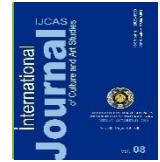




## International Journal of Culture and Art Studies (IJCAS)

Journal homepage: <https://ijcas.usu.ac.id/>



# Cultural Sustainability Analysis of 12 Coastal Tourism Destination Routes in North Jakarta

Dewi Gita Kartika<sup>\*1</sup>, Ismayanti<sup>2</sup>, Ina Gandawati Djamhur<sup>3</sup>

<sup>1,2,3</sup>Sahid University, Jakarta, Indonesia

\*Corresponding Author: [dewi\\_gita@usahid.ac.id](mailto:dewi_gita@usahid.ac.id)

### ARTICLE INFO

#### Article history:

Received 05 June 2024

Revised 18 October 2024

Accepted 24 October 2024

Available online 31 October 2024

E-ISSN: 2654-3591

P-ISSN: 2623-1999

#### How to cite:

Kartika, D. G., Ismayanti, & Djamhur, I. G. (2024). Cultural Sustainability Analysis of 12 Coastal Tourism Destinations in North Jakarta. *International Journal of Culture and Art Studies*, 8(2).

### ABSTRACT

Maintaining culture so that it remains sustainable is everyone's responsibility because the identity of a nation can be seen from the culture. This descriptive research aims to analyze the cultural sustainability of 12 coastal tourism destinations in North Jakarta by assessing the protection of cultural heritage and visits to cultural sites. With a quantitative approach and employing scoring analysis techniques, data were collected through observations and Focus Group Discussions (FGDs) with key informants from the 12 coastal tourism destinations in North Jakarta. The results of this study identified Tanjung Priok, Suaka Marga Satwa, Sunda Kelapa, and Ancol Area are sustainable because both destinations have implemented the protection of cultural assets and intangible heritage well. Otherwise, Bahtera Jaya Yacht Club is unsustainable because of poor management and changes in the structure of cultural heritage buildings. Hopefully, this research will be useful for further researchers and stakeholders in making policies related to cultural sustainability in Indonesia, especially in North Jakarta.

**Keywords:** Sustainable, Tourism, Cultural, Policy, Travel-Pattern



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International.  
<http://doi.org/10.32734/ijcas.v8i2.18819>

## 1. Introduction

The tourism industry in Indonesia is dynamic and continues to experience rapid growth, significantly contributing to the nation's GDP. The Ministry of Tourism and Creative Economy has shifted its focus from merely increasing tourist arrivals to promoting sustainable tourism practices within Indonesia. Sustainable tourism emphasizes a travel model that positively impacts environmental, social, economic, and cultural aspects over the long term. Its objective is to ensure that the present generation's needs are met without compromising the ability of future generations to meet their own needs (Adeola et al., 2019).

Cultural sustainability has increasingly become a priority within the sustainable development framework (Loach et al., 2017). The Law of the Republic of Indonesia Number 11 of 2010, concerning Cultural Heritage, reflects the importance of preserving the nation's cultural assets as a manifestation of human thought and behavior. This cultural wealth is critical for enhancing our understanding and development of history, science, and culture within society and the state, necessitating proper preservation and management through steps of protection, development, and utilization to promote national culture for the greatest benefit of the population.

Cultural preservation initiatives are aimed at achieving five key objectives: 1) safeguarding the nation's cultural heritage along with the heritage of humanity; 2) enhancing the dignity of the nation through cultural heritage; 3) reinforcing national identity; 4) improving societal welfare; and 5) presenting the nation's cultural heritage to the global community.

Despite the beneficial impacts of cultural preservation, globalization, urbanization, and modernization can lead to increased cultural amalgamation, posing significant threats to local cultures (Taptiani et al., 2024) and potentially undermining cultural identities (Bogoliubova & Nikolaeva, 2017) if not managed with careful consideration of sustainability.

Although Jakarta is no longer the capital city, it remains a leading economic and tourism hub due to its diverse tourism potential. The administrative town of North Jakarta is particularly well-positioned, benefiting from its coastal geography and a rich array of tourism opportunities (Hilmansyah and Karunia, 2011). The tourism potential in North Jakarta can be categorized into four primary areas: arts and culture tourism, culinary tourism, nature tourism, and historical tourism (Fajrini, 2019).

The North Jakarta City Government, through the Tourism and Creative Economy Sub-agency (Sudinparekraf), has established a tourism travel pattern known as the 12 Coastal Tourism Destination Routes. This initiative aims to enhance information and communication across different sectors, foster collaboration within the tourism realm, improve services across various domains, promote equitable regional development, and increase tourist visitation and their overall length of stay.

