JTOS *Journal of Tourism Sustainability*

Governance Performance of Pokdarwis in Cipada Tourism Village, Cikalong Wetan Sub-District, West Bandung Regency

Hari Ristanto[1*], Anang Sutono[2], Sumaryadi[3], Wisnu Rahtomo[4], Odang Permana[5]

[1,-4] Tourism Department, Politeknik Pariwisata NHI Bandung

Abstract

Tourism villages are increasingly recognized as models of sustainable and community-based tourism; yet, their success largely depends on the effectiveness of governance. This study evaluates the governance performance of Pokdarwis (Tourism Awareness Groups) in Cipada Tourism Village, West Bandung Regency, from the perspective of visitor satisfaction. Using a quantitative descriptive design, data were collected from 105 visitors via structured questionnaires and analyzed using descriptive statistics. The findings reveal that visitors positively perceived the village's cultural uniqueness and environmental cleanliness, while infrastructure and informational signage were rated lower. Overall satisfaction, emotional happiness, and revisit intention were high, with hospitality and cultural immersion serving as the strongest drivers. Governance reflections suggest that Pokdarwis has been effective in mobilizing community participation and preserving cultural authenticity, but faces challenges in infrastructure provision and interpretive communication. The study concludes that visitor satisfaction serves not only as an outcome but also as a feedback mechanism for governance performance. Practical recommendations include improving infrastructure, enhancing interpretive communication, diversifying tourism products, and strengthening partnerships through the Penta Helix model. This research contributes to tourism governance literature by empirically linking visitor satisfaction to local governance performance in rural contexts.

Keywords: governance, Pokdarwis, tourism village, visitor satisfaction, community-based tourism

INTRODUCTION

Tourism villages have emerged as promising models for sustainable and community-based tourism development. Their success depends not only on their natural and cultural attractions but also on the effectiveness of governance, which includes structured stakeholder collaboration, transparency, accountability, and strong community involvement (Halim & Lumanauw, 2023; Meirejeki et al., 2022; Muntaha et al., 2023). Community participation in planning, implementation, and evaluation helps foster a sense of ownership and ensures that development aligns with local values and expectations (Hermawan et al., 2024; Susila et al., 2023). Collaborative governance models—particularly the Penta Helix framework, which involves government, academia, business, community, and media—have been widely adopted to enhance the capacity of tourism villages to adapt and thrive (Pratiwi et al., 2024; Ratna Susanti et al., 2022; Santosa et al., 2023).

In this governance context, visitor satisfaction serves as a key performance indicator, reflecting how well tourism services, infrastructure, and experiences meet or exceed tourists' expectations. High satisfaction levels are often linked to responsive management, effective stakeholder coordination, and inclusive decision-making processes (Ding et al., 2022; Guo, 2023). Moreover, satisfaction is influenced by contextual factors such as cultural sensitivity, destination image, promotional strategies, and technological engagement (Trihandayani et al., 2022; Wulandari et al., 2023). The integration of digital tools and data analytics further strengthens governance by enabling personalized services, optimizing resource allocation, and fostering innovation (Meirinaldi, 2023; Putra et al., 2023).

Correspondence address:
Hari Ristanto
Email   : hari.ristanto@poltekpar-nhi.ac.id
Address   : Tourism Department, Politeknik Pariwisata NHI Bandung, Indonesia

Despite growing interest in tourism villages, research that explicitly evaluates the performance of local governance structures—such as Pokdarwis (tourism awareness groups)—from the perspective of tourist satisfaction remains limited. Most studies emphasize economic and cultural impacts while overlooking governance-performance linkages (Kim & Lee, 2022; Lubis, 2022). Recent findings suggest that inclusive governance practices, stakeholder synergy, and service quality have a direct influence on tourist experiences and satisfaction (Fedrina & Darmawan, 2024; C. Kurniawan et al., 2023). Moreover, Pokdarwis play a pivotal role in managing local tourism operations and ensuring alignment between community interests and visitor expectations, especially in rural tourism contexts (Sakir et al., 2025; Suryani et al., 2023).

This study addresses that research gap by evaluating the governance performance of Pokdarwis in Cipada Tourism Village, located in Cikalong Wetan Sub-district, West Bandung Regency. The primary objective is to assess the effectiveness of Pokdarwis in managing the tourism village based on the satisfaction levels of its visitors. To guide this inquiry, the following research questions are posed:

1. How do visitors perceive the quality of tourism experiences provided by Cipada Tourism Village?
2. What is the level of tourist satisfaction, happiness, and intention to revisit?
3. How do these satisfaction indicators reflect the governance performance of Pokdarwis?

By answering these questions, the study aims to offer insights that contribute to both practical improvements in tourism governance and the academic discourse on community-based tourism management in rural areas.

LITERATURE REVIEW

Governance in Tourism Villages

Visitor satisfaction serves as a vital indicator of the success of governance in tourism villages. It reflects the extent to which services, infrastructure, and experiences provided align with or exceed the expectations of tourists. High satisfaction levels often suggest well-managed resources, effective coordination among stakeholders, and responsiveness to visitor needs—core components of good governance (Guo, 2023; S. Jiang et al., 2022). Tourist satisfaction is not a monolithic construct; somewhat, it is shaped by multiple dimensions, including service quality, destination image, emotional connection, perceived authenticity, and cultural alignment. Research indicates that memorable experiences—especially those that facilitate meaningful engagement with local culture—are strong predictors of visitor satisfaction and loyalty (S. Jiang et al., 2022; Mo et al., 2024). Personalized services, such as interactive storytelling, immersive cultural activities, and responsive hospitality, have been shown to significantly enhance satisfaction by creating a deeper connection between tourists and the destination.

In particular, alignment with tourists' values and expectations is essential. Studies on halal tourism, for example, demonstrate that when tourism services are culturally and religiously sensitive, satisfaction levels among Muslim tourists increase, as does their likelihood of revisiting and recommending the destination (Wulandari et al., 2023; Zulvianti et al., 2022). This indicates the need for governance structures to be flexible and adaptive, tailoring tourism offerings to meet the diverse needs of various visitor groups. Moreover, destination image and promotional strategies play a crucial role in shaping satisfaction. Strong branding and marketing communications that reflect the authenticity and uniqueness of the tourism village can create emotional resonance with potential visitors (Trihandayani et al., 2022). Effective governance is required not only to manage internal tourism delivery but also to ensure that external perceptions align with the experience, thereby reducing expectation gaps.

