 2025). These circumstances exposed the heavy reliance of local communities on tourism as their primary source of livelihood. Post-pandemic recovery therefore requires a more inclusive strategy that emphasizes community empowerment as the foundation for rebuilding the tourism sector, positioning people not as passive recipients but as active agents of development.

Community empowerment represents a relevant approach to addressing the challenges of sustainable tourism development. This concept places human beings at the center of the development process, emphasizing the enhancement of individual and collective capacities to manage local resources independently. It arises from the premise that effective development should enable communities to actively participate in decision-making, implementation, and evaluation processes (Carrick et al., 2023; Haldane et al., 2019). Local residents are not merely beneficiaries but key actors who determine the direction and sustainability of tourism activities. Murniati emphasized that empowerment must create an environment where people can attain a better and more sustainable quality of life.

The implementation of tourism development policies across regions reveals that public participation often remains confined to the consultative stage, where communities are invited to provide suggestions but lack real decision-making authority (Abas et al., 2023; Mak et al., 2017). This phenomenon reflects a persistent top-down model in local governance, with government institutions holding dominant control over planning processes. Community involvement in participatory forums, such as village development meetings, is often symbolic, serving procedural rather than substantive purposes. As a result, participation remains at a therapeutic level, where engagement is limited and communication flows one way, offering minimal space for genuine empowerment.

Community-Based Tourism (CBT) offers a more participatory and democratic alternative. This approach emphasizes local ownership, direct community involvement, and equitable distribution of economic benefits. It integrates local

resource potential with principles of environmental conservation and cultural preservation, creating a socially and economically sustainable tourism model. In practice, CBT requires synergistic collaboration among government institutions, local communities, and private stakeholders to build an ecosystem that supports shared prosperity (Jackson, 2025). Such collaboration provides communities with opportunities to strengthen their capacities through training programs, resource management, and the development of micro-enterprises that complement tourism activities.

Manggar Baru Village, located in Balikpapan City, represents one of the coastal tourism areas experiencing growing tourism development while simultaneously facing structural challenges in community participation and local empowerment. The village possesses significant coastal and marine tourism potential, particularly through its fishing culture, mangrove ecosystem, and community-based coastal activities. However, despite these tourism assets, local communities continue to encounter limitations in education, tourism management capacity, institutional coordination, and access to sustainable economic opportunities. These conditions make Manggar Baru Village an important empirical setting for examining how community-based tourism is implemented within the realities of coastal community development and local governance practices.

Balikpapan City in East Kalimantan is one of Indonesia's emerging coastal tourism regions with considerable potential. The existence of destinations such as Nelayan Beach, Cemara Beach, and Nyiur Melambai Beach in Manggar Baru Subdistrict attracts both domestic and international visitors. Its strategic geographical position as a gateway to the future capital city, Nusantara, enhances its potential for sustainable tourism development. The Balikpapan City Government, through its Regional Tourism Development Master Plan (RIPPDA) 2016–2026, has demonstrated a strong commitment to promoting community-based tourism. The policy focuses on capacity building for local human resources, infrastructure development, and economic empowerment for residents living near tourism destinations.

Community empowerment programs in Manggar Baru have been implemented through the establishment of Tourism Awareness Groups (Pokdarwis) and the initiation of village-based tourism schemes. These programs position local residents as the main actors in managing the area's natural and cultural attractions. The government acts as a facilitator by providing training, facilities, and infrastructure, while the community becomes the driving force behind tourism development at the local level. This collaborative model seeks to foster economic independence, strengthen cultural identity, and promote environmentally and socially sustainable tourism (Nguyen Thi et al., 2024; Shekhar, 2024).

In the context of Community-Based Tourism (CBT), community empowerment is not limited to community participation in tourism activities, but also refers to the capacity of local residents to influence decision-making processes, manage tourism resources, access economic benefits, and strengthen institutional independence within tourism governance. In Manggar Baru Village, empowerment is reflected through community involvement in tourism-related economic activities, participation in local tourism groups, collaboration with local

government initiatives, and efforts to improve community skills in tourism services and environmental management. Therefore, empowerment in this study is understood as both a social and institutional process that enables local communities to become active actors rather than passive beneficiaries in tourism development.

Several structural challenges significantly affect the implementation of CBT in Manggar Baru Village. Educational limitations among local residents reduce community capacity to manage tourism services professionally, particularly in areas such as tourism promotion, financial management, digital marketing, and visitor services. In addition, limited managerial skills constrain the sustainability of community tourism initiatives, resulting in dependence on external actors and inconsistent tourism program development. Bureaucratic and institutional challenges also affect coordination between community groups and local government agencies, often slowing decision-making processes and limiting the effectiveness of tourism assistance programs. These conditions demonstrate that the success of CBT implementation is influenced not only by tourism potential but also by the ability of local institutions and communities to overcome structural and capacity-related barriers within coastal tourism governance.

The growing involvement of local residents in tourism development in Manggar Baru signifies a shift from a structural to a participatory development paradigm. Participation is no longer understood as mere attendance in meetings but as active engagement in decision-making and management processes. Local communities possess contextual knowledge of their social and cultural environments, which serves as an invaluable asset in tourism development. Utilizing local potentials such as fishermen's traditions, traditional culinary products, and creative industries has become an integral part of the empowerment strategy, reinforcing the community's role within the tourism value chain.

