

# Wayang Village Governance Model: Community-Based Cultural Tourism Development Strategy

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## Abstract

*This study aims to examine the governance model of community-based cultural tourism villages with a case study of Wayang Village in Wukirsari Village, Yogyakarta. In the context of the increasing trend of experiential and culture-based tourism, an inclusive and collaborative management model is a key factor in the success of destinations. This research uses a mixed methods approach, namely a survey of 100 tourists and in-depth interviews with five key informants (managers and villagers). Quantitative results showed that tourists' perceptions of management transparency, quality of cultural services, and community participation had a significant effect on loyalty and intention to revisit. Meanwhile, qualitative results reveal three main themes in governance: pentahelix coordination, cultural narrative-based service innovation, and relatively equitable distribution of economic benefits. This research produces an integrative governance model that places tourist experiences and local cultural values as the basis for inclusive and sustainable tourism business development. These findings provide theoretical contributions to the study of community-based tourism (CBT) as well as practical recommendations for stakeholders in the planning and management of cultural destinations.*

**Keywords:** *tourism village, cultural tourism, community-based tourism, governance, Kampung Wayang, tourist experience.*

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## 1. INTRODUCTION

Community-based cultural tourism has become a key strategy in encouraging inclusive and sustainable local development, particularly in rural areas (Zielinski et al., 2021; Fitrianiingsih et al., 2023). The shift in global tourism trends from mass tourism to experiential tourism is increasingly emphasizing the importance of authentic interaction between tourists and local culture (Wang & Dolah, 2024; Lund et al., 2022). In this context, culture-based tourism villages, such as Kampung Wayang in Wukirsari Village, Yogyakarta, play an important role as an educational space and at the same time as a business entity that raises traditional cultural values (Saputra & Suryani, 2022; Ardiwansyah & Mohammad, 2020).

Several studies show that the success of tourism village development is greatly influenced by participatory governance approaches, collaboration between actors (pentahelix), and the use of cultural narratives as a destination differentiation strategy (Uslu, Fitriana, & Darmawan, 2023; Widjanarko et al., 2022). Inclusive governance not only creates a more equitable distribution of economic benefits but also increases citizen involvement in maintaining the sustainability of cultural practices (Yamin et al., 2024; Adiwijaya et al., 2021).

In terms of travelers' experiences, various studies emphasize the importance of emotional and aesthetic elements in shaping loyalty and intention to revisit (Campos et al., 2018; Sari et al., 2021). Elements such as cultural performances, creative activities, and local narratives provide meaningful transformative experiences for tourists (Putri et al., 2020; Christie & Mason, 2003; Fatmawati et al., 2022). Direct involvement in cultural activities has been shown to increase destination promotion through electronic word of mouth (Zhou et al., 2024; Damayanti & Siregar, 2023).

However, challenges in management are still often found, such as weak coordination between actors, uneven distribution of benefits, and lack of innovation in packaging cultural experiences (Amin & Rahmiati, 2021; Prabowo & Nugraha, 2021). In addition, emotional branding strategies and cultural storytelling have not been fully optimized to strengthen destination positioning (Beevor, 2023; Saputra & Suryani, 2022).

Through a mixed approach, this study aims to examine the governance model of Wayang Village as a case study of culture-based tourism village management, by integrating quantitative analysis of tourist

perceptions and qualitative analysis of the narrative of managers and residents. This study is expected to contribute to formulating a more innovative, collaborative, and sustainable community-based cultural tourism development strategy.