The integration of technology and data-driven decision-making is increasingly being recognized as a governance strategy to enhance satisfaction. For instance, digital storytelling, virtual tours, and interactive exhibition technologies have been shown to increase tourist emotional engagement and perceived value (Mo et al., 2024; H. Xu, 2023). In parallel, the use of data analytics to monitor visitor behavior enables real-time responsiveness, service optimization, and personalization of the tourist experience (Meirinaldi, 2023; Putra et al., 2023). Visitor satisfaction serves as both an output and a feedback mechanism for assessing governance effectiveness. It signals how well governance practices address visitor expectations, and it provides actionable insights to improve services, infrastructure, and strategic communication. Tourism villages that institutionalize satisfaction monitoring within their governance frameworks are better equipped to enhance competitiveness, build tourist loyalty, and support sustainable tourism development.

Visitor Satisfaction as a Governance Outcome

Visitor satisfaction is widely regarded as a core indicator of effective tourism governance, reflecting the extent to which services, facilities, and experiences meet or surpass visitor expectations. It encompasses a

range of interrelated factors, including infrastructure quality, service delivery, cultural authenticity, and emotional engagement—each shaped by governance structures that support responsive and inclusive tourism management (Dini et al., 2024; Gayeta & Ylagan, 2022). High satisfaction is typically associated with the consistent delivery of quality experiences, including well-maintained infrastructure, accessible amenities, and authentic cultural encounters. The alignment between tourists' expectations and their actual experiences plays a pivotal role in shaping satisfaction, highlighting the need for strategic management that can anticipate and respond to visitor needs.

Beyond functional attributes, emotional value and cultural alignment are increasingly recognized as powerful determinants of satisfaction. Experiential engagement with local culture fosters stronger emotional bonds, which in turn influence revisit intentions and destination loyalty (Hadassa, 2024; Zhang et al., 2023). Community-based interactions allow visitors to develop a sense of connection with the local environment, enhancing the perceived value of their experience. Governance mechanisms play a central role in facilitating these outcomes. Effective governance supports adaptive management, enabling tourism providers to maintain service quality while innovating in response to changing visitor expectations (Cheng et al., 2022). In addition, cultivating a positive destination image—rooted in governance-led planning, communication, and resource management—can amplify emotional satisfaction and drive long-term tourist engagement (Rehman et al., 2022). Environmental and infrastructural factors also contribute significantly to satisfaction. Cultural and historical authenticity, combined with the physical condition of tourism facilities, shape visitor perceptions of a destination's overall quality. When governance systems ensure the integration of cultural narratives, sustainable practices, and coherent visitor services, the result is a comprehensive experience that enhances both satisfaction and behavioral loyalty (Matniyozov et al., 2024).

The Role of Pokdarwis in Local Governance Structures

In Indonesia's tourism village governance, Pokdarwis (Tourism Awareness Groups) serve as essential grassroots institutions that facilitate community-based tourism development. These groups are responsible for managing tourism activities, promoting cultural assets, maintaining infrastructure, and engaging residents in tourism planning and development. Their role bridges the gap between local communities and external stakeholders, promoting inclusive development and local ownership of tourism initiatives. Despite their centrality, evaluations of Pokdarwis' performance rarely consider visitor satisfaction, an important outcome measure that reflects whether governance practices translate into meaningful tourist experiences. As coordinators of tourism governance, Pokdarwis ensure community involvement in both strategic planning and daily tourism operations. Such participation cultivates local ownership, which is critical for sustaining tourism benefits and ensuring cultural sensitivity in service delivery (Palupi et al., 2024; Wardani et al., 2023). Through participatory processes, community members help identify and manage local tourism resources, aligning with broader objectives of community-based tourism to emphasize local empowerment, cultural preservation, and economic inclusion (Ginting et al., 2023). National policy has further reinforced the role of Pokdarwis by positioning them as agents of village-based economic transformation, where tourism is harnessed as a platform for advancing local identity and livelihood strategies.

However, a critical gap persists in assessing the effectiveness of Pokdarwis. Most evaluations focus on institutional outputs rather than visitor-oriented outcomes. Visitor satisfaction, as a governance feedback mechanism, provides vital insights into service quality, tourist expectations, and overall destination image. Integrating tourist feedback into governance assessments can help Pokdarwis identify areas of improvement in their operations, communication strategies, and service design (Lestari et al., 2022; Maarif et al., 2023). A governance model that is both community-driven and visitor-responsive offers greater potential for achieving sustained tourism performance. In addition to institutional challenges, Pokdarwis must now navigate increasing environmental uncertainty, particularly in the context of climate change. Managing tourism's ecological footprint while maintaining destination attractiveness demands adaptive governance approaches and proactive environmental stewardship (Subagyo et al., 2022; Sugihardjo et al., 2023). These challenges underscore the importance of capacity building and continuous training for Pokdarwis members, equipping them with the skills to navigate complex governance dynamics while ensuring visitor satisfaction remains a central priority.

Synthesizing Governance and Satisfaction in Tourism Villages

The relationship between governance and visitor satisfaction in tourism villages offers a crucial lens for evaluating the effectiveness of local tourism management. Governance practices that are inclusive, adaptive, and community-driven tend to foster more meaningful and satisfying tourist experiences while preserving the

cultural integrity of the destination. Collaborative models of governance—particularly those that involve the active participation of local communities—enable tourism villages to be more responsive to visitor expectations while ensuring alignment with local values and development goals (Fedrina & Darmawan, 2024; Ratna Susanti et al., 2022; Shan & Septemuryantoro, 2023). Organizations such as Pokdarwis play a pivotal role in this governance framework by facilitating communication between community stakeholders and tourism planners. Their involvement ensures that local insights are integrated into tourism design and promotion, helping to co-create experiences that are culturally authentic and visitor-oriented. Evidence suggests that governance structures that empower local actors through inclusive policies and transparent implementation mechanisms tend to lead to higher levels of visitor satisfaction and increased destination competitiveness (Areros et al., 2022; Prasetyo, 2023).

Moreover, tourism villages that adopt adaptive and participatory governance models are better equipped to manage the dynamic interaction between community identity and tourist expectations. This interaction forms the foundation of sustainable tourism development, where local empowerment and visitor satisfaction mutually reinforce each other (Lubis, 2022; Sandy et al., 2022). Community engagement enriches the tourism experience, fosters economic participation, and enhances the perceived value from the visitor's perspective. An integrated governance approach—such as the Pentahelix model, which includes government, community, academia, business, and media—has been widely promoted for its ability to synchronize stakeholder efforts and ensure long-term sustainability. When properly implemented, this model enables tourism villages to deliver enjoyable, authentic, and impactful experiences that meet both local and visitor interests (Haq et al., 2023; Ratna Susanti et al., 2022; Sulaeman et al., 2023). Ultimately, robust, participatory governance does more than boost visitor satisfaction; it nurtures the socioeconomic resilience of tourism villages. By integrating visitor feedback, strengthening institutional collaboration, and empowering local organizations like Pokdarwis, tourism governance can become a driver of sustainable development that benefits both communities and their guests (Nursetiawan et al., 2023; Putra et al., 2023).

