

## Regional Government Strategy in Improving Tourism Management to Increase Community Income in Namalatu Beach and Latuhalat Village Leisure Beach

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### **Abstract**

#### **Keywords:**

local government strategy, tourism management, community income, community-based tourism, Latuhalat Village

*This study aims to analyze the local government's strategy in improving tourism management to increase community income in Namalatu Beach and Latuhalat Village Leisure Beach. Research problems include low community capacity to take advantage of tourism economic opportunities, limited supporting facilities, lack of optimal coordination between the government and the community, and weak tourism promotion. The research uses a qualitative approach with data collection techniques in the form of interviews, observations, and documentation. The research informants consisted of the village government, the Tourism Office, tourism managers, and local business actors.*

*The results of the study show that local government strategies have been carried out through facility development, community empowerment, and regulatory support, but they have not run optimally due to limited training, uneven community participation, and not yet optimal digital marketing. The concept of Community-Based Tourism has not been applied comprehensively so that the economic impact on the community is still fluctuating and depends on the tourist visit season.*

*The conclusion of the study shows that strengthening government and community collaboration, increasing human resource capacity, developing digital promotions, and sustainable tourism management are key factors in increasing community income. It is suggested that local governments improve training programs, improve tourism facilities, and build an integrated community-based management system*

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## INTRODUCTION

Tourism is a strategic sector that contributes to economic growth and improvement of people's welfare. In Indonesia, tourism development is directed not only to increase regional income, but also to encourage the empowerment of local communities. Latuhalat Village in Ambon City has the potential for coastal tourism through Namalatu Beach and Santai Beach which have the opportunity to be developed as a community-based leading destination.

The Community-Based Tourism (CBT) approach is relevant in tourism management in this region, because it places the community as the main actor in the process of planning, managing, and utilizing tourism products. Through this approach, it is hoped that a more equitable distribution of economic benefits as well as environmental and social sustainability will be created. In addition, the role of local governments, especially the Provincial Tourism Office and Village Government, is very important in formulating policies, providing facilities, and empowering the community in accordance with the mandate of Law Number 10 of 2009 concerning Tourism.

Despite having great potential, tourism management at Namalatu Beach and Santai Beach still faces various obstacles. The problems that arise include low community capacity in managing tourism businesses, limited supporting facilities, weak coordination between stakeholders, lack of

tourism promotion, and low awareness of sustainable tourism principles. This condition causes the economic potential of the tourism sector to not be utilized optimally.

On the other hand, the trend of tourist visits to Ambon City shows a post-decline recovery in the 2020–2021 period and continues to increase until 2024, with the dominance of Indonesian tourists. This trend provides a great opportunity for Latuhalat Village to increase community income through tourism-based economic activities. However, increasing visits also requires planned and sustainable management so as not to have a negative impact on the coastal environment.

Based on these conditions, this study aims to analyze the role of local governments, identify tourism management challenges, evaluate community participation, and formulate community-based tourism development strategies in increasing community income in Latuhalat Village. This research is expected to make a practical contribution to the government and society, as well as enrich academic studies in the field of public policy and community-based tourism development.

#### LITERATURE REVIEW

Tourism management is a process that includes planning, organizing, implementing, and controlling tourism activities to achieve economic and social development goals (Gearing et al., 1973; Inskeep, 1991). In the context of marine tourism, effective management must be based on local potential and pay attention to sustainability principles that include economic, social, and environmental aspects (Epler Wood, 2002; Ritchie & Crouch, 2003). This is in line with national policies that emphasize the importance of tourism development based on community empowerment and collaboration between stakeholders.

The Community-Based Tourism (CBT) approach is the main concept in modern tourism management, where local communities play a key role in the management and utilization of tourism potential (Tosun, 2000). Through this approach, tourism is not only oriented towards increasing the number of visits, but also on the equitable distribution of economic benefits and improving people's welfare. In the context of tourist villages, the community plays a role as a provider of tourism services such as culinary, homestay, tour guides, and creative economy actors based on local culture (Ginting, 2016).