Despite these efforts, several challenges persist. Many residents still face limitations in education, managerial skills, and the ability to use digital technologies for tourism marketing and promotion (Adeyinka-Ojo et al., 2020). These constraints hinder their ability to achieve the desired level of autonomy. Additional obstacles include weak coordination between government agencies, insufficient financial support, and excessive bureaucratic procedures. Previous research indicates that the success of community empowerment relies heavily on willingness, opportunity, and capacity among community members to actively participate in every phase of development.

Such challenges underscore the importance of adopting a more adaptive and collaborative policy framework. The government must assume the role of a meta-governor, orchestrating coordination among multiple stakeholders to ensure synergy in community empowerment initiatives. Inclusive participation not only enhances the legitimacy of tourism policies but also ensures the sustainability of development outcomes. The community-based model facilitates knowledge transfer, skills enhancement, and equitable economic benefit distribution. Through participatory mechanisms, communities can strengthen their bargaining power, assert ownership of local tourism resources, and foster a sense of stewardship toward their destinations (Mpofu & Van Der Merwe, 2025).

Community self-reliance stands as a key indicator of successful empowerment within tourism development (Laksmi et al., 2023; Sutomo et al., 2024). Independence encompasses not only economic capability but also social and cultural resilience in adapting to change. Empowered communities possess the ability to identify opportunities, manage resources efficiently, and create locally grounded innovations that improve welfare. Empowerment, therefore, should be understood not as a technical program but as a transformative social process that nurtures collective awareness and autonomy.

This research seeks to provide empirical insights into how community empowerment processes unfold within community-based tourism programs in Manggar Baru. The study aims to describe the dynamics of local participation, analyze empowerment strategies, and identify barriers influencing program effectiveness. Its findings are expected to contribute to regional policymaking in promoting sustainable tourism that places communities at the center of development efforts.

From a theoretical perspective, this research also extends the discourse on public policy implementation in the context of tourism development. The policy theories of Carl J. Federick and George C. Edwards III offer analytical frameworks for understanding how community empowerment policies are executed at the local level (Neller et al., 2024). Key elements such as communication, resources, disposition, and bureaucratic structure serve as critical variables in assessing policy outcomes. Applying these frameworks to community-based tourism elucidates the relationship between government policy and community response, highlighting how institutional arrangements shape empowerment outcomes.

This study also enriches the literature on the linkage between empowerment and tourism development at the local level (Efthymiadou & Farmaki, 2024; Khalid et al., 2019). Previous research emphasizes that the success of community-based tourism is determined not only by natural or infrastructural potential but also by the degree of community participation and empowerment. Understanding the social, cultural, and economic dynamics of local communities is essential to developing sustainable tourism models. Through structured empowerment, the people of Manggar Baru are expected to optimize their tourism potential and enhance their welfare autonomously.

Previous studies on Community-Based Tourism have generally focused on community participation, tourism sustainability, and local economic impacts in rural and coastal tourism areas. However, limited attention has been given to how community empowerment is operationalized within the everyday institutional realities of coastal tourism governance, particularly in regions facing structural limitations in education, managerial capacity, and bureaucratic coordination. Furthermore, studies examining CBT in Indonesian coastal communities often emphasize tourism potential and participatory ideals without critically exploring the practical constraints that shape community involvement and empowerment processes. Therefore, this study seeks to address this gap by analyzing how community empowerment is implemented, negotiated, and constrained within the development of Community-Based Tourism in Manggar Baru Village as a coastal tourism area undergoing local tourism transformation.

The practical contribution of this study lies in offering recommendations to the Balikpapan City Office of Youth, Sports, and Tourism in formulating more responsive community-centered policies. Academically, it provides a valuable reference for developing theoretical perspectives on empowerment within public policy and tourism governance (Joo et al., 2020; Scheyvens & van der Watt, 2021). A comprehensive understanding of empowerment processes will support the design of more inclusive and participatory development frameworks. In the long term, community-based empowerment strategies are anticipated to establish a tourism development model that is sustainable, equitable, and deeply rooted in the welfare of local communities.

#### **METODE PENELITIAN**

This study employs a quantitative research approach aimed at examining and The selection of participants in this study employed purposive sampling based on specific criteria relevant to the objectives of the research. Informants were selected according to their direct involvement, experience, and knowledge regarding the implementation of Community-Based Tourism (CBT) and community empowerment activities in Manggar Baru Village. The participants consisted of local community members, tourism awareness group representatives, village officials, tourism managers, and related stakeholders involved in tourism development initiatives. This sampling approach was chosen to ensure that the data reflected diverse perspectives and practical experiences associated with the implementation of CBT within the local coastal tourism context. The number of informants was determined based on data saturation, where data collection was concluded once recurring themes and consistent findings had been sufficiently identified across interviews (Ahmad & Talib, 2015; Kruahong et al., 2023). In addition to interviews, observations and documentation were used as complementary data collection techniques to strengthen the depth and credibility of the findings. Observations were conducted directly within tourism activity areas in Manggar Baru Village to examine patterns of community participation, tourism management practices, interactions among stakeholders, and the implementation of community empowerment activities in everyday tourism operations. Meanwhile, documentation data including village reports, tourism development records, policy documents, photographs, and community activity archives were utilized to support and cross-check information obtained through interviews and observations. The integration of these data collection methods enabled the study to compare formal tourism development narratives with empirical realities in the field, thereby enhancing the validity and interpretive richness of the research findings.

