

Community participation in *green tourism* marketing and its impact on the image of the tourist village of Sait Buttu

Nurhafizha Khairi, Afifah Shabrina, Ajeng Ayu Putri Dian, Ameliya Vega Three Marbun, Bhimo Adrian Abimayu, Dina Adelia, Emya Dhia Peralisa Lingga*, Mhd Firmansyah Azhom, Yoana Romauli Saragih

Department of Tourism, Medan Tourism Polytechnic

Jl. Rumah Sakit Haji No. 12, Medan

ARTICLE INFO

Keywords:

CBT, community participation, destination image, green tourism, pentahelix

Katakunci:

CBT, citra destinasi, green tourism, partisipasi komunitas, pentahelix

DOI:

<https://doi.org/10.26905/jpp.v11i1.16318>

Received **February 3, 2026**

Review **February 20, 2026**

Accepted **June 9, 2026**

Corresponding Author:

Emya Dhia Peralisa Lingga
emyalingga5@gmail.com

HOW TO CITE ITEM

Khairi, N., Shabrina, A., Dian, A. A. P., Marbun, A. V. T., Abimayu, B. A., Adelia, D., ... Saragih, Y. R. (2026). Community participation in green tourism marketing and its impact on the image of Sait Buttu tourism village. *Jurnal Pariwisata Pesona*, 11(1).
<https://doi.org/10.26905/jpp.v11i1.16318>

ABSTRACT

The implementation of green tourism at the village tourism level often faces various challenges. This phenomenon is also evident in Sait Buttu Tourism Village, Pematang Sidamanik Subdistrict, Simalungun Regency. This research examines community participation in green tourism marketing and its influence on the image of Sait Buttu Tourism Village in Pematang Sidamanik District, Simalungun Regency. Using a descriptive qualitative approach and MACTOR analysis, this study maps the Pentahelix actor collaboration: government, academia, business, media, and community. Data was collected through observation, interviews, documentation, and focus group discussions. The results show that community participation plays a significant role in shaping the image of sustainable destinations across economic, social, cultural, and environmental dimensions. Programs such as waste banks and greening initiatives strengthen green tourism practices, while socio-cultural engagement reinforces local identity. This research underscores the importance of strengthening community capacity and cross-sectoral synergy to achieve an inclusive and competitive green destination, and offers a collaborative model between Community-Based Tourism (CBT) and the Pentahelix as a strategy for the sustainability of village tourism.

ABSTRAK

Implementasi pariwisata hijau di tingkat pariwisata desa sering menghadapi berbagai tantangan. Fenomena ini juga terlihat di Desa Wisata Sait Buttu, Kecamatan Pematang Sidamanik, Kabupaten Simalungun. Penelitian ini mengkaji partisipasi komunitas dalam pemasaran green tourism dan pengaruhnya terhadap citra Desa Wisata Sait Buttu di Kecamatan Pematang Sidamanik, Kabupaten Simalungun. Menggunakan pendekatan kualitatif deskriptif dan analisis MACTOR, penelitian ini memetakan kolaborasi aktor Pentahelix: pemerintah, akademisi, bisnis, media, dan komunitas. Data diperoleh melalui observasi, wawancara, dokumentasi, dan diskusi kelompok. Hasil menunjukkan bahwa partisipasi komunitas berperan penting dalam membentuk citra destinasi berkelanjutan melalui dimensi ekonomi, sosial, budaya, dan lingkungan. Program seperti bank sampah dan penghijauan memperkuat praktik green tourism, sementara keterlibatan sosial-budaya memperkuat identitas lokal. Penelitian ini menegaskan pentingnya penguatan kapasitas komunitas dan sinergi lintas sektor untuk mewujudkan destinasi hijau yang inklusif dan berdaya saing, serta menawarkan model kolaboratif antara CBT dan Pentahelix sebagai strategi keberlanjutan pariwisata desa.

INTRODUCTION

Sustainable tourism has become the primary direction for tourism sector development in various regions across Indonesia. Global trends indicate a shift in tourist preferences from mere recreation toward travel experiences that are responsible toward the environment and local communities—a concept known as *green tourism*. This concept emphasizes a balance between ecological, economic, and sociocultural aspects through nature conservation and community empowerment as the primary actors in destination management (Dahles, et al., 2020; Sasongko et al., 2024). In this context, *community-based tourism* (CBT) is a relevant approach because it positions local communities as the primary drivers in the planning, implementation, and development of sustainable tourism (Tristina et al., 2022; Baltacı, 2025).

However, the implementation of *green tourism* at the village tourism level often faces various challenges, particularly regarding the active involvement of the community in marketing activities and destination management. This phenomenon is also evident in Sait Buttu Tourism Village, Pematang Sidamanik Subdistrict, Simalungun Regency. Despite possessing strong natural potential and local wisdom—such as tea plantations, honeybee farming, and environmental innovations through the Simpatik Waste Bank—community involvement in marketing strategies remains inconsistent and has not yet been fully integrated with support from other stakeholders, such as the government, academia, and the private sector. Basyar, et al. (2025) highlights the need to strengthen cross-sectoral collaboration so that the concept of *green tourism* does not stop at environmental practices alone but also encompasses enhancing the destination's image through community participation.