METHODS

This study employed a quantitative descriptive research approach to evaluate the governance performance of Pokdarwis (Tourism Awareness Groups) in Cipada Tourism Village, located in Cikalong Wetan Sub-district, West Bandung Regency. The primary objective was to examine how levels of visitor satisfaction reflect the effectiveness of governance practices implemented by local tourism managers. A descriptive design was chosen to systematically capture tourists' perceptions and experiences through structured data collection and statistical analysis. The research site, Cipada Tourism Village, was selected purposively due to its active Pokdarwis institution and its increasing popularity among domestic tourists. The study population consisted of all tourists visiting the village during the data collection period. A total of 105 respondents were selected using purposive non-probability sampling, with the criterion that each had participated in at least one full tourism activity at the site. This sample size was deemed adequate for representing visitor perspectives and supporting reliable descriptive analysis.

Data were gathered using a closed-ended questionnaire developed based on established dimensions of tourism governance and visitor satisfaction. The instrument comprised four sections: village tourism quality (including infrastructure, cleanliness, and cultural uniqueness), visitor satisfaction, emotional happiness during the visit, and intention to revisit. Responses were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). To ensure external validity and data triangulation, field observations and researcher notes were also used to capture contextual dynamics during site visits. Content validity was established through expert judgment involving tourism academics and Pokdarwis practitioners. Reliability testing was conducted using Cronbach's Alpha, and all constructs yielded alpha coefficients above 0.7, indicating acceptable internal consistency. The collected data were analyzed using descriptive statistics, particularly mean scores and frequency distributions, to identify patterns and evaluate the level of visitor satisfaction across key governance-related indicators. Although no inferential analysis was applied, the descriptive findings provided sufficient insight into the strengths and weaknesses of Pokdarwis' governance performance as perceived by tourists. These results provide a foundation for formulating practical recommendations and for further academic inquiry into the governance of community-based tourism.

RESULTS AND DISCUSSION
Respondent Profile

To provide contextual background for interpreting the results, this study began by identifying the demographic characteristics of the respondents. A total of 105 visitors participated in the survey, each having

experienced at least one full tourism activity in Cipada Tourism Village. The demographic distribution reveals a diverse group of tourists, characterized by a wide range of ages, genders, occupations, and purposes of visit. In terms of gender, the sample consisted of 56 females (53.3%) and 49 males (46.7%) respondents. This relatively balanced gender distribution suggests that the tourism village has broad appeal to both male and female visitors. The age distribution shows that the majority of respondents were young adults: 40% were aged 21–30, followed by 28.6% aged 31–40, indicating that the tourism offerings are particularly attractive to younger, active age groups. The smallest age group represented was visitors over 50 years old, accounting for only 7.6%, suggesting a potential for targeted strategies to broaden the age appeal.

Respondents' occupational background was also varied, with students (26.7%) and private employees (32.4%) forming the two largest groups. This is consistent with the prevalence of weekend and holiday tourism among working adults and students seeking short-term leisure experiences. Other respondents included civil servants (15.2%), entrepreneurs (12.4%), and retirees or others (13.3%). Regarding the purpose of the visit, most respondents identified leisure and recreation (52.4%) as their primary motivation. Meanwhile, cultural interest (25.7%) and educational purposes (14.3%) also played significant roles. A small portion (7.6%) visited for community engagement or volunteer-based tourism, indicating emerging interest in more participatory travel experiences. Lastly, the study explored whether respondents were first-time or repeat visitors. The majority—64.8%—were first-time visitors, while 35.2% had visited the village before. This pattern suggests both effective attraction of new visitors and the potential for return tourism, which is strongly tied to satisfaction and governance performance.
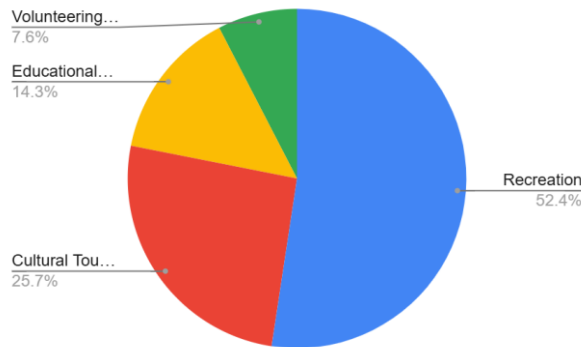
Figure 1. Purpose of Visit
Source: Research data, 2025

Table 1. Demographic Characteristics of Respondents

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	49	46.7%
	Female	56	53.3%
Age Group	< 20 years	10	9.5%
	21–30 years	42	40.0%
	31–40 years	30	28.6%
	41–50 years	15	14.3%
	> 50 years	8	7.6%
Occupation	Student	28	26.7%
	Private employee	34	32.4%
	Civil servant	16	15.2%
	Entrepreneur	13	12.4%
	Other	14	13.3%
Purpose of Visit	Recreation	55	52.4%
	Cultural tourism	27	25.7%
	Educational tour	15	14.3%
	Volunteering/Community	8	7.6%
Visit Frequency	First-time visitor	68	64.8%
	Returning visitor	37	35.2%

Source: Research data, 2025
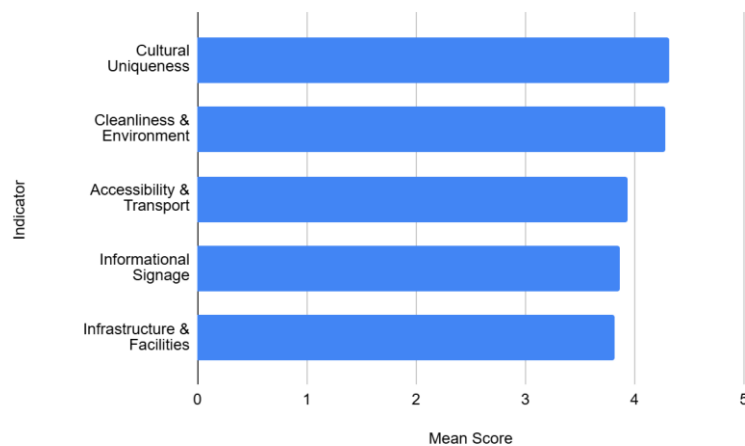
Perceived Quality of the Tourism Village

The perceived quality of Cipada Tourism Village was assessed through a series of indicators reflecting visitor impressions of the destination's infrastructure, cleanliness, cultural uniqueness, accessibility, and environmental aesthetics. These aspects are critical in shaping the overall tourism experience and are often considered reflections of governance quality—particularly in terms of planning, resource allocation, and community engagement. The data revealed that visitors held generally positive views regarding the quality of the tourism village. The overall mean score across all quality indicators was 4.12, indicating a strong performance. The highest-rated aspect was cultural uniqueness, with a mean score of 4.32, followed by cleanliness and environmental aesthetics, both with a mean score of 4.28. These results suggest that the village excels in preserving and showcasing its local heritage, while maintaining a visually pleasant environment, likely due to active community involvement and cultural stewardship by the Pokdarwis.