#### **RESEARCH METHOD**

The dynamics of community empowerment in tourism development at Manggar Baru Subdistrict reveal a deep social transformation shaped by the gradual inclusion of local residents in the tourism governance process. The empowerment approach taken by the Balikpapan City Government emphasizes the establishment of institutional frameworks such as the Tourism Awareness Group (Pokdarwis) as a medium for coordination, dialogue, and collective action. Through Pokdarwis, communities have begun to acquire managerial experience, developing not only their knowledge but also their sense of belonging toward local tourism assets. The process of empowerment is supported by a series of capacity-building programs that include hospitality training, environmental conservation

awareness, and the development of entrepreneurship skills. These programs are designed to foster independence and innovation within the community, allowing residents to transform local cultural and natural resources into sustainable economic ventures. Local initiatives such as homestay services, coastal tours, souvenir production, and traditional food stalls have emerged as tangible outcomes of these efforts. The empowerment process, however, is still in a transitional stage, where participation has moved beyond symbolic involvement yet has not reached full autonomy. Decision-making authority is still largely held by government institutions, indicating the need for a more balanced partnership in which the community can assert greater control over the direction of tourism development.

The analysis of supporting and hindering factors in the empowerment process highlights the complex interplay between social structure, institutional capacity, and governance mechanisms (George et al., 2015; Jiang et al., 2025; Mason, 2020). Internally, the strong communal ties among the residents of Manggar Baru serve as a critical form of social capital that fosters cooperation, trust, and collective motivation. Local leadership plays an instrumental role in mobilizing community participation, bridging communication gaps between residents and policymakers, and maintaining cultural values that support sustainable tourism. The external environment also provides supportive elements, particularly the existence of legal and policy frameworks such as the RIPPDA, which establishes the foundation for participatory tourism governance. Collaborations with universities and private actors contribute to knowledge transfer and technical assistance, enabling the community to adopt more professional practices in tourism management. Yet, the empowerment process is constrained by several structural and resource-based challenges. Limited human resource capacity, low digital literacy, and restricted access to financial capital hinder the community's ability to innovate and expand their tourism-based enterprises. The fragmented coordination among government agencies and the persistence of bureaucratic inefficiencies further complicate the implementation of empowerment programs. These issues underscore the necessity of adopting a multi-actor governance approach that prioritizes communication, resource integration, and policy coherence to strengthen community capacity and autonomy.

The implications of community empowerment for sustainable tourism and local welfare extend beyond the economic domain into broader social and ecological dimensions. Empowerment has catalyzed local entrepreneurship, enabling residents to diversify their income sources while reducing dependence on traditional livelihoods such as fishing. The emergence of micro and small enterprises in tourism-related sectors ranging from homestays to creative handicrafts illustrates how empowerment fosters local economic resilience. Women and youth, who were once peripheral in economic activities, have increasingly become active participants in the creative economy, contributing to both household income and community identity. Beyond economic benefits, empowerment has nurtured social cohesion and cultural revitalization, as community members collectively preserve local customs, traditional performances, and culinary heritage as integral parts of the tourism experience

(Trisoko et al., 2024). These cultural and social benefits reinforce the sustainability of tourism by cultivating a sense of stewardship and responsibility among residents. However, the growing intensity of tourism activities poses environmental challenges such as coastal waste accumulation, degradation of natural habitats, and insufficient ecological management systems. Ensuring the balance between development and conservation requires continuous education, policy enforcement, and adaptive governance mechanisms. The empowerment experience in Manggar Baru thus exemplifies the intricate relationship between human development and environmental sustainability, demonstrating that the long-term success of tourism depends not only on economic growth but on the cultivation of empowered, knowledgeable, and environmentally conscious communities.

### **The Dynamics of Community Empowerment in Tourism Development**

The dynamics of community empowerment in tourism development at Manggar Baru Subdistrict represent a gradual yet transformative process in which local residents evolve from passive beneficiaries of tourism policies into active agents of change. The empowerment framework implemented by the Balikpapan City Government reflects a shift toward participatory governance, where communities are increasingly involved in planning, managing, and evaluating tourism initiatives. This transformation is primarily driven by the establishment of the Tourism Awareness Group (Pokdarwis), which serves as a local institutional body connecting the government and community members. Through this organization, residents are given the opportunity to voice their aspirations, manage small-scale tourism projects, and take part in collective decision-making processes (Hwang & Stewart, 2017; Park & Kim, 2016). Training programs provided by the Department of Youth, Sports, and Tourism, particularly those focusing on hospitality, environmental awareness, and entrepreneurship, have contributed to improving the knowledge base and technical skills of the community. These activities not only enhance individual competence but also nurture a collective consciousness about the importance of sustainable tourism practices and local economic independence. The empowerment process thus operates as both a social and developmental mechanism, reinforcing the integration of community participation into the broader tourism governance structure.