A number of previous studies have highlighted the importance of the community's role in sustainable tourism development; however, most still focus on destination management aspects, with few delving deeply into community participation in the context of *green tourism* marketing and its impact on the image of tourism villages (Adnyana, 2020; El Batouty, & AbdEl-Fatah, 2022). Furthermore, studies on the synergy among the *Pentahelix* actors—government, academia, business, media, and the community—in developing a green tourism marketing model at the local level remain limited, particularly in *Community-Based Tourism* destinations such as Sait Buttu Tourism Village (Hestiana & Romdana, 2025).

Given this phenomenon, this study is important to address the *research gap* regarding how community participation plays a role in *green tourism* marketing and how collaboration among *Pentahelix* actors shapes the image of Sait Buttu Tourism Village as a sustainable destination. The objective of this study is to analyze the forms of community participation in *green tourism* marketing in Sait Buttu Tourism Village, as well as to examine the contributions and synergies among *Pentahelix* actors in supporting community-based green tourism development strategies.

METHOD

This study employs a qualitative approach using descriptive methods to gain an in-depth understanding of community participation in *green tourism* marketing and its impact on the image of Sait Buttu Tourism Village. The research was conducted in Sait Buttu Tourism Village, Pematang Sidamanik Subdistrict, Simalungun Regency, over a period of 40 days. This location was chosen because it serves as a model for the implementation of *Community-Based Tourism* (CBT) and active *Pentahelix* collaboration in the development of sustainable tourism.

Informants were selected through *purposive sampling* based on the following criteria: direct involvement in the management, promotion, or policy-making of the tourism village; representation of government, academia, business, the community, and the media; and at least one year of experience in the tourism sector. Based on these criteria, the informants consisted of Pokdarwis (Village Tourism Development Group) administrators, MSME (Micro, Small, and Medium Enterprises) operators, village government representatives, accompanying academics, and local media practitioners (Purnomo et al., 2025).

Data were collected through participatory observation, in-depth interviews, *Focus Group Discussions* (FGDs), and documentary analysis. Data analysis was conducted interactively through a process of reduction, presentation, and drawing conclusions. To support strategic interpretation, the *MACTOR* analysis (*Matrix of Alliances and Conflicts: Tactics, Objectives, and Recommendations*) was used (Danny Sianggaputra et al., 2022). The *MACTOR* stages include: identifying actors, determining *objectives*, and assessing levels of *influence* and *dependence* on a scale of 1–4 based on the results of focus group discussions (FGDs) and interviews. The scored data were then entered into SPSS software to generate diagrams of relationships among actors and levels of strategic alliances.

Data validity was ensured through source and method triangulation, *member checking*, audit trails, and researcher reflexivity. Triangulation was conducted by comparing results across actors and data collection methods, while *member checking* and audit trails ensured consistency in interpretation. Using this approach, the study produced a valid and comprehensive picture of community participation patterns and *pentahelix* synergy in strengthening the image of Sait Buttu Tourism Village as a sustainable *green tourism* destination.

RESULTS AND DISCUSSION

This study aims to understand the forms of community participation in *green tourism* marketing and their impact on the image of Sait Buttu Tourism Village, through a Community-Based Tourism (CBT) approach and *pentahelix* actor synergy. The analysis was conducted using a descriptive approach and mapping of relationships among actors using the *MACTOR* method, which was processed through SPSS to obtain a diagram of the interrelationships of influence and interests.

Community Participation in *Green Tourism* Marketing

Economic Aspect

Community participation in the economic aspect is reflected in residents' active involvement in creative economic activities and local tourism businesses. The Sait Buttu Pokdarwis group serves as the primary platform for introducing and marketing various MSME products such as coffee, tea, honey, and a variety of local culinary specialties produced by community-based business groups. One prominent form of community-based economic empowerment is the existence of the Joint Business Group (KUBE), which involves housewives in the production and sale of various processed foods such as tempeh chips, mung bean chips, capit cookies, buttered peanuts, and peanut peyek.

In addition, *Café TaKoMa* serves as both a promotional platform and a marketing space for local beverages—such as coffee and tea blended with honey—managed by Pokdarwis as a form of social *entrepreneurship* within the context of community-based tourism (Fitri et al., 2024). Nevertheless, economic activities within the framework of *green tourism* must be directed toward a system that adheres to sustainable standards and applies the principles of an ecological circular economy, so that business development focuses not only on increasing revenue but also on environmental conservation (Schneller, & Coburn, 2018; Herawati et al., 2023). The implementation of a community-empowerment-based green *economy* concept is key to ensuring that tourism activities in Sait Buttu Tourism Village remain aligned with sustainability values and preserve the village's image as an eco-friendly tourist destination (Shang, et al., 2023; Tohopi et al., 2025).

Social Aspect

In terms of social aspects, community participation in Sait Buttu Tourism Village demonstrates a fairly strong level of engagement, although it remains concentrated among the Pokdarwis group and active MSME operators, and thus does not yet fully encompass all segments of society (Wahyudiono & Imaniar, 2021). Residents have begun to play a role in the planning, implementation, and evaluation of **tourism** activities through various programs such as village festivals, cleanliness contests, and educational activities at *Café TaKoMa*. These activities contribute to strengthening social solidarity and fostering a collective awareness of the importance of maintaining social harmony and improving shared well-being.

Another form of social participation is evident through the empowerment of vulnerable groups, one of which is Galansia (Gerakan Lanjut Usia), which involves the elderly in productive activities such as making dish soap and fried shallots, ensuring they continue to make a tangible contribution to the community's economic activities. Community involvement is a crucial factor because communities are at the heart of the sustainability of *green tourism* (Sarhan, et al., 2024; Utama & Kotabumi, 2025). However, further efforts are needed to align the roles of different community groups and enhance residents' capacity through ongoing training and mentoring, so that social participation in this village can develop in an equitable, inclusive, and sustainable manner.