On the other hand, infrastructure quality, particularly related to public facilities such as rest areas, signage, and road conditions, received a slightly lower mean score of 3.82. Visitors appreciated the village's natural charm but expressed reservations about navigational clarity and the adequacy of supporting amenities. Accessibility, such as ease of transport to and within the village, scored moderately at 3.94, pointing to logistical aspects that could benefit from enhanced inter-agency coordination. These variations highlight a potential governance gap in the physical development dimension, despite strong community-based efforts in cultural and environmental domains. Infrastructure improvements may require external investment and stronger collaboration between Pokdarwis and local government authorities.

Table 2. Visitor Perception of Tourism Village Quality

Indicator	Mean Score	Interpretation
Cleanliness and Environmental Aesthetics	4.28	Very Good
Cultural Uniqueness	4.32	Excellent
Infrastructure and Public Facilities	3.82	Good (Needs Improvement)
Accessibility and Transport	3.94	Good
Informational Signage & Wayfinding	3.86	Good (Needs Clearer Marking)
Overall Perceived Quality	**4.12**	Very Good

Source: Research data, 2025

Figure 2. Perceived Tourism Village Quality
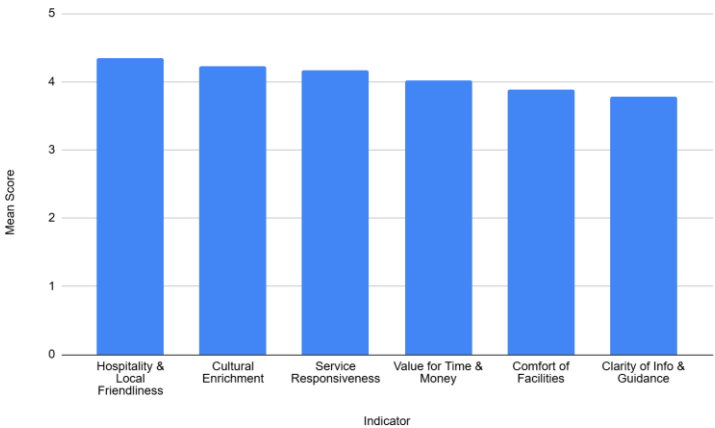Source: Research data, 2025

Visitor Satisfaction Levels

Visitor satisfaction reflects how well the tourism experience at Cipada Tourism Village met or exceeded expectations. This dimension was assessed across several sub-indicators: hospitality, service responsiveness, affordability, comfort, and overall value for time and money. These aspects are essential for measuring the perceived performance of tourism governance from the visitor's perspective. The analysis reveals a high level of visitor satisfaction, with an overall mean score of 4.07 on a 5-point Likert scale. The highest-rated indicator was hospitality and friendliness of locals (mean = 4.34), suggesting that interpersonal interactions contributed strongly to positive visitor experiences. This outcome is consistent with the community-based approach adopted by Pokdarwis, which emphasizes local engagement and welcoming attitudes.

Other highly rated aspects include cultural enrichment (mean = 4.22) and service responsiveness (mean = 4.16), reflecting positively on the village's ability to meet tourist expectations in real-time. Meanwhile, the comfort of facilities and informational clarity received slightly lower scores, with mean values of 3.89 and 3.78, respectively. While not critically low, these results highlight specific areas where service improvements are needed—particularly in relation to signage, visitor guidance, and on-site amenities. These satisfaction levels also indicate that visitors generally felt that their time and financial investment in the trip were worthwhile. The value-for-money indicator received a mean score of 4.02, supporting the notion that tourists perceive the destination as affordable and enjoyable.

Table 3. Visitor Satisfaction Indicators

Indicator	Mean Score	Interpretation
Hospitality and Local Friendliness	4.34	Excellent
Cultural Enrichment	4.22	Very Good
Service Responsiveness	4.16	Very Good
Value for Time and Money	4.02	Good
Comfort of Facilities	3.89	Good (Needs Improvement)
Clarity of information and Guidance	3.78	Good (Needs Improvement)
Overall Satisfaction	**4.07**	**Very Good**

Source: Research data, 2025

Figure 3. Visitor Satisfaction Levels by Indicator
Source: Research data, 2025

Emotional Engagement and Happiness

Beyond basic satisfaction, emotional engagement and happiness represent deeper psychological outcomes that reflect the quality and authenticity of tourism experiences. These dimensions are crucial for evaluating the affective impact of the destination and the success of governance efforts in creating emotionally resonant experiences for visitors. In this section, emotional engagement refers to the extent to which visitors feel connected to the local environment, community, and culture, while happiness captures their overall mood and sense of fulfillment during their visit. The findings suggest that visitors to Cipada Tourism Village experienced a high level of emotional engagement, with a mean score of 4.21, and a happiness score averaging 4.17 on a 5-point scale. These results indicate that most tourists felt not only welcomed but also emotionally immersed in the experience. Factors contributing to this emotional connection included authentic interactions with locals, participation in cultural activities, and the tranquil natural environment.

Among the sub-indicators, the strongest emotional driver was the feeling of "being part of the community" (mean = 4.34), followed by "joy from cultural learning experiences" (mean = 4.28). These aspects highlight the strength of the village's immersive approach and the role of Pokdarwis in facilitating meaningful interactions between visitors and the community. On the other hand, slightly lower ratings were observed for "emotional storytelling through signage and guided tours" (mean = 3.86), suggesting room for improvement in interpretive communication and guided narratives. These elements are often tied to training and creative content design—areas that could benefit from capacity building and enhanced collaboration between local storytellers, designers, and tourism managers. The correlation between emotional connection and overall happiness further supports the idea that governance models prioritizing community participation and cultural integrity are more

likely to create emotionally rewarding experiences for tourists. This, in turn, has the potential to foster revisit intentions, word-of-mouth promotion, and long-term loyalty to the destination.