Empowerment in Manggar Baru does not occur in isolation; it is embedded within a complex socio-political and cultural context that shapes how communities engage with development programs (Muluk et al., 2025). The residents' involvement in tourism-related activities such as managing beach attractions, organizing cultural performances, and operating local businesses illustrates their growing sense of ownership over the area's natural and cultural assets. Empowerment has encouraged the emergence of local entrepreneurship and innovation, transforming tourism from a government-driven initiative into a community-managed endeavor. The local community has started to internalize values of cooperation, environmental stewardship, and collective responsibility (Bennett et al., 2018; Falkner & Buzan, 2019; van Noordwijk et al., 2023). However, this empowerment process remains partially dependent on external support, particularly in terms of financial resources, training, and institutional guidance.

Government agencies continue to play a dominant role in setting policy directions and controlling budget allocations, which can sometimes limit the extent of community autonomy (Purbadharmaja et al., 2019). This dynamic reflects an early phase of empowerment, characterized by meaningful participation but constrained by structural dependence, where residents' initiatives are still influenced by top-down policy mechanisms.

The evolution of empowerment in Manggar Baru demonstrates that sustainable community-based tourism development requires more than the transfer of authority; it demands the cultivation of capacity, trust, and mutual accountability between the government and the community. The long-term effectiveness of empowerment depends on whether local actors can sustain and expand their initiatives without relying entirely on external interventions (Markantoni et al., 2019; Steiner & Farmer, 2018). Genuine empowerment occurs when the community possesses the knowledge, confidence, and institutional means to identify problems, formulate solutions, and manage tourism activities independently. In Manggar Baru, signs of such progress can be observed through the increasing number of locally organized tourism events, improved management of public spaces, and the establishment of microenterprises that directly benefit residents. The sense of collective ownership fostered through Pokdarwis activities has strengthened community solidarity and resilience, enabling residents to adapt to economic and environmental challenges. Ultimately, the dynamics of empowerment in tourism development at Manggar Baru highlight the interplay between state facilitation and community initiative, illustrating how participatory governance can transform tourism into a sustainable tool for local development and social empowerment.

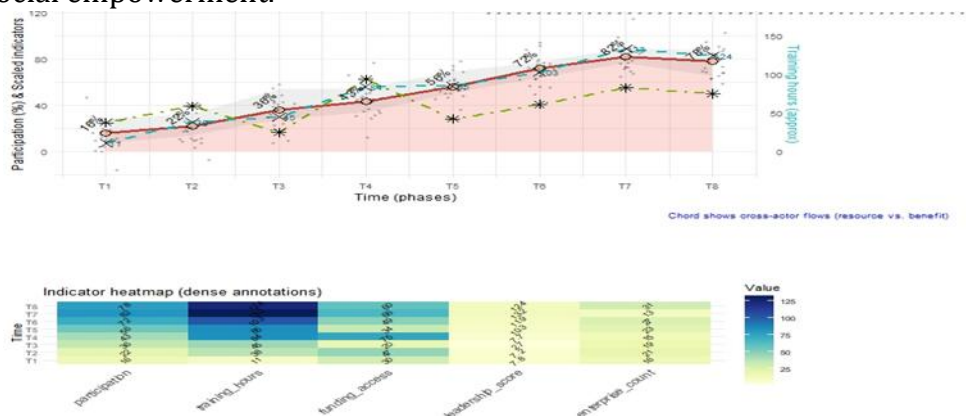


Figure 1 Dynamic of Community Empowerment  
 Source: Data Processed by the Author 2026

Figure 1, depicting the Dynamics of Community Empowerment in Tourism Development, captures the complex interplay between participation levels, capacity-building processes, and stakeholder interactions within a tourism-based governance system. This figure symbolizes the layered nature of empowerment as a social and institutional phenomenon. The upper left quadrant serves as the analytical core, displaying a time-series chart that combines multiple empowerment variables into a single area. The growth of participation over eight consecutive phases demonstrates a progressive but irregular trajectory, indicating

that empowerment develops cumulatively while remaining subject to contextual fluctuations. The overlapping curves representing training, funding, and leadership demonstrate the coexistence of formal policy interventions with local community adaptation. The banding effect and dense annotation pattern on the chart create a sense of visual tension, reflecting the uncertainty and contestation inherent in social transformation processes. The use of dual vertical axes enhances the redundancy, implying that empowerment cannot be observed through a single scale or dimension, but rather through interacting and simultaneous metrics of social capacity and institutional support.

The inclusion of scattered micro-points in the upper plot introduces stochastic variability into the graphical field, representing individual-level deviations from collective empowerment trends. Each fluctuating point signifies the micro-dynamics of participation small successes, setbacks, and behavioral changes that accumulate into a broader narrative of community transformation (Chettiparamb, 2020). The cumulative area under the main participation curve indicates the accumulation of social capital over time, but the fluctuating boundaries and asymmetric peaks indicate the fragility of empowerment outcomes when faced with unequal access to resources. Numerical annotations along the line suggest both precision and instability, as if quantification itself were inadequate to encompass the complexity of social agency. The overall effect is a visualization that resists simplification, depicting empowerment not as a linear progression but as a field of negotiation between structure and agency, state and society, continuity and disruption.