According to the policy outlined in the (*Decree of the Mayor of North Jakarta Number 345 of 2011 Concerning the Determination of 12 Coastal Tourism Destination Routes in North Jakarta*, 2011), the identified areas include: (1) Muara Angke Area; (2) Wildlife Sanctuary Area; (3) Sunda Kelapa Area; (4) Outer Batang Area; (5) Ancol Area; (6) Bahtera Jaya Yacht Club; (7) Tanjung Priok Area; (8) Mangga Dua Area; (9) Monument Area; (10) Islamic Center Area; (11) Kelapa Gading Area; and (12) Marunda Area, as illustrated in Figure 1.

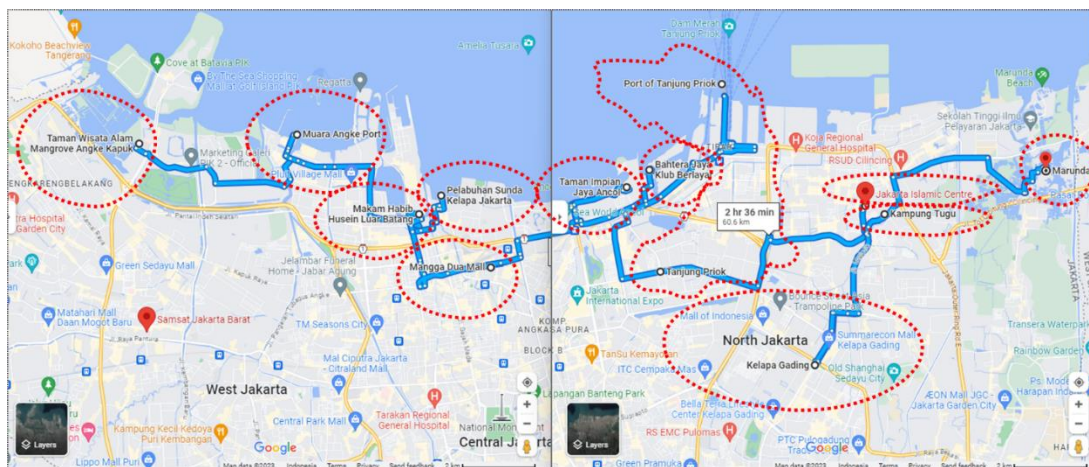


Figure 1. Mapping of 12 Coastal Tourism Destination Routes in North Jakarta

Source: <https://www.google.com/maps/place/> designed on 080524.

The routes of these 12 coastal tourist destinations are designed, built, and packaged so that tourists can get a quality experience. However, over time, the attraction of a destination has changed. Several new tourism potentials, such as the Sunter, Pluit, and Pantai Indah Kapuk area, have not been listed. On the other hand, there are also destination performances that decline. For 13 years since the policy was issued, there has been no evaluation of the existing conditions of the destinations.

Research on sustainable tourism in general has been widely conducted, examining environmental sustainability (Lemy et al., 2022; Li et al., 2022; Usubiaga-Liaño & Ekins, 2021), socio-economic sustainability (Hidayat et al., 2021; Kronenberg & Fuchs, 2021) and culture sustainability (Li et al., 2021; Roberts, 2023). However, for research on 12 coastal tourism destination routes, only 1 (one) study was found on socio-economic sustainability entitled “Assessing Socio-Economic Sustainability in Coastal Tourism Destinations of North Jakarta, Indonesia” (Kartika et al., 2024), and none have discussed cultural sustainability.

Therefore, to prevent and reduce the degradation of cultural heritage and its environment, it is necessary to conduct a proactive study of cultural sustainability in 12 coastal tourism destination routes so that cultural impoverishment does not occur. Cultural sustainability analysis can be used as a basis for evaluating tourism policies. Evaluation is carried out with two objectives: increasing effectiveness and accelerating the realistic contribution of policies to tourism development (Chen et al., 2021). This study will provide a basis for creating an academic manuscript intended to assist stakeholders in revising the policy for the 12 coastal tourism routes in North Jakarta. By tackling both practical and academic shortcomings, the research seeks to evaluate the existing conditions of tourist destinations along the 12 routes and examine their cultural sustainability levels.