Table 4. Emotional Engagement and Happiness Indicators

Indicator	Mean Score	Interpretation
Feeling Part of the Local Community	4.34	Excellent
Joy from Cultural Activities	4.28	Very Good
Emotional Connection to Environment & Atmosphere	4.12	Very Good
Overall Happiness during Visit	4.17	Very Good
Emotional Storytelling & Interpretive Communication	3.86	Good (Needs Improvement)
Overall Emotional Engagement	**4.21**	**Very Good**

Source: Research data, 2025

Intention to Revisit and Recommend

The intention to revisit and recommend a destination is a key behavioral indicator of visitor satisfaction and long-term tourism sustainability. It reflects not only the perceived quality of the tourism experience but also the emotional connection, value perception, and the governance quality that underpins the destination's management. In community-based tourism contexts, such as Cipada Tourism Village, these intentions can also be interpreted as indirect measures of how effectively local organizations, like Pokdarwis, deliver meaningful and memorable experiences. Survey results indicate that the majority of visitors expressed a firm intention to revisit and a significantly higher likelihood of recommending the destination to others. The mean score for revisit intention was 4.05, while the intention to recommend received a higher average score of 4.32. These figures indicate a robust level of visitor loyalty and satisfaction with the overall tourism experience.

The most frequently cited reasons for potential repeat visits included: 1) Cultural authenticity and the hospitality of locals; 2) Scenic environment and peaceful village atmosphere; 3) Accessibility and affordability; and 4) A desire to bring friends or family to share the experience. On the other hand, a small proportion of respondents (approx. 8%) expressed uncertainty about revisiting, citing issues such as insufficient information about additional activities or a lack of infrastructure improvements. This suggests that while governance efforts have succeeded in building strong cultural and emotional appeal, there remains a need for continuous development in logistics and service diversity. In particular, visitors who had a strong emotional connection (as reported in Section 5.4) were also the most likely to express intentions to revisit and recommend the experience. This finding reinforces the idea that governance models promoting community engagement, emotional resonance, and quality service contribute directly to tourism loyalty.

Table 5. Revisit and Recommendation Intentions

Behavioral Indicator	Mean Score	Interpretation
Intention to Revisit	4.05	Very Good
Intention to Recommend to Others	4.32	Excellent
Likelihood of Bringing Family/Friends	4.18	Very Good
Revisit Uncertainty (Inverted)	3.65	Fair (Needs Improvement)

Source: Research data, 2025

Governance Reflections from Visitor Feedback

Visitor perceptions of quality, satisfaction, happiness, and revisit intention provide valuable insights into the governance performance of Pokdarwis in Cipada Tourism Village. Since Pokdarwis acts as the primary community-based governance structure, its effectiveness can be indirectly evaluated through the lens of how visitors perceive services, facilities, and overall experiences. The results reveal that governance strengths are most visible in areas related to cultural preservation, community hospitality, and environmental cleanliness. High ratings for cultural uniqueness (4.32), hospitality (4.34), and emotional connection (4.21) suggest that Pokdarwis has been successful in mobilizing local community involvement and maintaining authenticity in tourism experiences. These outcomes reflect strong alignment between governance practices and community-based tourism principles, which emphasize inclusivity and cultural integration.

However, areas of governance that require improvement include infrastructure, signage, and interpretive communication, which scored between 3.78 and 3.89. These indicators highlight challenges in planning and resource allocation that extend beyond community efforts, necessitating stronger collaboration among Pokdarwis, village authorities, and external partners. Moreover, a small proportion of visitors expressed uncertainty about revisiting (mean = 3.65), indicating the need for diversification of tourism products and improved visitor information systems. Overall, visitor feedback illustrates that Pokdarwis governance is effective in building cultural and emotional value, yet faces constraints in logistics and technical service

delivery. Addressing these gaps through capacity building, investment in infrastructure, and enhanced coordination with local government could significantly improve both visitor satisfaction and long-term sustainability of the tourism village.

Table 6. Governance Reflections from Visitor Feedback

Governance Dimension	Evidence from Visitor Feedback	Interpretation
Cultural Preservation & Authenticity	High scores in cultural uniqueness (4.32) and enrichment (4.22)	Strength of community-based governance
Hospitality & Community Engagement	High satisfaction with friendliness (4.34)	Effective mobilization of local actors
Environmental Cleanliness	High cleanliness rating (4.28)	Strong local stewardship
Infrastructure & Facilities	Lower scores (3.82–3.89)	Needs improvement and external support
Information & Storytelling	Moderate score (3.78)	Requires better interpretive governance
Loyalty Indicators (Revisit/Recommend)	Strong recommendation (4.32) but some revisit hesitation (3.65)	Governance is effective but needs diversification

Source: Research data, 2025

Discussion

Visitor Perceptions of Tourism Village Quality

The findings indicate that visitors perceive the quality of Cipada Tourism Village positively, with strong ratings for cultural uniqueness and cleanliness. These results support earlier arguments that local culture and community participation are central assets in rural tourism governance (Hermawan et al., 2024; Susila et al., 2023). The high appreciation of cultural authenticity suggests that Pokdarwis has effectively mobilized community involvement in preserving traditions and maintaining the village environment. However, relatively lower scores for infrastructure and signage highlight governance challenges related to resource allocation and planning. This aligns with studies emphasizing that tourism village governance often excels in cultural dimensions but struggles with technical service delivery and infrastructure readiness (Fadhilla et al., 2025; Fedrina & Darmawan, 2024). Therefore, while the governance approach at Cipada is effective in safeguarding cultural and environmental quality, infrastructure improvements remain necessary to meet broader visitor expectations.

Levels of Visitor Satisfaction, Happiness, and Loyalty

Overall satisfaction, happiness, and intentions to revisit were rated highly, reflecting the success of community-based tourism practices. The highest satisfaction was found in hospitality and friendliness, consistent with the literature that emphasizes social interactions and emotional value as key predictors of satisfaction (Hadassa, 2024; Zhang et al., 2023). Similarly, happiness indicators—such as feeling part of the local community—demonstrate the capacity of community-led governance to create emotionally immersive experiences. Nonetheless, weaker performance in facilities and informational clarity indicates that governance still faces gaps in logistical and service management. This confirms findings from (X. Jiang et al., 2022; G. Xu, 2023), who argue that satisfaction is not only shaped by culture but also by functional service attributes, such as wayfinding, communication, and visitor guidance. The high revisit and recommendation intentions suggest strong destination loyalty, resonating with studies that link positive cultural experiences to return visits (Prawira et al., 2023; Trihandayani et al., 2022; Wulandari et al., 2023). However, hesitation among a minority of visitors underscores the importance of diversifying tourism offerings to sustain long-term competitiveness.