## 2. METHOD

This study uses a mixed methods approach that integrates quantitative and qualitative data sequentially to obtain a comprehensive understanding of culture-based tourism governance in Kampung Wayang. This approach was chosen because it is able to capture both the perception of tourists at large through quantitative surveys, as well as the depth of narrative and meaning owned by managers and residents through qualitative data (Creswell & Plano Clark, 2018). Quantitatively, this study involved 100 tourist respondents who were randomly selected by sampling at the location of Kampung Wayang. The survey instrument was developed based on indicators of tourist perception of four main aspects: management transparency, community participation, service quality, and cultural authenticity. The validity of the questionnaire content was tested by two tourism experts and one cultural sociologist, while the reliability was tested using Cronbach's Alpha value, which was all above 0.7 (Nunnally, 1978). The data was analyzed using multiple linear regression analysis to determine the influence of each variable on tourist loyalty. To gain an in-depth qualitative understanding, semi-structured interviews were conducted with five key informants, namely the head of the Pokdarwis, two puppet craftsmen, one homestay owner, and one village official. The technique of taking informants uses purposive sampling, which is based on their active involvement in the management and development of village tourism (Palinkas et al., 2015). Qualitative data were analyzed using thematic analysis methods as developed by Braun and Clarke (2006), through the process of open coding, theme identification, and narrative meaning. The validity of the data is strengthened by source triangulation and member checking techniques as suggested by Lincoln and Guba (1985), to ensure that the results of the interpretation reflect the authentic experiences of the informants. This research also adopts the principle of interpretative phenomenological analysis (IPA) to explore the subjective meaning of the experiences of managers and residents in managing cultural tourism activities (Smith & Osborn, 2015). With this approach, quantitative and qualitative results are then integrated in the discussion stage to build a comprehensive and relevant governance model in the context of community-based cultural tourism.

## 3. RESULTS AND DISCUSSION

### 3.1 Quantitative Results: Tourists' Perception of Puppet Village Governance

A survey of 100 tourist respondents who visited Kampung Wayang showed that, in general, they had a very positive perception of the main aspects of governance and the quality of the tourist experience. As seen in Figure 1, cultural authenticity obtained the highest score with a score of 4.6 out of 5, indicating that tourists rated the experience at Kampung Wayang as authentic, not over-commercialized, and reflecting strong local cultural values. This is in line with the findings of Uslu et al. (2024), who stated that authenticity is a key factor in shaping tourist satisfaction in cultural heritage-based destinations.

The indicator of recommendations to others ranks second with a score of 4.5, which reflects the high potential in terms of electronic word of mouth (e-WOM). This means that tourists who are satisfied with their experience have a strong tendency to promote these destinations voluntarily through social media or personal communication. These findings are reinforced by Zhou et al. (2024), who show a positive relationship between cultural tourism satisfaction with digital recommendation intention and revisit intention.

Furthermore, the quality of service received a score of 4.4, indicating that tourists are satisfied with service aspects such as the host's friendliness, the comfort of the facilities, and the ability of the tour guide to convey information. This is a reflection of structured management and good HR training. This score also indicates that the service aspect has already met the expectations of tourists, although there is room for improvement, especially during large numbers of visits or peak seasons.

The management transparency indicator obtained a score of 4.3, indicating that tourists feel the disclosure of information about how the tourist village is managed. Although this indicator does not rank at the top, it remains high, indicating that this tourist village has a good reputation for honesty, open

communication, and public accountability. This supports the importance of the principle of good governance in community-based tourism as affirmed by Zielinski et al. (2021).

Meanwhile, tourist participation scores (4.1) and return visit intentions (4.2) remained in the high category, although slightly lower than other indicators. This can be explained by two factors: first, not all tourists have the time or preference to actively participate in activities such as batik making or dialogue with the puppeteers; second, the intention of revisiting tends to be influenced by geographical distance, accessibility, and other alternative attractions in the Yogyakarta area. However, this score still shows that the majority of travelers experience emotional engagement strong enough to reconsider their future visit. When viewed as a whole, these quantitative results illustrate the success of Kampung Wayang governance in meeting the expectations of modern tourists looking for authentic, meaningful, and structured experiences. The high scores on authenticity and e-WOM indicate that the village has managed to position itself as a destination that is not only attractive, but also has the potential to grow organically through the promotion of tourists themselves.