The right side of the composite displays a dense network diagram mapping the structural interconnections among key stakeholders involved in a community-based tourism system (Burgos & Mertens, 2017; Ismail et al., 2025; Romero-Medina et al., 2024). The density of this network highlights the diversity of actors local government, community organizations, NGOs, private companies, universities, and local residents whose interactions collectively shape the trajectory of empowerment. The size of nodes indicates their degree of influence or centrality, while the direction and thickness of edges indicate the flow of authority, resources, and communication. The resulting pattern resembles a living organism rather than a static diagram, conveying the organic and sometimes chaotic nature of governance relationships. The overlapping edges create a visual metaphor for institutional interdependence, where empowerment emerges through negotiation rather than command (Dykstra-DeVette & Canary, 2019; Wurth & Mawson, 2024). The lack of clear boundaries between state and community actors suggests a hybrid governance arrangement, suggesting that empowerment in tourism cannot be imposed externally but must evolve within the interconnected relationships between formal and informal institutions. The title, "A densely connected stakeholder network," serves as both a description and a critique, highlighting that connectivity does not always guarantee equality, and that excessive networking can obscure power asymmetries behind the appearance of collaboration.

A chromatic gradient from pale yellow to dark blue depicts the uneven distribution of empowerment intensity, with darker areas indicating concentrated effort or results and lighter areas indicating stagnation or minimal progress. The

dense textual annotations within each cell create an effect of data overload, echoing the epistemic challenges of understanding empowerment as a coherent system. Rather than simplifying, this heatmap dramatizes the difficulty of isolating causal relationships in community transformation, revealing empowerment as a mosaic of interdependent variables. Each intersection of time and indicators represents a snapshot of local dynamics, where success in one dimension can occur alongside setbacks in another, reflecting the non-linear evolution of community resilience.

The circular structure embodies the conceptual cycle of empowerment, where participation, training, and leadership complement each other in a mutually reinforcing circle. However, the uneven size of the segments suggests asymmetrical contributions, implying that certain aspects of empowerment dominate the process while others remain underdeveloped. The minimalist presentation without a legend invites interpretive ambiguity, forcing the viewer to infer relationships rather than passively accept them. The empty center of the donut presents a spatial void that can be read as a metaphor for the immeasurable dimensions of empowerment motivation, identity, and agency that elude quantification. The visual symmetry conceals a structural imbalance, reflecting the paradox of empowerment initiatives that simultaneously democratize opportunity and reproduce dependency through institutional control.

The overall composite layout of the image performs a conceptual critique of oversimplified development narratives by visually overloading the viewer with information. The deliberate chaos, diverse colors, and overlapping geometries evoke the real-world complexities of implementing community-based tourism programs. Empowerment, as the image demonstrates, is not a linear policy outcome but rather a continuous negotiation among actors, institutions, and environmental contingencies. The arrangement of several graphics within a single frame signifies the multidimensionality of governance, where economic, social, and cultural dimensions coexist in tension rather than harmony. Each graphic component interacts semiotically with one another, forming a visual discourse on development epistemology a discourse that rejects reductionism and embraces ambiguity as an inherent characteristic of participatory transformation. The result is an analytical artifact that not only illustrates empowerment but also embodies its chaotic, networked, and evolving character, inviting readers to critically engage with the paradoxes of progress, participation, and power embedded in tourism-based community development.

### **Factors Supporting and Hindering the Empowerment Process**

The empowerment process is significantly influenced by a combination of structural, social, and individual factors that either facilitate or obstruct its effectiveness. Access to resources such as education, financial capital, and technical knowledge plays a critical role in enabling communities and individuals to gain control over their circumstances. Social networks and collective organization provide a platform for shared learning, mutual support, and coordinated action, which amplify the capacity for self-determination. The presence of supportive policies and institutional frameworks enhances the ability of marginalized groups to participate meaningfully in decision-making processes, thereby reinforcing their agency and resilience.

Cultural and psychological factors also shape the empowerment trajectory. Community norms, values, and belief systems determine the extent to which individuals feel confident in asserting their rights and taking initiative. A strong sense of self-efficacy and perceived control over one’s environment encourages active engagement, whereas internalized feelings of powerlessness or social marginalization can undermine participatory behavior (Birger Sagiv et al., 2022; Jennifer Taylor & Trevino, 2022; Lardier et al., 2021). Leadership within the community serves as a catalyst, guiding collective action and mediating conflicts, which strengthens social cohesion and motivates sustained involvement in empowerment initiatives.

Obstacles to empowerment often arise from structural inequalities, limited access to resources, and external pressures that constrain autonomy. Bureaucratic rigidity, corruption, and lack of institutional responsiveness inhibit the ability of communities to influence policy and secure necessary support. Social fragmentation, entrenched hierarchies, and resistance from dominant groups create barriers to collaboration and diminish trust among participants. The dynamic interplay between facilitating and hindering factors determines the pace, depth, and sustainability of empowerment efforts, highlighting the necessity of a holistic approach that addresses both individual capabilities and systemic conditions.