Cultural Aspects

In terms of culture, community involvement in Sait Buttu Tourism Village is reflected in the efforts of the Pokdarwis to introduce and preserve Simalungun cultural values and local wisdom as part of the village's tourist appeal. Although there are still challenges in defining a dominant cultural identity—given the community's heterogeneous nature, comprising both Simalungun and Javanese ethnic groups—various initiatives have emerged, such as the development of dance arts, cultural centers, and traditional cuisine as forms of preserving local heritage.

Collaboration with traditional leaders and artists is indeed still limited; however, community awareness of the importance of cultural preservation is growing, as it is seen as a means to strengthen the image and character of the tourist destination. In the context of *green tourism* marketing, local culture serves as a symbol of social and spiritual sustainability that affirms the harmony between humans and nature (Bagus & Paramita, 2025). Therefore, it is important for tourism villages to highlight their cultural uniqueness and ecological identity as distinguishing elements from other destinations, by prioritizing educational, creative, and community-based approaches in sustainable tourism promotion strategies (Singgalen & Prasadja, 2025).

Environmental Aspects

Environmental aspects are the most prominent dimension in the development of *green tourism* in Sait Buttu Tourism Village. The commitment of the community and the Tourism Development Group (Pokdarwis) to

nature conservation is demonstrated through various conservation activities, such as river cleanups, tree planting, inter-hamlet cleanliness competitions, and community-based waste management. One of the most notable innovations is the SIMPATIK Waste Bank (Integrated Solution to Pollution and Plastic Waste Problems), which involves a group of homemakers in transforming plastic waste into useful products, such as exhibition garments made from used bottles, tissue holders made from plastic cups, and accessories made from recycled materials.

Environmental aspects are viewed as a crucial element that significantly influences the image of the Sait Buttu Tourism Village. The involved NGOs emphasize the importance of implementing standardized policies and SOPs for *green tourism*, as well as the need for integration between ecology and tourism so that sustainability principles can be consistently realized (Budiatiningsih, Mahmudah & Hulfa, 2025). Collaboration among stakeholders within the *pentahelix* framework—which includes the government, communities, academia, the private sector, and NGOs—is a key factor in ensuring that tourism villages have a robust, adaptive, and sustainable environmental management system (Wardhani & Valeriani, 2024). Based on the results of interviews and field observations, residents play an active role in creative economic activities and environmental conservation. One Pokdarwis informant stated:

“We sell local coffee and honey at Café TaKoMa, but we also keep the river clean because that’s what makes tourists want to keep coming back.”
(Interview, Pokdarwis Chairperson, 2024).

These four aspects demonstrate the integration of economic empowerment, social cohesion, cultural preservation, and ecological awareness, all of which contribute to the village’s positive image as a *green tourism* destination.

Impact on the Image of Sait Buttu as a Tourism Village Destination

Government

The government’s role in the development of Sait Buttu Tourism Village is significant, although it still faces various limitations. Based on interview results, to date there are no formal regulations or village ordinances (Perdes) that specifically govern the implementation of *green tourism*. The village government has demonstrated support through tourism awareness programs and by facilitating Pokdarwis activities, particularly regarding cleanliness and environmental conservation. However, this support remains technical and short-term in nature, not yet leading to strategic and sustainable policies.

Although the government remains essential as the primary facilitator, its influence on shaping the destination’s image remains relatively low. Limited promotion, a lack of environmental policies, and the absence of an integrated communication strategy have prevented the image of Sait Buttu Tourism Village from developing optimally at the regency level. Therefore, concrete steps are needed, such as implementing *green tourism* policy standards, establishing a **cross-sectoral** coordination team, and enhancing the active role of the local government in promotion, guidance, and community training, to strengthen the direction of sustainable tourism village development (Pugra et al., 2021).

Academics

Academic actors play a strategic role as scientific partners who provide support through research, mentoring, and community education in . Several universities, such as the Medan Tourism Polytechnic, USU, UINSU, UNIMED, UMSU, ITSU, and POLBANGTAN, have contributed to research and environmental education programs in the Sait Buttu Tourism Village, although most of their focus remains on agriculture and social aspects rather than tourism directly. A tangible form of collaboration between academics and the Pokdarwis is evident in the honey and coffee education activities, which have now become one of the village’s premier educational attractions.

The contributions of the academic community have proven to have a positive impact on enhancing community capacity and strengthening the scientific image of the tourist destination. Moving forward, the role of academics is expected to expand further by strengthening the *knowledge transfer* process through training in digital marketing, green tourism management, and sustainable research that can be directly applied by the community. With this approach, the presence of academics has the potential to solidify both the conceptual foundation and the practice of *knowledge-based tourism* in Sait Buttu Tourism Village.

Business Sector

The business sector, particularly tourism-related MSMEs, plays a strategic role in strengthening the local economy while building a positive image for the “tourist destination”. Various micro-enterprises have flourished and are independently managed by the community, such as Café TaKoMa, which markets coffee- and tea-based beverages enhanced with locally produced honey, as well as KUBE (Joint Business Group), which produces a variety of local processed foods such as tempeh chips, buttered peanuts, capit cookies, and peanut peyek.