Governance Reflections through Visitor Satisfaction

Visitor feedback provides an indirect but consequential evaluation of Pokdarwis' governance performance. High ratings in cultural authenticity, hospitality, and cleanliness reflect effective grassroots governance practices, where community participation plays a decisive role in tourism management (Ratna Susanti et al., 2022; Santosa et al., 2023). These findings reinforce the literature on the effectiveness of participatory governance models, particularly the Penta Helix framework, in aligning local knowledge with visitor needs. Conversely, governance weaknesses in infrastructure, signage, and interpretive communication suggest areas where Pokdarwis requires stronger partnerships with local government and external stakeholders. Similar observations were made by (D. T. Kurniawan et al., 2023; Lubis, 2022), who noted that infrastructure and service quality are often beyond the capacity of community groups alone. This highlights the importance of integrated governance, which combines community-driven efforts with external support for technical and financial

resources. The results also highlight that governance models that emphasize inclusivity and emotional engagement are more likely to enhance visitor satisfaction and loyalty. This confirms broader findings that robust, participatory governance not only improves visitor experience but also strengthens socioeconomic resilience in tourism villages (Sakir et al., 2025; Suryani et al., 2023).

Theoretical and Practical Implications

Theoretically, this study contributes to the literature by empirically linking governance structures (Pokdarwis) with visitor satisfaction outcomes. It extends existing research by demonstrating that satisfaction is not only an outcome of service delivery but also a reflection of governance effectiveness at the community level. Practically, the findings suggest that Pokdarwis in Cipada Tourism Village should prioritize: 1) Strengthening infrastructure and visitor facilities through partnerships with local government; 2) Enhancing interpretive communication (e.g., storytelling, signage, guided tours) to deepen cultural and emotional engagement; 3) Diversifying tourism products to encourage repeat visits and broaden market appeal. By addressing these gaps, Pokdarwis can build upon its cultural and social strengths while ensuring that governance practices translate into consistently high visitor satisfaction and sustainable tourism development.

CONCLUSION

This study evaluated the governance performance of Pokdarwis in Cipada Tourism Village, Cikalong Wetan, West Bandung, through the lens of visitor satisfaction. Three main conclusions can be drawn: 1) Visitors positively perceived the overall tourism quality, especially in terms of cultural uniqueness and cleanliness, which were rated very highly. However, infrastructural aspects such as signage, accessibility, and public facilities scored lower, indicating that while community-led governance is effective in preserving culture and environment, logistical aspects still require attention; 2) Tourists reported high levels of satisfaction, happiness, and intention to revisit or recommend. The strongest drivers were hospitality, friendliness, and cultural immersion, while weaker areas included comfort of facilities and clarity of visitor information. Emotional engagement emerged as a key contributor to visitor happiness and loyalty; 3) Satisfaction indicators reflect that Pokdarwis' governance is effective in mobilizing community participation, safeguarding cultural authenticity, and maintaining cleanliness. Nevertheless, governance limitations in infrastructure and interpretive communication highlight the need for stronger partnerships with local governments and external stakeholders. These findings reinforce that visitor satisfaction serves not only as an outcome but also as a feedback mechanism for evaluating governance performance.

Recommendations

Practical Recommendations:

1. Strengthen Infrastructure and Facilities: Enhance basic tourism infrastructure (roads, rest areas, signage, and sanitation facilities) through collaborative efforts among Pokdarwis, village authorities, and the local government.
2. Enhance Interpretive Communication: Develop storytelling-based signage, guided tours, and digital tools to provide visitors with clearer, more engaging cultural narratives.
3. Diversify Tourism Products: Introduce additional activities (e.g., agro-tourism, creative workshops, eco-tours) to encourage repeat visits and broaden market appeal.
4. Capacity Building for Pokdarwis: Provide continuous training in tourism management, marketing, and digital engagement to strengthen Pokdarwis's institutional capabilities.
5. Leverage Partnerships through the Penta Helix Model: Expand collaboration with academia, media, businesses, and government agencies to secure resources and knowledge exchange for sustainable tourism growth.

Academic Recommendations:

1. Future research should apply comparative studies across multiple tourism villages to assess differences in governance performance.
2. Incorporating longitudinal studies can capture governance dynamics and satisfaction trends over time.
3. Further studies may combine quantitative and qualitative methods to gain a deeper understanding of visitor perceptions and governance challenges.

REFERENCES

Areros, W. A., Lengkong, F. D. J., & Londa, V. Y. (2022). Implementation of Tourism Village Policy in South

Minahasa Regency. *Journal of Asian Multicultural Research for Social Sciences Study*, *3*(3), 64–71. https://doi.org/10.47616/jamrsss.v3i3.304

Cheng, Y., Hu, F., Wang, J., Wang, G., Innes, J. L., Xie, Y., & Wang, G. (2022). Visitor Satisfaction and Behavioral Intentions in Nature-Based Tourism During the COVID-19 Pandemic: A Case Study From Zhangjiajie National Forest Park, China. *International Journal of Geoheritage and Parks*, *10*(1), 143–159. https://doi.org/10.1016/j.ijgeop.2022.03.001

Ding, L., Cai-fen, J., & Qu, H. (2022). Generation Z Domestic Food Tourists' Experienced Restaurant Innovativeness Toward Destination Cognitive Food Image and Revisit Intention. *International Journal of Contemporary Hospitality Management*, *34*(11), 4157–4177. https://doi.org/10.1108/ijchm-07-2021-0903

Dini, M., Curina, I., & Hegner, S. M. (2024). Unlocking Destination Cultural Reputation: The Role of Sustainable on-Site Activity Involvement as Moderator. *The TQM Journal*, *36*(9), 215–233. https://doi.org/10.1108/tqm-01-2024-0047

Fadhilla, S., Latifah, S., & Simatupang, G. P. (2025). Natural Tourism Development Strategies Using SWOT Analysis in Telagah Village, Langkat Regency. *Iop Conference Series Earth and Environmental Science*, *1445*(1), 12121. https://doi.org/10.1088/1755-1315/1445/1/012121

Fedrina, R., & Darmawan, R. (2024). The Role of Stakeholders in the Co-Creation Process in Tourism Village. *Kne Social Sciences*. https://doi.org/10.18502/kss.v9i2.14881

Gayeta, M. G., & Ylagan, A. D. (2022). Tourist Satisfaction, Perceived Value, and Behavioral Intention to Revisit Cultural Heritage Tourists: Basis for Development Plan. *International Journal of Research Studies in Management*, *10*(3). https://doi.org/10.5861/ijrsm.2022.33

Ginting, G., Dewi, I. J., Maesaroh, I., & Maria, M. (2023). Development Concept and Strategy for Creative Tourism of Community-Based Tourism Destinations in Yogyakarta. *Ilomata International Journal of Management*, *4*(1), 58–72. https://doi.org/10.52728/ijjm.v4i1.637