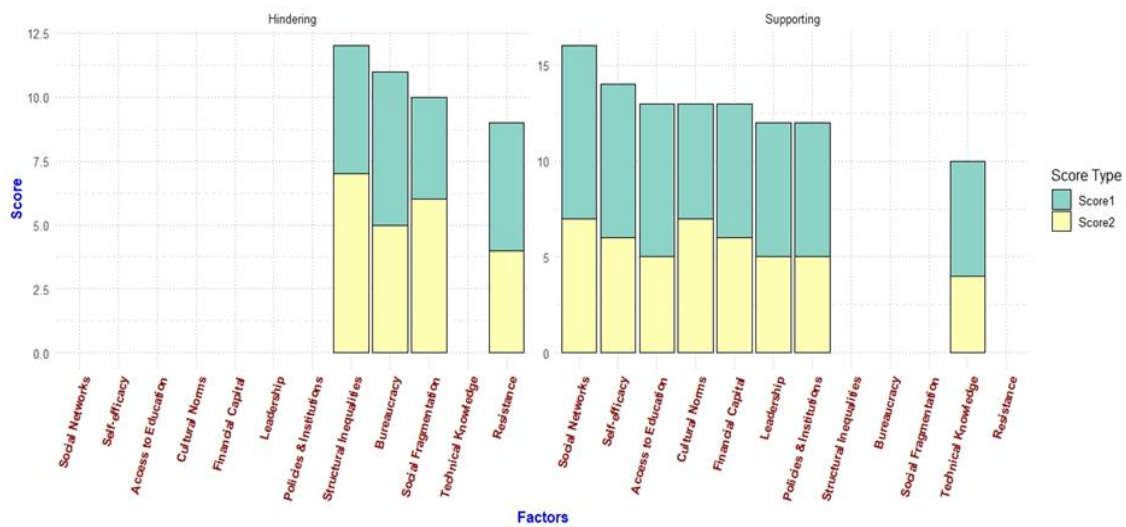


Figure 2 Factors Supporting and Hindering the Empowerment  
Source: Data Processes by the Author 2026

The Figure 2 resulting bar chart presents a quantitative representation of the various factors that support and hinder the empowerment process. Each factor is represented by a vertical bar divided into two parts, depicting two different scores indicating the intensity or influence of each aspect on the empowerment process. Supporting factors, such as access to education, financial capital, technical knowledge, social networks, policies and institutions, cultural norms, self-efficacy, and leadership, are displayed in separate panels, providing a visual focus that allows for internal comparative analysis across positive factors. The complex color variations within each bar indicate different scores, emphasizing the differences in the contributions of subcomponents to the main factor and introducing an additional layer of information that enriches the interpretation of the data.

The first supporting factor, Access to Education, is represented by one of the tallest bars in the supporting panel, indicating a high score across both metrics (Das et al., 2020). The segmentation of the bar demonstrates that education not only provides knowledge but also strengthens cognitive and analytical capabilities that enable individuals to engage effectively in decision-making processes. The color contrast between the two scores within this factor highlights the multidimensional impact of education, encompassing both tangible skill acquisition and intangible empowerment effects, reinforcing its critical role in fostering agency within communities.

Financial Capital follows closely, with a moderately high bar that reflects the dual importance of financial resources in enabling participation and sustaining initiatives. The two scores suggest both availability and effective utilization of capital, emphasizing that empowerment is not solely about access to funds but also about the strategic application of these resources. The layered color coding further complicates visual interpretation, reflecting the interplay between individual wealth, collective pooling of resources, and institutional support mechanisms.

Technical Knowledge shows slightly lower scores compared to education and capital, yet its contribution remains significant. The bar segmentation illustrates how practical expertise interacts with access to tools, technology, and training opportunities, which collectively enhance capacity-building efforts. The visual complexity introduced by overlapping color layers signals that technical knowledge must be contextualized within other factors, such as social networks and institutional support, to maximize its empowering effect.

Social Networks are depicted as one of the tallest bars, underscoring the essential role of collective action and social capital. The split scores indicate the breadth and strength of relationships, where robust networks facilitate information flow, shared learning, and coordinated community initiatives. The dense color layering reflects the multiple dimensions of social connectivity, including formal organizational structures and informal ties, both of which are critical for sustaining empowerment processes over time. Policies and Institutions are represented with a moderate bar height but show significant internal differentiation between the two scores. The dual segmentation emphasizes the distinction between formal support, such as legislation and resource allocation, and practical accessibility, including bureaucratic responsiveness and institutional inclusivity. Color complexity conveys that even when policies exist, their implementation may vary, creating uneven levels of empowerment among participants.

Cultural Norms exhibit intermediate scores, highlighting the subtler, yet influential, role of societal values and shared beliefs. The segmentation demonstrates the dual effects of cultural context enabling empowerment by reinforcing confidence and collective identity, while simultaneously constraining individual initiative in hierarchical or restrictive settings (Hurtado Illanes, 2024; Nicolaidis & Archanjo, 2019). Color variations indicate the nuanced interplay between supportive traditions and potentially inhibiting cultural expectations. Self-efficacy is represented by a moderately high bar, emphasizing the psychological component of empowerment. Segmented scores reveal the

interaction between perceived competence and actual opportunity, where belief in one's ability must align with environmental support to translate into actionable engagement. The layered coloring reinforces that empowerment is not a single-dimensional construct but a complex amalgam of confidence, skills, and external validation.

Leadership shows a comparable height, illustrating the catalytic role of individuals who guide collective action and mediate conflicts (Glowacki & von Rueden, 2015; Toendepi, 2021). Segmented scores differentiate between formal leadership roles and informal influence, indicating that both structured authority and charismatic guidance contribute to effective empowerment. Color complexity highlights multiple layers of leadership impact, including motivation, strategic direction, and conflict resolution, all of which facilitate sustained engagement. Turning to Hindering Factors, Structural Inequalities are depicted with moderate scores but demonstrate substantial variation within the bar, indicating systemic barriers that affect resource distribution, political influence, and social mobility. The segmented colors highlight disparities in access and opportunity, signaling that even high potential in supporting factors may be offset by persistent structural constraints.