The income of the village community is the result of economic activities sourced from various sectors, including tourism (Suharto, 2019). Tourism development has been proven to be able to increase people's income through the creation of jobs and new business opportunities. The active participation of the community in local resource management also contributes to improving welfare and reducing poverty (Mardikanto, 2020; Bappenas, 2020). In addition, the quality of services and promotional strategies are important factors in increasing the attractiveness of destinations and tourist satisfaction (Parasuraman et al., 1985; Prasetyo, 2020).

A number of previous studies have shown that community-based tourism management has a positive impact on the local economy. Sari (2020) found that community involvement in tourism management increased economic participation, while Nuraini (2021) showed an increase in the income of village communities through the development of marine tourism. Other research also emphasizes the importance of digital promotion and training in improving tourist visits and service quality (Prasetyo, 2021; Supriyanto, 2020).

However, there are still research gaps, especially related to the analysis of local government strategies in integrating the role of the community and integrated community-based tourism management. In addition, studies on the implementation of CBT in marine tourism destinations at the village level, especially in relation to increasing community income in a sustainable manner,

are still limited. Therefore, this study focuses on the analysis of government strategies, community participation, and community-based tourism management in increasing community income in Latuhalat Village.

## METHODS

This study uses a qualitative approach to analyze tourism management in increasing community income in Latuhalat Village. Data collection techniques were carried out through in-depth interviews, observations, and documentation studies. Interviews are used to dig up information from related parties, observations are made to see conditions and activities at the research site, while documentation is used as supporting data from official sources.

The data source consists of primary and secondary data obtained from various parties relevant to the research. The determination of informants is carried out by purposive sampling, which is based on certain considerations in accordance with the needs of the research.

The validity of the data was tested through the triangulation technique of sources and methods. Data analysis is carried out in a qualitative descriptive manner through the stages of data reduction, data presentation, and conclusion drawing to produce a systematic picture of tourism management and its impact on community income.

## RESULTS AND DISCUSSION

### Community-Based Tourism (CBT) Analysis

The implementation of *Community-Based Tourism* (CBT) at Namalatu Beach and Santai Beach shows that the community has begun to be involved in tourism management, both in business activities and area management. This participation can be seen from the involvement of the community in the provision of tourism services, such as culinary, boat rental, and marine tourism services. In addition, the village government and the Tourism Office play a role in encouraging community involvement, although coordination and evaluation mechanisms still need to be strengthened.

In terms of local ownership, most of the tourism businesses have been managed by local communities, thus providing direct economic benefits. However, the equitable distribution of benefits is not optimal because there is still inequality of access for certain community groups, as well as income dependence on fluctuations in the number of tourists.

In terms of environmental conservation, public awareness of beach cleanliness is starting to increase, but waste management and supervision still need to be improved. Meanwhile, the preservation of local culture has begun to be seen through MSME products and tourism activities, although it has not been developed optimally as the main attraction.

Strengthening community capacity is also still a challenge, especially in terms of managerial skills, marketing, and tourism services. Training and assistance from the government have been carried out, but they have not been running optimally and sustainably.

Overall, the implementation of CBT on the two beaches has shown a positive direction, but it still needs to be strengthened in terms of collaboration, equitable distribution of benefits, environmental management, and community capacity building so that tourism management can run more effectively and sustainably.

**Table 1 Implementation of CBT at Relax Beach and Namalatu Beach**

<b>Principles of CBT</b>	<b>Implementation at Namalatu Beach and Santai Beach</b>
<b>Community Participation</b>	- The community is involved in planning, decision-making, and tourism management, although evaluation still needs to be improved.- MSME actors are actively involved in the management of coastal areas, including maintaining cleanliness and managing their stalls.
<b>Local Ownership</b>	- Facilities such as MSME kiosks and tourism services are managed by local communities.- The government provides free kiosks for MSMEs, giving the community control over their businesses.
<b>Equitable Distribution of Benefits</b>	- Income from tourism provides direct benefits to the economy of MSME actors, but still depends on fluctuations in the number of tourists.- Equitable distribution of benefits still needs to be improved for vulnerable groups and weak economies, despite the government's efforts to create business opportunities.
<b>Cultural and Environmental Preservation</b>	- The community is involved in maintaining the cleanliness of the beach through routine community service.- There has not been explicit attention to the preservation of local culture in tourism products, but there is potential for development in this regard. The government needs to educate tourists to maintain the cleanliness and local culture.
<b>Strengthening Community Capacity</b>	- MSME actors receive business capital assistance, but training and assistance are still limited.- The government is committed to assisting the community, but training in business management and tourism services needs to be carried out more often.