### 3.2 Analysis of Traveller Loyalty Regression

To further evaluate the influence of each perception variable on tourist loyalty, multiple linear regression analysis was performed. Loyalty is measured by the intention of a repeat visit and a willingness to recommend a destination. The results of the analysis showed that the regression model was statistically significant ( $F(4,95) = 17.38$ ;  $p < 0.001$ ) with an  $R^2$  value of 0.423. This means that 42.3% of the variation in tourist loyalty can be explained by four independent variables, namely transparency, participation, service, and authenticity.

To further understand the factors that affect tourists' loyalty to Kampung Wayang, multiple linear regression analysis was conducted. The model examines the extent to which travelers' perceptions of four key aspects, management transparency, participation in cultural activities, quality of service, and authenticity of the experience, contribute to the formation of loyalty. Loyalty in this context is defined as the tendency of tourists to return to visit and recommend destinations to others. The results of data processing are shown in Table 1 below.

**Table 1. Results of Tourist Loyalty Regression**

Variable	Coefficient ( $\beta$ )	Standard Error	p-Value
Transparency	0.1539	0.08	0.056
Participation	0.3521	0.055	0.0
Service	0.2136	0.098	0.031
Authenticity	0.5995	0.119	0.0

The regression results in Table 1 show that the four dimensions of tourism governance and perception make a positive contribution to tourist loyalty, albeit at different levels of significance.

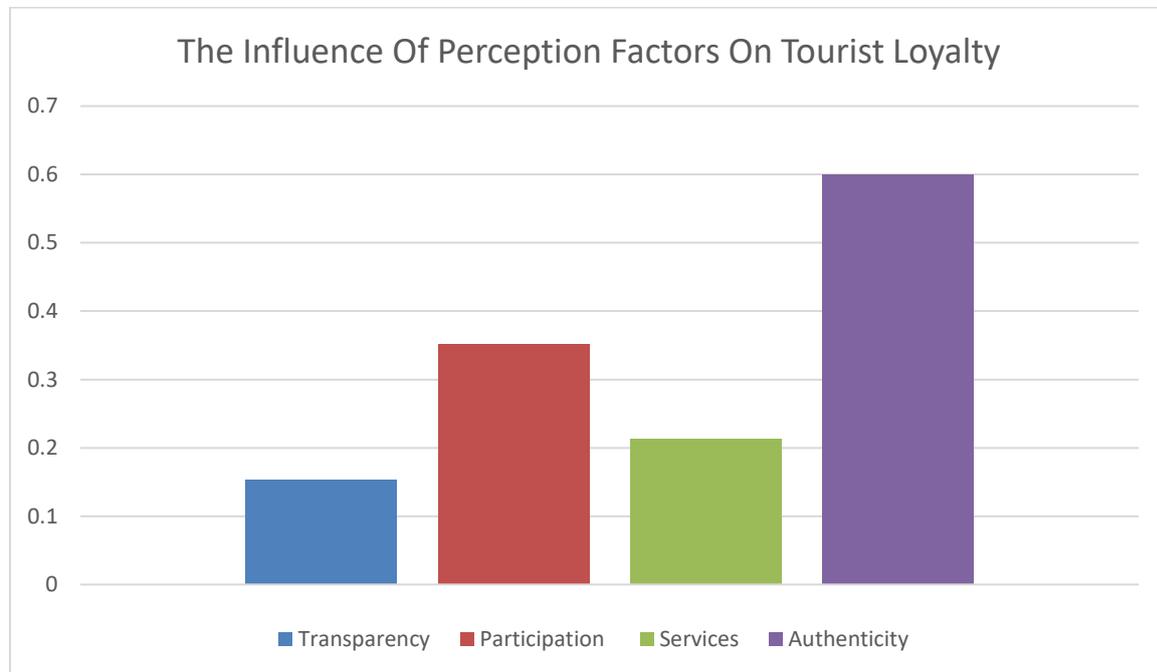
The highest coefficient was found in cultural authenticity ( $\beta = 0.5995$ ;  $p < 0.001$ ), indicating that authentic experiences in Wayang Villages are the most influential factor in shaping tourist loyalty. This means that aspects such as the authenticity of puppet performances, direct involvement in crafting, and vibrant cultural narratives manage to create experiences that leave a mark and have high emotional value. Tourist participation ( $\beta = 0.3521$ ;  $p < 0.001$ ) also showed a significant influence. This means that the more tourists are involved in the cultural process—not just as spectators but as performers—the more likely they are to return and recommend destinations.