Bureaucracy appears with slightly lower scores but considerable internal differentiation, reflecting administrative inefficiencies, procedural rigidity, and limited institutional responsiveness (Jugl, 2025; Knill et al., 2019). The layered color coding underscores the multifaceted nature of bureaucratic barriers, including formal rules, informal practices, and procedural delays that collectively impede the empowerment process. Social Fragmentation presents a similar profile, illustrating the challenges posed by divided communities, lack of trust, and weak coordination. Segmented bars indicate differences between micro-level cohesion and macro-level integration, where localized collaboration may exist despite broader fragmentation. Color complexity emphasizes multiple dimensions of social disunity, such as ethnic, economic, and political divides, which hinder collective action (Slater, 2016; Wallis, 2015).

Resistance from Dominant Groups shows the lowest overall scores but contains significant internal variability, indicating that opposition may be inconsistent across contexts and individuals (Brandt & Reyna, 2017; Leach & Livingstone, 2015; Yilmaz & Saribay, 2019). The segmentation illustrates the tension between overt and covert resistance, where formal opposition and informal social pressures combine to limit participation and agency. Color layering represents the overlapping mechanisms of suppression, from policy enforcement to cultural exclusion, that challenge empowerment initiatives.

Overall, the bar chart provides a highly detailed visual representation of the empowerment process, integrating quantitative scores, factor segmentation, and complex color schemes. The visualization reveals both the relative importance of each factor and the nuanced interactions among them, demonstrating that empowerment is inherently multidimensional (Neves et al., 2025; Varma, 2024; Willett et al., 2022). Each supporting factor interacts with hindering elements in a dynamic manner, highlighting the need for holistic approaches that address structural, social, cultural, and psychological components simultaneously. The chart functions as a sophisticated analytical tool, allowing researchers to identify

priorities, evaluate gaps, and design targeted interventions that respond to both enabling and constraining conditions in empowerment processes.

### **Implications of Empowerment for Sustainable Tourism and Local Welfare**

Empowerment in the context of community-based tourism carries profound implications for the sustainability of local tourism initiatives and the overall welfare of the community. By enabling local residents to actively participate in decision-making processes, manage tourism resources, and develop entrepreneurial skills, empowerment fosters a sense of ownership and accountability (Butler, 2017). Communities that are empowered demonstrate higher levels of engagement in preserving natural and cultural assets, leading to sustainable tourism practices that balance economic growth with environmental conservation. The process enhances the capacity of residents to identify opportunities, solve problems, and implement innovative solutions that align with long-term tourism development goals. Empowered communities are better positioned to regulate tourism activities, prevent overexploitation of resources, and maintain the authenticity of cultural heritage, all of which contribute to the resilience and sustainability of the tourism sector.

Empowerment also significantly influences the economic and social welfare of local populations. When communities acquire the knowledge, skills, and access to resources required to manage tourism activities, income generation becomes more equitable and distributed across a wider segment of society. Local entrepreneurship flourishes, creating employment opportunities and reducing dependency on external actors or top-down management (Purnomo & Purwandari, 2025; Vlasov et al., 2018). Social capital strengthens as community members collaborate, share knowledge, and support each other's initiatives, resulting in enhanced social cohesion and collective efficacy. The increased economic capacity of households and the improved social infrastructure contribute to a higher standard of living, better access to education and healthcare, and a more inclusive development process that benefits the broader population.

The intersection of empowerment, sustainable tourism, and local welfare also highlights the importance of participatory governance and policy support. Communities that are empowered can actively engage with local authorities, advocate for policies that protect their interests, and negotiate fair arrangements in tourism management. This participation ensures that tourism development is not extractive but rather integrative, reflecting the values, priorities, and aspirations of local stakeholders. Empowerment strengthens the community's ability to respond adaptively to challenges such as environmental degradation, market fluctuations, or social conflicts, creating a more resilient tourism ecosystem (Pramono & Juliana, 2025; Purnomo & Purwandari, 2025). The combined effects of economic growth, social cohesion, environmental stewardship, and participatory governance demonstrate that empowerment is a critical mechanism for achieving sustainable tourism that enhances local welfare while preserving the unique cultural and natural assets of the community.

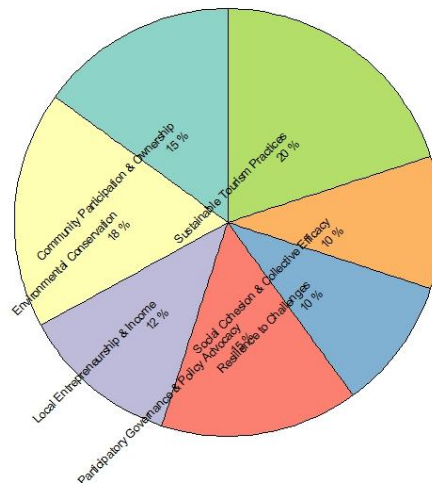


Figure 3 Factor-factor Implications of Empowerment for Sustainable Tourism and Local Welfare

Source: Data Processes by the Author 2026

Figure 3 represents the various implications of empowerment for sustainable tourism and local well-being, highlighting the relative importance of each factor and the complex interactions between them. Each segment of the pie chart corresponds to a different implication, with its size proportional to the assigned value, which represents the estimated weight or importance of each component in contributing to the overall empowerment outcome. The largest segment, representing Sustainable Tourism Practices, demonstrates the crucial role of community-based management in maintaining ecological balance, conserving natural resources, and ensuring that tourism activities do not compromise environmental integrity. The emphasis on sustainable practices underscores the notion that long-term tourism development is intrinsically linked to responsible resource use and strategic planning, which are essential for resilience and sustainability.