## **Discussion:**

### Overview of Research Locations

This research was conducted in Latuhalat Village, Nusaniwe District, Ambon City, which has the characteristics of a coastal area with marine tourism potential. The focus of the research is on Namalatu Beach and Santai Beach as leading destinations that directly face the Banda Sea. These two beaches have attractions in the form of natural beauty, fairly good accessibility, and are used as tourist locations and economic activities for the community.

Socio-economically, the people of Latuhalat Village have diverse livelihoods, such as fisheries, trade, services, and tourism businesses. Some coastal communities depend on income on tourism activities, such as culinary businesses, rental of tourist equipment, and other services. This shows that the tourism sector has an important role in supporting the local economy.

In terms of economic infrastructure, Latuhalat Village has supporting facilities such as food stalls, small shops, and micro businesses spread around settlements and tourist areas. Local economic activities are also supported by the development of marine resources-based products and household businesses. However, the availability of modern economic facilities is still limited, so strengthening infrastructure and market access is a necessity in supporting tourism-based economic development.

With these geographical, social, and economic conditions, Latuhalat Village has great potential to be developed as a community-based tourism area, but still requires more optimal management in order to be able to increase community income sustainably.

#### Implementation of Local Government Strategy in Namalatu Beach Management

The Maluku Provincial Government through the Tourism Office together with the Latuhalat State Government have implemented various strategies in the management of Namalatu Beach to improve the quality of destinations and community income. One of the main efforts is the provision of economic facilities in the form of MSME shops that are used by the community to run culinary businesses and tourism services. In addition, the government also develops infrastructure, such as renovating lodgings and maintaining public facilities to improve the comfort of tourists.

In support of modern governance, the government has implemented a digital-based ticketing system to increase the transparency and accuracy of visit data. The procurement of marine tourism supporting facilities, such as tourist boats, also opens up new business opportunities for local communities. On the other hand, support in the form of business capital assistance is also provided to increase the capacity and sustainability of MSMEs.

In terms of promotion, the strategy is carried out through the use of digital media and promotional support to the national level, which has an impact on increasing the attractiveness of destinations. In addition, increasing accessibility through additional transportation to tourist areas also facilitates tourist mobility.

Community empowerment is also an important part of this strategy, as seen from the involvement of the community in tourism economic activities and environmental conservation activities, such as routine community service. Overall, the implementation of local government strategies has had a positive impact on tourism development, although it still requires strengthening in terms of sustainability and equitable distribution of benefits for the community.

**Table 2 Strategy of the Maluku Provincial Government and the Latuhalat State Government in Increasing Namalatu Beach Tourism**

	<b>Strategy</b>	<b>Implementers</b>	<b>Form of Implementation</b>	<b>Impact on the Community</b>
<b>1</b>	MSME Store Preparation	Maluku Provincial Tourism Office	Provision of 13 units of MSME stores	Increase Community Income
<b>2</b>	Digital Promotion	Maluku Provincial Tourism Office	Promotion via official Instagram	Increase tourist visits
<b>3</b>	National Promotion	Maluku Provincial Tourism Office & Ministry of Tourism	Indonesian Charm Award 2022	Improving the image of Namalatu Beach
<b>4</b>	Improved Transportation Access	Maluku Provincial Tourism Office & Latuhalat State Government	Addition of Latuhalat public transportation	Facilitate the mobility of tourists
<b>5</b>	Provision of Marine Tourism Facilities	Maluku Provincial Tourism Office	Procurement of 7 units of tourist boats	Opening new jobs
<b>6</b>	MSME Capital Assistance	Maluku Provincial Government	Annual business capital increase	Increase business capacity
<b>7</b>	Beach Care and Hygiene	Local Government & Community	Regular service and maintenance	Clean and comfortable environment
<b>8</b>	Digital Ticketing System	Local Government	Integrated barcode tickets	Transparent governance
<b>9</b>	Monitoring and Evaluation	Local Government	Supervision of tourist visits	Continuous improvement
<b>10</b>	Local Community Empowerment	Latuhalat District & State Government	Local workforce engagement	Community well-being increased