Meanwhile, quality of service ( $\beta = 0.2136$ ;  $p = 0.031$ ) contributed moderately. Friendly service, easy access to information, and environmental cleanliness play a role as supporting factors for the comfort and perception of the professionalism of tourist villages.

Finally, transparency ( $\beta = 0.1539$ ;  $p = 0.056$ ), although it has not reached the level of conventional statistical significance, still has a positive influence. This indicates the importance of open, accountable, and participatory management in building public and tourist trust in tourism village governance.

Overall, this model explains 42.3% of variation in tourist loyalty, which is a strong figure in the socio-tourism context. This means that tourist villages that can harmoniously combine the dimensions of culture, participation, service, and openness will have great potential to maintain visitor loyalty in the

long term. To provide a visual picture of the strength of each variable's contribution to tourist loyalty, a visualization of the regression coefficient was made in the form of a bar chart. This visualization illustrates how much the direct influence of each dimension of perception namely transparency, participation, quality of service, and cultural authenticity on tourists' intention to revisit. A higher regression coefficient indicates a stronger contribution to loyalty formation, while an error bar line indicates a confidence limit of the estimated coefficient.



**Figure 1. Visualization of Traveler Loyalty Regression Coefficient**  
Source: Primary data processing results, 2025

As seen in Figure 1, cultural authenticity has the highest coefficient ( $\beta = 0.5995$ ), reinforcing the argument that authentic experiences are a key factor in culture-based tourism. Tourist participation also shows a significant influence, reflecting the importance of the active role of visitors in local cultural activities. Although the coefficients for service quality and transparency are lower, they still show a positive contribution to loyalty. These results confirm that tourism village management strategies that focus on cultural authenticity, direct engagement, and humanistic service will be more effective in maintaining and increasing tourist loyalty.

### 3.3 Qualitative Results: Narrative of Managers and Residents

The results of in-depth interviews with five key informants, consisting of the chairman of the Pokdarwis, two puppet craftsmen, a homestay actor, and a representative of the village government, resulted in three main themes that illustrate how the governance of the Wayang Village is constructed and carried out in daily practice. These three themes reflect the integration of cultural values, community participation, and collaboration-based managerial practices.

### 3.4 Active Pentahelix Coordination as a Pillar of Governance

One of the key findings is that governance in Wayang Village is not top-down, but is formed through continuous collaborative coordination. The Chairman of Pokdarwis stated that, "The key to success is monthly communication between villages, art actors, and the Tourism Office." This shows that the management system is designed with participatory and multi-actor principles, in line with the concept of pentahelix, which involves five pillars: government, academics, business actors, communities, and the media. The role of academics from UGM and ISI Yogyakarta is very strategic, especially in the aspect of capacity building through training, documentation, and curation of cultural arts activities. On the other hand,

the local government supports with accommodating regulations and physical infrastructure assistance. This kind of collaboration creates a flexible yet purposeful governance ecosystem, a hybrid model that brings local culture closer to modern managerial mechanisms.

### 3.5 Community-Based Service Innovation and Cultural Narrative

One of the puppet artisans said, "We don't just sell crafts, but we share the stories of our ancestors." This expression shows that cultural products in Kampung Wayang are not only seen as merchandise, but as a medium of value inheritance. The interaction of tourists with artisans does not only occur in economic transactions, but also in reflective spaces that allow for the transfer of cultural knowledge and the formation of meaning.

Activities such as puppet-making workshops, discussions about the philosophy of puppet figures, and live performances at local studios are forms of co-creative service experiences that place tourists as active participants, not just passive consumers. This innovation distinguishes Kampung Wayang from other cultural destinations and has the potential to be a competitive advantage in the educational and transformative tourism market.