Guo, Z. (2023). Research on Rural Ecotourism Entrepreneurship Based on Artificial Intelligence to Promote Sustainable Development of Rural Revitalization Strategy. *Tourism Management and Technology Economy*, *6*(4). https://doi.org/10.23977/tmte.2023.060402

Hadassa, E. (2024). Impact of Sustainable Tourism Practices on Tourist Satisfaction in Ecotourism Destinations in Kenya. *Journal of Hospitality and Tourism*, *4*(3), 46–57. https://doi.org/10.47672/jht.2493

Halim, D., & Lumanauw, N. (2023). *Perception on Sustainable Tourism in Sudaji Tourism Village Bali: Community vs Tourists*. 166–175. https://doi.org/10.2991/978-94-6463-170-8_16

Haq, E. H. A., Mbulu, Y. P., & Rossi, F. N. (2023). Pentahelix Model in Planning Sport Tourism and Events in Hambalang Village, Bogor Regency. *E-Journal of Tourism*, 74. https://doi.org/10.24922/eot.v10i1.93013

Hermawan, H., Nugroho, D. S., Afif, F., Wijayanti, A., Ahmad, A., & Valeri, M. (2024). Leadership Rooted in Community-Based Local Wisdom Values. *Media Wisata*, *22*(2), 237–258. https://doi.org/10.36276/mws.v22i2.762

Jiang, S., Moyle, B., Yung, R., Li, T., & Scott, N. (2022). Augmented Reality and the Enhancement of Memorable Tourism Experiences at Heritage Sites. *Current Issues in Tourism*, *26*(2), 242–257. https://doi.org/10.1080/13683500.2022.2026303

Jiang, X., Qin, J., Gao, J., & Gossage, M. G. (2022). The Mediation of Perceived Risk's Impact on Destination Image and Travel Intention: An Empirical Study of Chengdu, China During COVID-19. *Plos One*, *17*(1), e0261851. https://doi.org/10.1371/journal.pone.0261851

Kim, J.-J., & Lee, C.-J. (2022). A Tourist's Gaze on Local Tourism Governance: The Relationship Among Local Tourism Governance and Brand Equity, Tourism Attachment for Sustainable Tourism. *Sustainability*, *14*(24), 16477. https://doi.org/10.3390/su142416477

Kurniawan, C., Purnomo, E. P., Fathani, A. T., & Fadhlurrohman, M. I. (2023). Sustainable Tourism Development Strategy in West Nusa Tenggara Province, Indonesia. *Iop Conference Series Earth and Environmental Science*, *1129*(1), 12022. https://doi.org/10.1088/1755-1315/1129/1/012022

Kurniawan, D. T., Siswanto, E., Prohimi, A. H. A., & Kusnayain, Y. I. (2023). Examining SERVQUAL Analysis on Brakseng as a Village Tourism in Batu, East Java, Indonesia. *International Journal of Business Ecosystem and Strategy (2687-2293)*, *5*(3), 96–101. https://doi.org/10.36096/ijbes.v5i3.433

Lestari, A., Noermijanti, N., Sumiati, S., & Rofik, A. (2022). The Role of Emotional Bonding in Mediating Destination Image on Tourist Loyalty. *Technium Business and Management*, *2*(3). https://doi.org/10.47577/business.v2i3.7197

Lubis, A. F. A. (2022). The Governance of Tourism Village in Sipirok Subdistrict South Tapanuli Regency. *Journal of Tourism Economics and Policy*, *3*(2), 158–165. https://doi.org/10.38142/jtep.v3i2.640

Maarif, S., Putrianti, F. G., Indraswari, N. M., Nhu, D. Q., Pujianingsih, E. D., Marsinta, A. K., & Ardianti, P.

(2023). Stakeholder Management in Developing a Sustainable Tourism Village Based on Renewable Energy Using RACI Matrix. *Journal of Industrial System Engineering and Management*, *2*(2), 73–82. https://doi.org/10.56882/jisem.v2i2.25

Matniyozov, M., Turaev, O., Kalandarov, F., & Egamberdiyev, O. (2024). The Formation of Destination Image of Khorezm Region. *Bio Web of Conferences*, *82*, 6013. https://doi.org/10.1051/bioconf/20248206013

Meirejeki, I. N., Suarta, I. K., Putra, I. K. M., Swabawa, A. A. P., & Salain, P. D. P. (2022). Management model of tourism village based green tourism through a holistic approach in Blimbingsari Tourism Village, Melaya District Jembrana Regency. *Journal of Applied Sciences in Travel and Hospitality*, *5*(2), 65–75. https://doi.org/10.31940/jasth.v5i2.65-75

Meirinaldi, M. (2023). Digitalization-Based Religious Tourism Village Development Strategy Case Study in Nyatnyono Village, Semarang Regency. *Jurnal Indonesia Sosial Sains*, *4*(08), 714–720. https://doi.org/10.59141/jiss.v4i08.864

Mo, H. J., Aris, A., & Xiao, Y. (2024). Digital Display and Storytelling: Creating an Immersive Experience of Lingnan Costume Cultural Heritage Tourism Project. *Iop Conference Series Earth and Environmental Science*, *1366*(1), 12047. https://doi.org/10.1088/1755-1315/1366/1/012047

Muntaha, B. M., Prakoso, A. A., & Isdarmanto, I. (2023). Development of Embrio Tourism Village Into Developing Tourism Village Case Study: Telaga Biru Bangkalan Madura Tourism Village. *Journal of Social Research*, *2*(5), 1563–1571. https://doi.org/10.55324/josr.v2i5.831

Nursetiawan, N., Widayati, A., & Caroko, N. (2023). Preparation of Site Plan and Landscape Design in the Development of Green and Edu Tourism in Semoyo Village, Gunung Kidul, Yogyakarta. *E3s Web of Conferences*, *425*, 5004. https://doi.org/10.1051/e3sconf/202342505004

Palupi, S., Bahri, A. S., Aditantri, R., Baskoro, A., & Priyanto, S. H. (2024). Integration of Community-Based on Tour Packages to Realize a Sustainable Tourism Village: The Case of Penadaran Tourism Village Grobogan Regency Central Java. *E-Journal of Tourism*, 153. https://doi.org/10.24922/eot.v11i1.111366

Prasetyo, H. (2023). Management of Tourism Villages With Collaborative Governance in Kebumen District. *Jurnal Administrasi Publik Public Administration Journal*, *13*(1), 49–58. https://doi.org/10.31289/jap.v13i1.8730