#### Implementation of Local Government Strategies in Pantai Santai

The Regional Government together with the Maluku Provincial Tourism Office have implemented various strategies in the management of Pantai Santai to improve the quality of destinations and community income. One of the main efforts is the provision of MSME kiosks that are used by the community to run culinary businesses and tourism services, thereby encouraging local economic independence.

In addition, the development of marine tourism activities such as boat rentals and swimming equipment also opens up business and employment opportunities for the community. Entertainment facilities such as karaoke are also an additional attraction for tourists, especially local tourists.

The local government also carries out routine maintenance of regional facilities, such as beach cleanliness, repairs to public facilities, and arrangements of access and parking areas to improve the comfort and safety of visitors. Tourism promotion is carried out through social media and regional tourism activities to increase the existence of Pantai Santai.

Table 3 Local Government Strategies in Managing Relaxing Beaches

Yes	Strategy	Implementers	Form of Implementation	Impact on the Community
1	Provision of MSME Kiosks	Local Government	Provision of 8 MSME kiosks	The Society's main source of income
2	Economic Empowerment of MSMEs	Local Government	Official tax system, the results of privately owned businesses	Increase economic independence
3	Marine Tourism Management	Local Government & Community	Boat rental and swimming pillow	Additional income for residents
4	Provision of Entertainment Facilities	Local Government	Karaoke Venue	Additional tourist attractions
5	Beach Care and Maintenance	Local Government	Facility cleaning and repair	The beach environment is clean and comfortable
6	Local Workforce Engagement	Local Government	Use of local labor with official wages	Labor absorption
7	Travel Promotion	Maluku Provincial Tourism Office	Social media and local event calendar	Increase tourist visits
8	Area Planning	Local Government	Arrangement of access and parking lanes	Visitor comfort
9	Beach Safety	Local Government	Surveillance through guard posts	A sense of security for tourists
10	Management Monitoring	Local Government	Periodic evaluation of management	Continuous improvement

## CONCLUSION

Based on the results of the research and discussion, it can be concluded that:

The role of the Provincial Tourism Office in tourism development at Namalatu Beach and Santai Beach has been running quite optimally through the provision of supporting facilities, such as MSME kiosks, marine tourism facilities, and infrastructure improvements. In addition, the government also plays a role in tourism promotion, the implementation of a digital-based management system, and the provision of business capital assistance. This role shows the

government's commitment to encouraging tourism development that is oriented towards improving the community's economy.

The challenges faced by the Village Government include limited community capacity in managing tourism businesses, suboptimal supporting facilities, and weak coordination between stakeholders. In addition, other problems that are still faced are low sustainable promotion, environmental management that has not been maximized, and the dependence of community income on fluctuations in the number of tourists.

Community participation in tourism management in Latuhalat Village is quite good, especially in tourism business activities such as culinary, boat rental, and other services. The community is also involved in maintaining cleanliness and supporting tourist activities. However, this participation is still operational and not fully optimal in terms of planning and evaluation, so it needs to be strengthened to be more inclusive and sustainable.

The strategy of increasing community income through community-based tourism (CBT) can be carried out through strengthening community capacity through training and mentoring, improving the quality of tourism infrastructure and facilities, developing wider digital promotions, and strengthening collaboration between the government, the community, and the private sector. In addition, the application of the principles of sustainability and equitable distribution of economic benefits is key in ensuring that tourism development can improve people's welfare in a sustainable manner.

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