### 3.6 Dynamics of Ownership and Distribution of Economic Benefits

In the context of social sustainability, the residents consider that the management model in Kampung Wayang is quite inclusive. A homestay owner stated that, "Now many guests are not just staying overnight, but participating in activities. Everyone is lucky to have a fortune." This shows that the economic benefits are not concentrated in one management entity alone, but spread to MSME actors such as food traders, batik artisans, local guides, and parking lot owners.

The interviews also revealed challenges in terms of role distribution and access to opportunities during peak seasons. Some residents feel that they have not been optimally engaged, especially the younger generation and women's groups. This suggests that although governance models tend to be open, capacity-building mechanisms and community leadership regeneration are still needed to maintain sustainability and participatory justice.

Implications of Qualitative Findings. The three themes above reflect that the success of Kampung Wayang is not only determined by physical and promotional factors, but also by a vibrant and networked culture of governance, innovation based on local narratives, and the principle of relatively equitable distribution of benefits. If managed more strategically, this model has the potential to be replicated in other tourist villages as a good practice in community- and culture-based tourism.

The findings of this study show that tourists' loyalty to Wayang Villages is not solely shaped by the quality of service or promotion of the destination, but by the complex synergy between tourists' perceptions of governance and the narrative of experiences formed by local communities. The combination of quantitative and qualitative approaches allows for a thorough understanding of these dynamics.

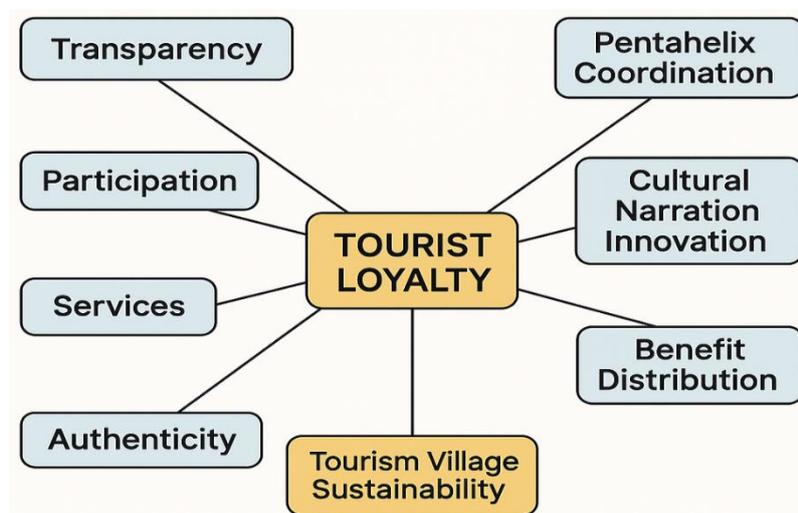


Figure 2. Integrative Model: Perception and Narrative of Puppet Village Management

As shown in Figure 2, this integrative model, built from quantitative and qualitative results, shows that tourist loyalty is not shaped by a single variable, but is the result of the interconnectedness of various perceptual factors and community management dynamics. Each dimension of traveler perception—such as transparency, participation, service, and authenticity—interacts in a complex way with local values and collaboration-based governance practices. In the context of Kampung Wayang, the synergy between the tourist experience and the narrative constructed by the residents becomes the foundation for the formation of sustainable loyalty. To understand this further, the following discussion will elaborate on how the two sides of the experience contribute to strengthening the cultural tourism business.

### *3.7 Integration of Community Perception and Narrative Factors*

From a quantitative perspective, cultural authenticity has the most significant influence on tourist loyalty. This supports previous literature that states that authentic experiences are the main attraction in culture-based tourism (Uslu et al., 2024; Wang & Dolah, 2024). Tourists in Kampung Wayang are not only looking for art performances, but also emotional and historical connections with local traditions. These findings reinforce the importance of emotional branding and storytelling approaches in destination strategy.