## 2. Method

This study was conducted in 12 coastal tourism destination routes in North Jakarta and employs a descriptive research design with a quantitative approach using scoring analysis. Data collection was done in

two stages: 1) observation and 2) focus group discussions (FGD) with tourism stakeholders who completed questionnaires regarding the cultural sustainability of 12 coastal tourism destination routes. A total of 24 indicators were evaluated using a purposive sampling technique. The research population consists of people involved in tourist attractions on 12 coastal tourism destination routes, and the sample is the managers or employees who actively work on the coastal tourist route. Thus, the sample can be considered as a representation of the population as a whole.

Field observations addressed the conditions of existing tourist areas, while FGDs purposed to analysed the cultural aspects of sustainability. The validity and reliability have been examined. Cronbach's alpha is used for reliability testing, and the product-moment correlation approach is used for validity testing. Descriptive processing of the data was done using a Likert scale-based scoring on a point rating system. It was used to examine sustainability; higher scores denoted greater support for sustainable tourism development. Data processing entailed mapping current conditions in tourist areas of North Jakarta utilizing an interval scale for interpretation. Additionally, sustainability scores were determined through a multi-stage equation, as detailed by Sariasih et al. (2023).

$$\begin{aligned}\text{Dimension Score} &= \frac{\text{Total Score of Indicator}}{\text{Number of Indicator} \times \text{Number of Samples}} \\ \text{Variable Score} &= \frac{\text{Total Score of Dimensions}}{\text{Number of Dimensions}} \\ \text{Sustainability Score} &= \frac{\text{Total Score of Variable}}{\text{Number of Variable}}\end{aligned}$$

The instrument utilized for evaluating current conditions and corresponding equations is founded on the Sustainable Tourism Destination Guidelines as outlined in Regulation Number 9 of 2021, issued by the Minister of Tourism and Creative Economy/Head of the Tourism and Creative Economy Agency of the Republic of Indonesia. These guidelines ensure the effective implementation of the management, protection, utilization, and development of areas designated as sustainable tourism destinations. As outlined below, the assessment encompasses variables and dimensions relating to cultural sustainability within tourism destinations.

Table 1. Variable, Dimension, and Rating Scale

Variable	Dimension	Rating Scale
Cultural Heritage Protection	Protection of Cultural Assets	1 = Very Low
	Intangible Cultural Heritage Management	2 = Low
	Traditional Access	3 = High
	Protection of Cultural Artifacts	4 = Very High
	Intellectual Property Rights	
Visiting Cultural Sites	Visitor Management at Cultural Sites	
	Interpretation of The Site	

Source: Modified from Sustainable Tourism Destination Guidelines, 2021

The collected data is subsequently processed and analyzed utilizing the Barometer of Tourism Sustainability (BTS), which effectively measures cultural sustainability and provides valuable insights for informed decision-making. Previous studies employing the BTS have demonstrated results that reflect a comprehensive level of sustainability (Pellegrini et al., 2023), categorized within defined intervals and classifications.

Table 2. Barometer of Tourism Sustainability Performance Scales

Interval	Classification
1,00 – 1,74	Unsustainable
1,75 – 2,49	Potentially Unsustainable
2,50 – 3,24	Potentially Sustainable
3,25 – 4,00	Sustainable

### 3. Result and Discussion

The Special Region of Jakarta has developed rapidly over the years, along with the growth of tourist attractions due to high demand. North Jakarta has already mapped tourist destination routes and created the "12 coastal tourism destination routes of North Jakarta" policy in 2011. Travel patterns provide more experience for tourists and are also carried out to realize quality and sustainable tourism (Kemenparekraf, 2021).

Tourism policy is a set of guidelines and regulations set by a government or organization to develop and manage tourist destinations (Thomas et al., 2011). Tourism policy is the key to understanding the system, management, and mobilization of resources as part of governance. This makes tourism policy the best mechanism for stakeholders to carry out dual activities for good tourism governance. The implications of a tourism policy can have long-term impacts (OECD, 2020), so it is required to be flexible in the system and adapt quickly to changes.