Business owners in this village have also begun adopting eco-friendly practices by managing waste and reducing plastic use in their production processes. The business sector makes a significant contribution to strengthening the image of Sait Buttu Tourism Village as a destination that prioritizes the concept of a *green economy*. Nevertheless, additional support is still needed, particularly in terms of digital marketing, product standardization, and branding training, so that local products can be more competitive in the broader tourism market (Rahmoun, & Baeshen, 2021). Synergy among business owners, the community, and the government is expected to serve as the driving force in creating an inclusive and sustainable tourism village economic system.

Community

The local community, particularly Pokdarwis (Tourism Awareness Group), serves as the central hub in implementing the concept of *community-based tourism* (CBT) in Sait Buttu Tourism Village. The community's role is clearly evident in various activities such as maintaining environmental cleanliness, managing tourist attractions, and developing community-based social and economic empowerment programs. Various innovations born from community initiatives—such as the SIMPATIK Waste Bank (Integrated Solution to Pollution and Plastic Waste Problems), Galansia (Senior Citizens' Movement), river exploration activities, and inter-hamlet cleanliness competitions—reflect the community's high level of awareness regarding the application of *green tourism* principles in their environment.

The community plays the most influential role in shaping the positive image of Sait Buttu Tourism Village. They not only serve as implementers of tourism activities but also act as green tourism ambassadors who help foster environmental awareness and strengthen local self-reliance. Nevertheless, the challenges the community still faces include expanding community involvement beyond the core Pokdarwis group and strengthening institutional capacity through destination management training, improving tourism communication skills, and developing partnership networks to ensure the sustainability of community-based tourism (Manyara, & Jones, 2007; Rammang-rammang et al., 2023).

Media (Media/Public Relations)

The media plays a highly strategic role as the primary link in building a positive image of Sait Buttu Tourism Village, both at the local and national levels. A number of media outlets, such as MNC, SCTV, Efarina TV, Monalisa TV, Kompas, Detik, and Taruna Global, have contributed to publicizing various village activities, both through live coverage and digital promotions (Safitri et al., 2025). Nevertheless, interview results indicate that collaboration between the media, the government, and the community remains sporadic and has not yet been structured into a long-term promotional program.

The media's role in shaping tourists' perceptions of the village's green image is actually significant, but its contribution has not been optimal due to the lack of an integrated communication strategy. Kenedi et al. (2025) suggest that a sustainable digital promotion strategy is needed, such as managing the official social media accounts of the tourism village, creating creative content with an environmental education focus, and enhancing collaboration between the media, academics, and the community in *green branding* campaigns. By consistently strengthening the role of the media, Sait Buttu Tourism Village has the potential to expand its reach and increase tourists' confidence in the village's image as a green and sustainable tourism destination.

Assessment of CBT and Pentahelix Actors

Community-Based Tourism (CBT)

Sustainable tourism development (green tourism) in Sait Buttu Tourism Village rests on four main pillars. Based on community assessments, environmental aspects are the highest priority, closely supported by social strengths, cultural sustainability, and economic independence (see table 1 and figure 1).

Table 1. CBT Assessment

Aspect	Importance (1–5)	Influence (1–5)
Economy	4	3.6
Social	4.3	3.6
Culture	4.3	4
Environment	5	5

1. Economic Aspects (Score 4)

The economic aspect ranks highly in terms of importance, as it serves as the primary foundation for the community in managing and developing tourism activities. For local communities, the tourism sector is viewed as a means to increase income and strengthen the economic self-reliance of villages. The analysis results indicate that communities place great emphasis on strengthening the local economy through the

development of MSMEs, processed products, and agrotourism activities, while remaining committed to preserving the sustainability of natural resources as part of the principles of sustainable tourism.

2. Social Aspects (Score 4.3)

The social aspect indicates a very high level of importance, reflecting the community's awareness of the importance of participation, collaboration, and social solidarity in supporting the sustainability of tourism activities. Various community-based activities such as Galansia, KUBE, and Pokdarwis serve as tangible evidence of a commitment to social welfare, togetherness, and inclusivity in the development and management of Sait Buttu Tourism Village.

3. Cultural Aspect (Score 4.3)

The high level of importance placed on the cultural aspect reflects the community's strong awareness of the importance of preserving local identity as one of the main attractions of tourism. Although Sait Buttu Tourism Village is ethnically diverse—particularly among the Simalungun and Javanese communities—cultural values remain a key component in strengthening the image and unique character of this tourist destination.

4. Environmental Aspect (Score 5)

The environmental aspect ranks highest in terms of importance, underscoring that this dimension plays a vital and crucial role in the development of *green tourism*. The community prioritizes environmental conservation in every tourism activity, demonstrating a high level of awareness regarding water conservation, reforestation, and waste management through initiatives such as the SIMPATIK Waste Bank. This reflects that ecological aspects serve as the primary foundation for sustainable tourism in Sait Buttu Tourism Village.