The qualitative findings add a new dimension: that such authenticity is formed through the collective work of the community, especially through the Pentahelix coordination between village managers, academics, governments, artists, and citizens. This coordination not only ensures the continuity of the program but also strengthens the trust of tourists through consistent services, curated cultural narratives, and interactive experiences. As revealed in the interview, periodic training and art campus involvement (ISI) are part of the quality improvement strategy.

### *3.8 Participation and Value Distribution as Drivers of Loyalty*

Tourist participation was also found to contribute strongly to loyalty. This is in line with the co-creation approach in tourism, where tourists are engaged as subjects, rather than passive objects. In the case of Kampung Wayang, activities such as batik workshops or making puppets are transformative means that deepen the attraction of tourists. The qualitative narrative shows that residents not only serve, but also share ancestral values and stories in the process of interaction.

One of the important aspects revealed from the qualitative results is the distribution of economic benefits. Not only does Pokdarwis, as the main manager, get results, but also MSMEs, homestay owners, and local traders. This indicates that the governance model of Kampung Wayang is relatively inclusive, although challenges remain in the division of labor during the high visit season. When this perception of justice is present, community trust increases, and synergy with tourists becomes more productive.

### *3.9 Strategic Direction: Connecting Perceptions and Business*

The resulting integrative model shows that the success of community-based cultural tourism cannot be determined by one dimension alone. Tourist loyalty as a strategic target must be built on value-based management, authentic participation, and collaborative governance. Therefore, the tourism village business development strategy needs to explicitly include these dimensions in the planning: starting from curating cultural experiences, regular stakeholder involvement, to a transparent benefit distribution system.

This research shows that the management of Wayang Village as a community-based cultural tourism village has strong strategic potential to be developed sustainably. Quantitative results prove that governance transparency, citizen participation, and the quality of cultural services have a significant effect on tourist loyalty. Meanwhile, the qualitative results confirm that the success of management cannot be separated from the coordination of pentahelix actors, service innovation based on cultural narratives, and equitable distribution of economic benefits at the community level. The governance model found in this study emphasizes the importance of integration between local cultural values and inclusive business orientation, where tourists become not only consumers but also part of the village's social and cultural ecosystem.

Based on these findings, several suggestions can be proposed. First, the strengthening of collaborative governance needs to continue to be encouraged through increasing the capacity of managers, the use of digital technology, and consistent cross-sector engagement. Second, cultural narratives as a force of

differentiation must be packaged innovatively through storytelling, emotional branding, and interactive media platforms that support cross-generational appeal. Third, local governments and academics are expected to play an active role as facilitators in knowledge transfer and supporting policies that encourage the sustainability of community-based tourism villages. Finally, periodic monitoring of social, economic, and cultural impacts is needed to maintain a balance between tourism growth and the preservation of local identity.

#### 4 CONCLUSION

This study on the governance model of Kampung Wayang as a community-based cultural tourism village emphasizes the crucial role of inclusive, participatory governance in shaping successful cultural destinations. The findings reveal that the integration of cultural values, community participation, and collaborative governance significantly influences tourists' experiences and their loyalty. Quantitative results highlight the importance of cultural authenticity, service quality, and transparency in fostering loyalty and encouraging repeat visits. Moreover, qualitative insights emphasize the role of local narratives and active community involvement in co-creating meaningful experiences for tourists.

The Pentahelix coordination, which involves the active collaboration between government, academics, business, media, and local communities, serves as the backbone for sustainable tourism management. The equitable distribution of economic benefits among the stakeholders further contributes to the sustainability of the tourism model. The research concludes that for cultural tourism villages to thrive, they must continue to innovate in service offerings, ensure transparent management, and engage in collaborative governance. Moreover, leveraging cultural narratives as a competitive advantage and maintaining equitable community benefits are essential for sustaining both local culture and tourism growth. These findings provide valuable insights for other cultural tourism destinations seeking to implement or enhance community-based governance models, ensuring a sustainable balance between cultural preservation and economic development.

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