Based on observation and in-depth interviews with key informants, the existing conditions of 12 tourism destination routes of North Jakarta that are stated on the policy were assessed as follows:

Table 3. Existing Conditions Score of 12 Coastal Tourism Destination Routes in North Jakarta

Rank	Destination	Total Score	Average	Interpretation
1.	Tanjung Priok Area	96	4.00	Very High
2.	Sunda Kelapa Area	85	3.54	Very High
3.	Suaka Marga Satwa Area	84	3.50	Very High
4.	Ancol Area	81	3.38	Very High
5.	Marunda Area	71	2.96	High
6.	Tugu Area	69	2.88	High
7.	Luar Batang Area	59	2.46	Low
8.	Jakarta Islamic Center	55	2.29	Low
9.	Kelapa Gading Area	51	2.13	Low
10.	Muara Angke Area	51	2.13	Low
11.	Mangga Dua Area	48	2.00	Low
12.	Bahtera Jaya Yacht Club	24	1.00	Very Low

Source: Primary Data, 2024

It can be seen from the table that Tanjung Priok Area (4.00) is the highest rank. There is Tanjung Priok Station, which has been designated as a cultural heritage site since 1993, and Tanjung Priok Port, a center for logistics and economic activities rich in culture, art, and history. Both places have been revitalized several times but still maintain the authenticity of the buildings and architecture. Following the Tanjung Priok Area is the Sunda Kelapa Area (3.54), which also has a port. Sunda Kelapa Port is one of the oldest ports in Indonesia and is a witness to the formation of the city of Jakarta. Until now, it still functions as a port that serves traditional ships, visited by inter-island and local ships using *Phinisi* or *Bugis Schooners*.

There are also Suaka Marga Satwa Area (3.50) and Ancol Area (3.38), which have very high scores for existing conditions. Since its designation as a wildlife sanctuary in 1939, Muara Angke has been an important area for conservation and its rich mangrove ecosystem. Although well-managed, the area has been closed for long periods due to maintenance. Furthermore, built-in 1977, Ancol Art Market was designed as an art and culture center in Jakarta. Its purpose was to provide a space for cultural artists, specifically Betawi culture. Ancol also inaugurated the Betawi Cultural Center in 2018 to ensure the culture is sustainable. This Betawi Cultural Center displays a number of things such as *ondel-ondel*, music, culinary, and souvenirs.

On the contrary, Bahtera Jaya Yacht Club (1.00) scores very low. This place was built in the 20th century to function as a Yacht Club specifically for Dutch people who like kayaking or Yacht sports. Over time and with the intervention of the Japanese, this building began to be abandoned and not managed properly (Wulandari et al., 2022). The Bahtera Jaya Yacht Club building, which currently functions as a Water Sports Development Center and is designated as a cultural heritage, is not original but only a replica, thus reducing the value of the sustainability of the culture itself.

The level of sustainability in 12 coastal tourist destinations in North Jakarta varies. More specifically, to

determine the sustainability of culture based on Sustainable Tourism Destination Guidelines, it is divided into 2 variables: 1) Cultural heritage protection and 2) Visiting cultural sites. The sustainability scoring result is as follows:

Table 4. Scoring of Cultural Heritage Protection

Dimension	Indicator Score	Indicator	Sample	Dimension Score
Protection of Cultural Assets	107	3	12	2.97
Intangible Cultural Heritage Management	103	3	12	2.86
Traditional Access	64	2	12	2.67
Protection of Cultural Artifacts	92	3	12	2.56
Intellectual Property Rights	83	3	12	2.31
<b>Cultural Heritage Protection Score</b>				<b>2.67</b>

Source: Primary Data, 2024

Based on the table provided, five dimensions serve as benchmarks for assessing cultural sustainability in a destination. The variable of cultural heritage protection received a score of 2.67, categorizing it within the range of 2.50-3.24, which indicates a status of "potentially sustainable." The highest scoring indicator pertains to the "protection of cultural assets," which scored 2.97. Many destinations have established a comprehensive inventory of cultural assets and policies and systems designed to evaluate, rehabilitate, and conserve these cultural resources, including heritage buildings and landscapes. Additionally, a portion of tourism revenue is intentionally allocated to support the rehabilitation and conservation of cultural assets within each destination. The significance of cultural assets is recognized in tourism management (Stankov et al., 2019), and their conservation is viewed as both significantly influential and influenced by cultural tourism management practices (UNWTO, 2011).

Conversely, the lowest scoring indicator is "intellectual property rights," which scored 2.31. Although the destination has opted to implement intellectual property rights legislation (title, date), there has yet to be effective outreach regarding these rights to tourism stakeholders. Moreover, no initiatives are in place to safeguard intellectual property rights in developing cultural experiences for visitors. This absence of protection may allow for the unauthorized use or replication of creative works, potentially resulting in substantial financial losses and hindering innovation. The regulations governing intellectual property rights serve crucial functions, including safeguarding reputations, fostering and rewarding innovation through an incentive system, and preventing duplications (Kemenkumham, 2022).