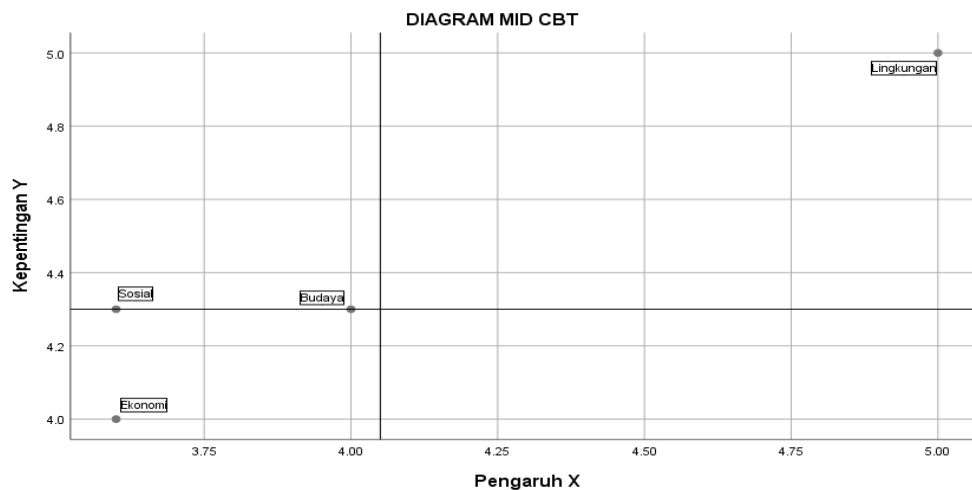


Figure 1. Sustainable tourism development (green tourism) in Sait Buttu Tourism Village

Pentahelix Actors

The success of green tourism development in Sait Buttu Tourism Village is driven by strong pentahelix collaboration, where each actor makes strategic contributions according to their respective roles and capacities (see table 2 and figure 2).

Table2. Pentahelix Assessment

Actor	Importance (1–5)	Impact (1-5)
Government	4	2.6
Academics	4.6	3.3
Business	4.3	4
Community	5	4.3
Media	4.6	3.6

1. Government (Score 4)

The government demonstrates a high level of commitment to sustainable tourism development. This reflects a strong commitment on the part of the government in terms of policy formulation, regulation development, and the provision of supporting infrastructure. However Supriyanto *et al.* (2024) argue, implementation on

the ground still requires strengthened coordination and synergy among various stakeholders to ensure that tourism development goals are achieved optimally.

2. Academics (Score 4.6)

Academics play a very significant role, as they are key actors in research, education, and community outreach. The involvement of various higher education institutions, such as the Medan Tourism Polytechnic, has significantly contributed to enhancing human resource capacity in Sait Buttu Tourism Village while strengthening the application of *green tourism* principles grounded in scientific approaches and academic knowledge.

3. Business (Score 4.3)

Academic actors hold positions of the utmost importance, as they play a strategic role in conducting research, providing education, and supporting the community. The participation of various higher education institutions, such as the Medan Tourism Polytechnic, has made a significant contribution to human resource capacity building in Sait Buttu Tourism Village. Furthermore, the role of academics also helps strengthen the implementation of the *green tourism* concept, which is grounded in a scientific approach and academic knowledge, thereby fostering more sustainable and knowledge-based tourism.

4. Community (Score 5)

The community plays the most central role in the *pentahelix* model, as it serves as both a direct participant in tourism activities and the primary driver of *green tourism* marketing. This high level of importance indicates that the success of sustainable tourism development is largely determined by the awareness, active participation, and initiatives of the local community in managing and maintaining the sustainability of the tourist destination.

5. Media (Score 4.6)

The media plays a crucial role as a strategic tool in promoting and branding the image of tourism villages. Through digital publications and social media, the media helps reinforce the narrative of *green tourism* and expand the reach of Sait Buttu's promotion as an eco-friendly destination.

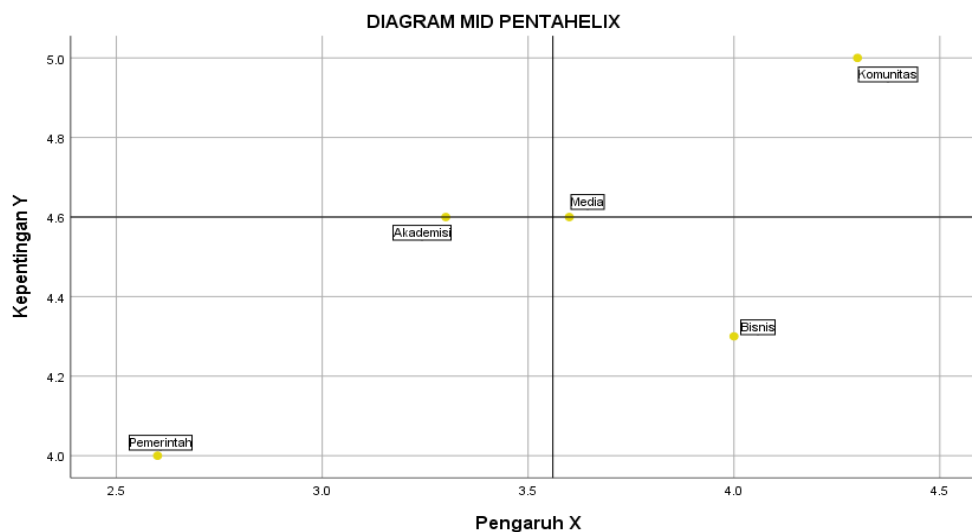


Figure 2. Pentahelix Collaboration in Sait Buttu Tourism Village

Influence Analysis

The level of influence describes the extent to which each actor and aspect shapes the direction and success of *green tourism* development in Sait Buttu Tourism Village (see table 1 and figure 1).

CBT (Community-Based Tourism)

1. Economic Aspect (Score 3.6)

The influence of economic aspects falls into the medium-to-high category, indicating that community-based economic activities such as KUBE and *Café TaKoMa* have made a tangible contribution to improving community well-being. However, the benefits have not yet been felt equally by all segments of the population. Therefore, strengthening marketing networks and expanding market access are necessary so that the economic benefits of tourism activities can reach the community more broadly and sustainably.