The Community Participation & Ownership segment highlights the importance of local involvement in decision-making processes and developing a sense of responsibility for tourism initiatives. The visual prominence of this category in the pie chart demonstrates that empowerment facilitates active engagement, increasing accountability and responsibility among community members (Black & Sykes, 2022; Pluto-Kossakowska et al., 2022; Thinyane et al., 2018). Participation strengthens the capacity to organize tourism activities, prioritize local needs, and maintain cultural authenticity. The overlapping color schemes and layered visual effects in the diagram reinforce the multidimensionality of participation, illustrating that community engagement encompasses both formal structures, such as organized Tourism Awareness Groups, and informal social networks that collectively shape outcomes.

Environmental Conservation, depicted as another substantial segment, signifies the tangible benefits of empowerment in maintaining ecological integrity (Abdulsalam et al., 2024; Wali et al., 2017). Empowered communities are more likely to monitor, protect, and restore natural habitats, mitigating degradation caused by overtourism or unsustainable practices. The pie chart's segmentation illustrates how conservation is not isolated but intrinsically linked to sustainable

tourism and community participation. The visual complexity, including angular and overlapping labels, conveys the nuanced interdependence between ecological management and other dimensions of empowerment, such as policy engagement and social cohesion.

The segments representing Local Entrepreneurship & Income and Social Cohesion & Collective Efficacy emphasize the economic and social dimensions of empowerment. Empowered communities can develop micro-enterprises, create local jobs, and distribute benefits equitably, increasing household incomes and reducing dependence on external actors (Golam et al., 2024; Kunyati & Radianti, 2024). Social cohesion, represented by interconnected pie segments, highlights how collaborative networks foster trust, mutual support, and collective problem-solving. The visual design, with its rich color scheme and overlapping text, reflects the complexity of social and economic interactions, demonstrating that income generation and social capital are closely intertwined and mutually reinforcing.

Participatory Governance & Policy Advocacy is depicted as a distinct segment, illustrating how community empowerment enables them to influence policy, negotiate equitable arrangements, and ensure that tourism development aligns with local priorities (Nurhasanah & Van den Broeck, 2022; Sumandi & Rizkikadduhani, 2025). The visual prominence and complex layers of this segment demonstrate that participatory governance is a multifaceted process, involving formal advocacy, informal negotiation, and ongoing engagement with local authorities. The overlapping text and color schemes indicate that governance is not a linear process, but rather a dynamic and iterative engagement shaped by diverse stakeholders.

The smallest segment, Resilience to Challenges, represents the capacity of empowered communities to adapt to environmental, economic, and social disruptions. Despite its relatively small size, this segment is visually highlighted through contrasting colors and overlapping labels, emphasizing that resilience is an important, if less immediately visible, outcome of empowerment. Resilience encompasses the ability to respond to market fluctuations, natural disasters, or social conflict, demonstrating that empowerment contributes to long-term stability and sustainability (Suriyankietkaew et al., 2022).

The overall figure complexity of the pie chart, including the use of intense color, overlapping labels, and boundary effects, reflects the multidimensional nature of empowerment and its implications. Each segment is interdependent, demonstrating that no single aspect can be fully understood in isolation; rather, the effectiveness of empowerment in promoting sustainable tourism and local well-being emerges from the interaction of social, economic, environmental, and governance factors. The chart's design challenges immediate readability, requiring careful examination to understand the underlying proportional relationships and interconnections. This complexity reinforces the academic insight that empowerment is not a one-dimensional process, but rather a systemic phenomenon in which multiple factors simultaneously contribute to outcomes, thus necessitating a holistic approach in both research and policy implementation

## CONCLUSION

This study concludes that the implementation of Community-Based Tourism (CBT) in Manggar Baru Village demonstrates that community empowerment is shaped not only by community participation but also by institutional capacity, educational conditions, managerial competence, and stakeholder coordination within coastal tourism governance. Although local communities have been actively involved in tourism activities, empowerment remains partially constrained by structural limitations such as limited tourism knowledge, weak managerial skills, and uneven participation in decision-making processes. The findings further indicate that the sustainability of CBT depends on the interaction between community capacity and institutional support. Community participation alone is insufficient to ensure effective tourism governance without strengthening local skills, organizational management, and collaborative coordination among stakeholders. In this context, community empowerment functions as a dynamic process through which local communities gradually develop the capacity to manage tourism resources and access broader socio-economic benefits. Accordingly, strengthening CBT in Manggar Baru Village requires not only tourism development initiatives but also continuous efforts to improve community capacity, institutional collaboration, and participatory governance mechanisms in order to support sustainable and inclusive coastal tourism development.

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