Pratiwi, R., Takhim, M., Wardhani, W. N. R., Ragimun, C. T., Sonjaya, A., Rahman, A., Basmar, E., & Pambudi, B. (2024). The Collaboration of Penta Helix to Develop Halal Tourism Villages in Batang, Cental Java. *International Journal of Sustainable Development and Planning*, *19*(7), 2753–2761. https://doi.org/10.18280/ijsdp.190732

Prawira, M. F. A., Budisetyorini, B., Salam, D. A., Adisudharma, D., & Wulandari, W. (2023). Ciletuh Geopark Destination Development: Integrating Alternative Food in Hanjeli Tourism Village and Surrounding Destinations. *Journal of Tourism, Hospitality and Travel Management*, *1*(2), 35–45. https://doi.org/10.58229/jthtm.v1i2.139

Putra, A. M., Wiranatha, A. S., Putra, I. N. D., Ariana, N., & Suryawardani, I. G. A. O. (2023). Tourism Village Development Is Reviewed From a Sustainable Aspect in Marga District, Tabanan Regency. *International Journal of Tourism and Hotel Management*, *5*(2), 33–43. https://doi.org/10.22271/27069583.2023.v5.i2a.77

Ratna Susanti, Suci Purwandari, Basnendar Herry Prilosadoso, Susanti, R., Purwandari, S., & Prilosadoso, B. H. (2022). Penta Helix as Strategy of Tourism Village Development in Karangasem Village, Bulu District, Sukoharjo Regency. *International Journal of Social Science*, *2*(4), 1979–1984. https://doi.org/10.53625/ijss.v2i4.4261

Rehman, A. U., Shoaib, M., Javed, M., Abbas, Z., Nawal, A., & Zámečník, R. (2022). Understanding Revisit Intention Towards Religious Attraction of Kartarpur Temple: Moderation Analysis of Religiosity. *Sustainability*, *14*(14), 8646. https://doi.org/10.3390/su14148646

Sakir, S., Pramusinto, A., Kusumasari, B., & Husein, R. (2025). Disaster-Prone Tourism Villages Into Green Tourism: A Case Study of Bantul Regency. *Iop Conference Series Earth and Environmental Science*, *1489*(1), 12032. https://doi.org/10.1088/1755-1315/1489/1/012032

Sandy, S., Murtafia, M., & Lucita, G. (2022). Management of Tourism Villages Using the Triple Bottom Line Concept. *Jurnal Ad'ministrare*, *9*(2), 679. https://doi.org/10.26858/ja.v9i2.41720

Santosa, S., Saryani, S., Susilowati, H., Setiaji, Y., & Anggraini, A. (2023). Collaboration of the Stakeholders in Developing Community-Based Tourism in Terong Creative Village, Belitung. *Technium Social Sciences Journal*, *42*, 170–188. https://doi.org/10.47577/tssj.v42i1.8714

Shan, A. S. S., & Septemuryantoro, S. A. (2023). Management of Tourism Village Governance in the New Normal Era. *Ictmt*, *1*(2), 145–151. https://doi.org/10.56910/ictmt.v1i2.31

Subagyo, A., Handoko, R., & Wahyudi, H. (2022). Pentahelix Policy Management Paradigm as a Model for

Disaster Management in Bojonegoro Regency East Java. *Ijebd (International Journal of Entrepreneurship and Business Development)*, *5*(4), 739–750. https://doi.org/10.29138/ijebd.v5i4.1906

Sugihardjo, Rusdiyana, E., Lestari, E., Widiyanto, W., Setyowati, R., & Samsita, N. K. B. (2023). Adaptation and Mitigation in Agrotourism Development. *E3s Web of Conferences*, *467*, 5008. https://doi.org/10.1051/e3sconf/202346705008

Sulaeman, M., Marlina, Y., Siregar, M., & Sutrisna, A. (2023). Sustainable River Tourist Destination Development in the Perspective of Education, Regulation and Environmental Friendliness. *International Journal of Social Science and Human Research*, *06*(03). https://doi.org/10.47191/ijsshr/v6-i3-13

Suryani, L. P., Ujiant, N. M. P., Sugiartha, I. N. G., & Wijaya, I. K. K. A. (2023). Synergity of Service Village and Custom Village in Management of Tourism Objects in Apuan Village, Susut District, Bangli Regency. *International Journal of Social Science and Human Research*, *06*(07). https://doi.org/10.47191/ijsshr/v6-i7-69

Susila, I. M. G. D., Wirya, I. M. S., & Dewi, D. M. P. (2023). Application of the Sustainable Tourism Concept in Aan Tourism Village Klungkung Regency Bali. *Jurnal Manajemen Pelayanan Hotel*, *7*(1), 172. https://doi.org/10.37484/jmph.070109

Trihandayani, E., Limakrisna, N., & Muharram, H. (2022). The Effect of Promotion Servicescape, Destination Image Visiting the Thousand Island of DKI Jakarta. *Journal of World Science*, *1*(10), 936–943. https://doi.org/10.58344/jws.v1i10.107

Wardani, P. A., NH, U. H. K., & Farhan, M. (2023). Community-Based Tourism Optimization Through Institutional Entrepreneurship in Sidomulyo Tourism Village. *Journal of Enterprise and Development*, *5*(1), 102–122. https://doi.org/10.20414/jed.v5i1.6846

Wulandari, W., Sianturi, A., Rahmadiani, A., Nurinto, B., Raudhatul, K. J., Marsha, A., Rizqy, M., & Yulia, S. M. (2023). Electronic Word Of Mouth On Visiting Decisions. *Journal of Tourism, Hospitality and Travel Management*, *1*(1), 17–22. https://doi.org/10.58229/jthtm.v1i1.8

Xu, G. (2023). The Construction of Satisfaction Evaluation System of Urban Tourism Scenic Area Management Based on Multiple Data Fusion. *Applied Mathematics and Nonlinear Sciences*, *9*(1). https://doi.org/10.2478/amns.2023.2.00885

Xu, H. (2023). Research on the Influence of Social Responsibility Oriented Human Resource Management on Employees' Organizational Citizenship Behavior. *International Journal of Multidisciplinary Research and Growth Evaluation*, *4*(3), 992–1013. https://doi.org/10.54660/.ijmrge.2023.4.3.992-1013

Zhang, Q., Satchapappichit, S., & Chuanhai, Z. (2023). A Study on Tourist Satisfaction of Fujian Traditional Village Tourism Based on Perceived Value. *Migration Letters*, *20*(6), 786–804. https://doi.org/10.59670/ml.v20i6.3524

Zulvianti, N., Aimon, H., & Abror, A. (2022). The Influence of Environmental and Non-Environmental Factors on Tourist Satisfaction in Halal Tourism Destinations in West Sumatra, Indonesia. *Sustainability*, *14*(15), 9185. https://doi.org/10.3390/su14159185