2. Social Aspects (Score 3.6)

The impact of the social aspect also falls into the medium to high category, indicating that various social activities—such as village festivals, empowerment programs for the elderly, and youth engagement—have successfully fostered a collective awareness among the community regarding the importance of unity in the development of the tourism village. Nevertheless, participation levels remain concentrated among specific groups; thus, efforts are needed to broaden the involvement of all segments of society so that social participation can be more inclusive and equitable.

3. Cultural Aspect (Score 4)

The cultural aspect demonstrates a strong influence, as local values have begun to be integrated into various tourism activities, such as dance performances, traditional culinary offerings, and the preservation of local customs and traditions. Although the cultural diversity of the community remains a challenge in itself, efforts to strengthen the village's cultural identity are believed to be capable of reinforcing the destination's image while enhancing the competitiveness of Sait Buttu Tourism Village amid the development of sustainable tourism.

4. Environmental Aspects (Score 5)

The environmental aspect has the greatest influence among the four dimensions of *Community-Based Tourism (CBT)*. This is reflected in the community's high level of concern for nature conservation, which is demonstrated through various activities such as river conservation, tree planting, and community-based waste management (Schneller & Coburn, 2018). The success of the SIMPATIK Waste Bank program serves as concrete evidence that active community participation has a direct impact on building a positive image of Sait Buttu Tourism Village as a sustainable green tourism destination.

Pentahelix

The success of sustainable tourism development in Sait Buttu Tourism Village depends heavily on the influence map of each Pentahelix actor. Currently, the primary driving forces are still dominated by the local community and the private sector, while regulatory and academic support still require optimization (see table 2).

1. Government (Score 2.6)

Although the government is considered highly important, its influence on the development of sustainable tourism remains relatively low. This situation reflects limitations in policy implementation, a lack of coordination across sectors, and minimal technical support at the field level. Therefore, the government needs to strengthen its role as a facilitator and regulator so that the implementation of *green tourism* policies can proceed more effectively and purposefully.

2. Academics (Score 3.3)

The influence of academics falls into the medium category, as their role has so far been limited to training and research activities. Nevertheless, academics have great potential to make a more significant impact through ongoing mentoring, the development of innovations, and scientific documentation that can strengthen community capacity and support the sustainable progress of Sait Buttu Tourism Village.

3. Business (Score 4)

Business sector actors have a significant influence in driving the increase in the economic value of tourism through capital support, promotional activities, and product innovation. The business sector serves as the main driving force in expanding the market share of local products while building a sustainable marketing network, thereby strengthening the economic competitiveness of Sait Buttu Tourism Village.

4. Community (Score 4.3)

The community exerts a high level of influence, reflecting its central role in the management process as well as the success of tourism development in Sait Buttu Tourism Village. Community members not only serve as implementers of tourism activities but also participate in decision-making regarding the direction and priorities of tourism village development to ensure it remains grounded in the principles of sustainability and community participation.

5. Media (Score 3.6)

The media has a significant influence in building a positive image of Sait Buttu Tourism Village through various forms of publications and digital campaigns. However, efforts to optimize promotional media still need to be improved so that *green tourism* communication strategies can be more effective and reach tourists at both the national and international levels.

Analysis of Collaboration Among *Pentahelix* Actors

These findings address the main research questions: what forms community participation takes in *green tourism* marketing and how it influences the village's image. The analysis (figure 3) reveals that active community participation—particularly through Pokdarwis—is the primary factor shaping the destination's positive image. The application of CBT principles across the four aspects (economic, social, cultural, and environmental)

strengthens the sustainability of the tourism village. Furthermore, the synergy among *Pentahelix* actors leads to increased collective awareness and the expansion of the tourism village's promotional network. Visser, et al. (2026) suggest that the government and academia need to strengthen regulations and capacity-building support to ensure that multi-stakeholder collaboration functions optimally. Theoretically, this study enriches our understanding of the integration of CBT and the *Pentahelix* model in the context of *green tourism*, while practically, its findings serve as a foundation for formulating sustainable promotion policies and strategies at the village level.

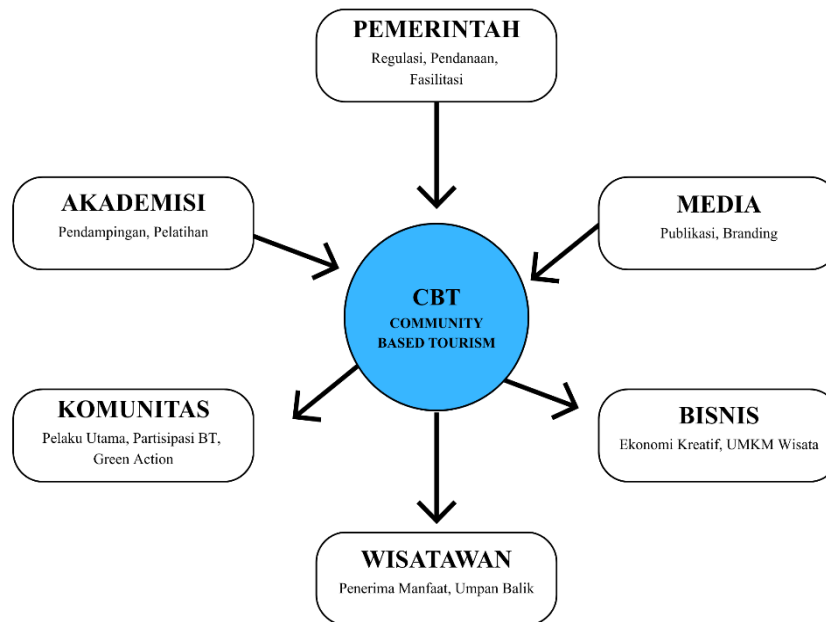


Figure 3. Pentahelix Integratif Model Sait Buttu Tourism Village

Description:

Pemerintah	: Regulator, facilitator, and provider of policy support and funding.
Akademisi	: Drivers of innovation, research, and community training.
Media	: A channel for communication and promoting the image of tourism villages.
Busnis	: Drivers of the creative economy and tourism product marketing.
Komunitas	: Core actors in community-based tourism (CBT).
Wisatawan	: Beneficiaries and end users of <i>green tourism</i> initiatives.
Functions in the model	: Carrying out activities based on the four aspects of CBT (economic, social, cultural, and environmental) and serving as a liaison between stakeholders and tourists.

CONCLUSION

This study confirms that strengthening Community-Based Tourism (CBT) and *Pentahelix* model collaboration are key to building the image of Sait Buttu Tourism Village as a sustainable *green tourism* destination. Based on the *MACTOR* analysis results, environmental aspects and the role of the community emerged as dominant actors with the highest levels of importance and influence (score of 5), indicating that the community's ecological awareness serves as the primary foundation for green tourism development in this village. Key collaboration exists between the community, academia, and the business sector, whereas the dynamics between the government and the media still reveal imbalances in terms of coordination and the continuity of promotional efforts.

The main contribution of this study lies in strengthening the CBT concept through the community's active participation across the four key dimensions—economic, social, cultural, and environmental—as well as providing empirical evidence that the synergy among *Pentahelix* actors can reinforce a cross-sectoral collaborative system in sustainable tourism. These findings expand the application of collaborative tourism theory by positioning the community as the primary driver of destination branding.

Practically, this study offers implications for tourism village managers and policymakers to strengthen cross-actor coordination, develop specific regulations related to *green tourism*, and enhance community capacity

through training in management and digital promotion. The study's limitations include the relatively short observation period (40 days) and the limited number of informants; therefore, further research is recommended to incorporate longitudinal analysis and comparisons among tourism villages to deepen the understanding of the effectiveness of *Pentahelix* CBT synergy in the context of sustainable tourism.

REFERENCES

- Adnyana, I. M. (2020). The Impact of Green Tourism on Sustainable Tourism in the Era of the Fourth Industrial Revolution. *Management, Economics, and Accounting*, 4(3), 1582–1592.
- Bagus, I., & Paramita, G. (2025). INTEGRATION OF THE TRI HITA KARANA LOCAL WISDOM IN SUSTAINABLE TOURISM MANAGEMENT: A CASE STUDY OF PENGLIPURAN VILLAGE, BALI. *JOURNAL OF HINDU CULTURAL TOURISM*, 6(1), 63–75.
- Baltacı, M. (2025). The Future of Sustainable Tourism: The Importance and Applications of Green Travel. *Journal of Academic Tourism Studies*, 6(1), 86–99.
- Basyar, M. R., Mardiyanta, A., & Setijaningrum, E. (2025). Multi-stakeholder analysis in building tourism resilience: Collaborative governance implementation in the majapahit house heritage area, Indonesia. *Tourism and Hospitality*, 6(1), 5.
- Budiatiningsih, Mahmudah, H. M., & Hulfa, I. (2025). GREEN TOURISM: A CONCEPT TO SUPPORT SUSTAINABLE TOURISM. *SCIENTIFIC JOURNAL OF HOSPITALITY*, 14(1), 479–486.
- Dahles, H., Khieng, S., Verver, M., & Manders, I. (2020). Social entrepreneurship and tourism in Cambodia: advancing community engagement. *Journal of Sustainable Tourism*, 28(6), 816–833. <https://doi.org/10.1080/09669582.2019.1706544>
- Danny Sianggaputra, M., Sagita, A., Desta Pratama, and C., Division of Maritime Resource Coordination, D., & Division of Maritime Affairs and Investment, Jl. Thamrin, K. M. (2022). ACTOR MODEL IN THE MANAGEMENT OF MARINE PLASTIC WASTE IN THE JAKARTA COASTAL AREA. *Jl. Menteng Pulo Raya No.*, 22
- El Batouty, S., & AbdEl-Fatah, A. A. F. (2022). The Importance of Transition to a Green Economy for Travel & Tourism in Support of Sustainable Development “An Applied Study on Sharm El-Sheikh”. *Journal of Tourism, Hotels and Heritage*, 5(2), 218–233.
- Fitri, H., Jamil, K., Paru, M. A., & Sapulete, S. T. (2024). *Reference Book: The Charm of Destinations—Tourism Marketing Strategies*.
- Herawati, Y., Amin, Z., & Setiawan, B. D. (2023). *Application of the Green Economy Concept in the Development of Eco-Tourism at Telaga Banyu Langit Tourism: Application of the Green Economy Concept in the Development of Environmentally Sustainable Tourism at Telaga Banyu Langit*. 8, 57–62.
- Hestiana, A., & Romdana, R. (2025). Community Participation in the Management of the Bukit Kandis Tourist Attraction in Durian Demang Village, Central Bengkulu. *Jurnal Stia Bengkulu: Committee on Administration for Education Quality*, 11 (1), 67–76. <https://doi.org/10.56135/jsb.v11i1.223>
- Kenedi, K., Nurhikmat, M., & Anggriawan, M. A. (2025). Integrating technology and social media branding to enhance sustainable tourism development through green tourism supply chains in Banten tourism villages. *Jurnal Pariwisata Pesona*, 10(2), 131–140. <https://doi.org/10.26905/jpp.v10i2.16040>
- Lewaherilla, N. C., Latupapua, C. V., & Christianty, R. (2022). *A pentahelix model for tourism development in Sawai Village based on green tourism*. 15(2), 459–465.
- Manyara, G., & Jones, E. (2007). Community-based Tourism Enterprises Development in Kenya: An Exploration of Their Potential as Avenues of Poverty Reduction. *Journal of Sustainable Tourism*, 15(6), 628–644. <https://doi.org/10.2167/jost723.0>
- Pugra, I. W., Oka, M. D., & Suparta, I. K. (2021). *Pentahelix Collaboration for the Development of Timpag Village Toward a Green Tourism-Based Tourism Village: Introduction*. 7(2), 111–120.
- Purnomo, A. K., Banowati, L., Susilawati, E., Mulyati, B., Dwinanda, D., B, M. M. B., H, K. R. F., Nurraga, D.,

- Hutapea, G. H., B, M. M. B., H, K. R. F., Nurraga, D., Hutapea, G. H., Margaretha, R., Goals, D., Albert, S., Purnomo, K., Banowati, L., Susilawati, E., ... Dwitasari, A. T. (2025). *Sustainable Agrotourism Using the Pentahelix Co2qncept to Support the Sustainable Development Goals (SDGs)*. 6(3), 313–321.
- Rahmoun, M., & Baeshen, Y. B. (2021). Marketing tourism in the digital era and determinants of success factors influencing tourist destinations preferences. *Asia-Pacific Management Accounting Journal (APMAJ)*, 16(1), 163-181.
- Rammang-rammang, K., Maros, K., Rifqi, M., Putra, A., Rahman, A., Iswara, P., Fasya, N., & Furqan, A. (2023). *The Implementation of the Community-Based Tourism (CBT) Concept in a Tourism Village Aims to Strengthen the Community's Capacity to Manage Local Resources, as the Local Community Fully Understands What Needs to Be Done*. 3(2), 789–808.
- Safitri, D., Taufiq, A., & Ramdan, M. (2025). *Digital Marketing Communication to Develop Cikancung, Bandung Regency*. 9(1), 69–81.
- Sarhan, M., Pernecky, T., Lück, M., & Orams, M. (2024). Tourism Governance and Multi-Stakeholder Partnerships in Protected Areas: A Scoping Review. *Journal of Park & Recreation Administration*, 42(4).
- Sasongko, I., Maksimilianus Gai, A., Setijawan, A., & Soewarni, I. (2024). *Building Village Identity Through Tourism*.
- Supriyanto, E. E., Suparto, D., Rachmawati, M., & Saputra, J. (2024). Collaboration of multi-stakeholder in integrated aid model for creative MSMEs in the tourism sector. *Indonesian Tourism Journal*, 1(1), 29-45.
- Schneller, A. J., & Coburn, S. (2018). For-profit environmental voluntourism in Costa Rica: teen volunteer, host community, and environmental outcomes. *Journal of Sustainable Tourism*, 26(5), 832–851. <https://doi.org/10.1080/09669582.2017.1421200>
- Shang, Y., Qi, P., Chen, H., Yang, Q., & Chen, Y. (2023). COVID-19 and its impact on tourism sectors: implications for green economic recovery. *Economic Change and Restructuring*, 56(2), 941-958.
- Singgalen, Y. A., & Prasadja, H. (2025). *COMMUNITY-BASED TOURISM*.
- Tohopi, R., Ngabito, F. M., & Mukdin, N. B. (2025). Implementation of Community-Based Tourism as a Strategy for Sustainable Tourism Development. *Scientific Journal of Social Sciences*, 11(1), 159– 171. <https://doi.org/10.23887/jiis.v11i1.94077>
- Triristina, N., Pujiyanti, Y. R., & Muharam, M. M. (2022). Application of Social Capital-Based Community-Based Tourism (CBT) in the Development of the Sumber Biru Wonomerto Tourist Attraction. *EL-RIYASAH Journal*, 13 (1), 1. <https://doi.org/10.24014/jel.v13i1.14206>
- Umam, M. C. (2025). *The Role of Tourism in Developing Marketing Strategies for Local Products in Lombok Praya*. 216–221.
- Utama, N. M., & Kotabumi, U. M. (2025). OPTIMIZATION OF VILLAGE AUTONOMY IN THE DEVELOPMENT OF COMMUNITY-BASED TOURISM IN SRI BANDUNG VILLAGE, NORTH LAMPUNG REGENCY. *Indonesian Multidisciplinary Scientific Journal*, 5 (3), 817–826. <https://doi.org/10.53866/jimi.v5i3.857>
- Visser, M. W., Demeijer, F. A., Zweekhorst, M. B., & Pittens, C. A. (2026). Navigating multi-stakeholder networks: embracing diverse perspectives in higher education–community collaboration. *Journal of Higher Education Policy and Management*, 1-19.
- Wahyudiono, A., & Imaniar, D. (2021). *The Impact of Tourism on the Sociocultural Aspects of the Kemiren Indigenous Village Community in Banyuwangi Regency*. 7(01).
- Wardhani, R. S., & Valeriani, D. (2024). *GREEN TOURISM IN THE DEVELOPMENT OF BANGKA BELITUNG TOURISM*. 7(01), 24–29.