Table 5. Scoring of Visiting Cultural Site

Dimension	Indicator Score	Indicator	Sample	Dimension Score
Visitor Management at Cultural Sites	165	5	12	2.75
Interpretation of The Site	160	5	12	2.67
<b>Visiting Cultural Sites</b>				<b>2.71</b>

Source: Primary Data, 2024

The total score for the variable related to visiting cultural sites is 2.71, categorizing it as "potentially sustainable." Among the evaluated variables, only two scored higher: Visitor Management at Cultural Sites, with a score of 2.75, and Interpretation of the Site, with a score of 2.67. It is imperative to establish a systematic approach for managing visitors at cultural sites, considering their characteristics, capacities, and sensitivities, to optimize visitor flows and minimize negative impacts. Comprehensive guidelines regarding visitor behavior at sensitive cultural sites and events should be readily accessible for visitors, tour operators, and tour guides prior to and during their visits. Furthermore, it is notable that only a few destinations have provided accurate interpretative materials informing visitors about the significance of the site's cultural and natural aspects. Interpretation is the process through which destination managers convey vital information to visitors directly or through various media. The information shared must align with local cultural norms and values and be

developed in collaboration with the host community. To ensure effective communication of interpretations, it is crucial to utilize a language that is understood by both visitors and locals.

Based on the scores for these variables, the overall cultural sustainability level of the twelve coastal tourism destination routes can be assessed using the following equation.

$$\text{Sustainability Score} = \frac{\text{Total Score of Variable}}{\text{Number of Variable}} = \frac{2.67 + 2.71}{2} = 2.69$$

At this stage, the cultural sustainability of the twelve tourism destination routes in North Jakarta has been assessed with a score of 2.69. This score falls within the interval range of 2.50 to 3.24, indicating that these destinations are classified as "potentially sustainable." In striving to achieve the Sustainable Development Goals (SDGs), it is commonly acknowledged that the preservation of cultural heritage can significantly contribute to attaining several SDGs (Ramadhan & Adi Prasetyo, 2023). Furthermore, cultural heritage is recognized as a fundamental pillar in the comprehensive and sustainable pursuit of global development goals (Nocca, 2017).

#### 4. Conclusion

This study complements previous studies that discussed socio-economic sustainability in 12 coastal tourism destinations in North Jakarta. This study focuses on the cultural sustainability of twelve coastal tourism destinations in North Jakarta, which have been recognized since 2011. The objective is to evaluate these regions in terms of their sustainability, providing insights by ranking the locations according to their degrees of cultural sustainability.

The preliminary findings suggest that, overall, the coastal tourism destinations in North Jakarta possess the potential for sustainability. However, a closer examination reveals that Bahtera Jaya Yacht Club has a very low level of cultural sustainability, while five other destinations—namely, the Luar Batang Area, Jakarta Islamic Center, Kelapa Gading Area, Muara Angke Area, and Mangga Dua Area—exhibit low cultural sustainability levels.

Based on these results, it is recommended that the government look to the top-ranked destinations—such as Tanjung Priok, Sunda Kelapa, Suaka Marga Satwa, and Ancol Area—as models of best practices. Mentoring programs that replicate the success of these higher-ranked destinations should be introduced to assist those with lower cultural sustainability ratings.

The study also identifies several areas ripe for improvement. The government has a crucial role to play in the preservation of Indonesian culture. This could include actions such as registering cultural elements with UNESCO, organizing regular cultural performances, and granting intellectual property rights for various cultural expressions. Additionally, destination managers should ensure that the information presented to visitors is both clear and accurate. In light of technological advancements, destinations need to adapt by incorporating digital media, such as touchscreen information boards or barcodes that provide details related to cultural assets, artifacts, and intangible heritage.

Culture serves as the foundation of national identity, embodying unique characteristics that define a nation. Therefore, it is imperative to uphold cultural values to ensure their sustainability. In summary, sustainable culture necessitates protection, development, utilization, and guidance from all stakeholders involved.

The study acknowledges limitations related to its focus solely on the aspect of cultural sustainability. Future research should aim to explore environmental sustainability within the twelve coastal tourism destinations of North Jakarta. This would contribute to academic literature and serve as a valuable reference for the government in evaluating future policies. As Jakarta strives to establish itself as a global city, the potential of numerous new destinations must also be assessed. Future studies could examine the environmental impact of incoming developments, particularly in relation to reclamation areas in North Jakarta, and assess how the government prioritizes and reconciles actions aimed at sustainability.

#### References

- Adeola, O., Evans, O., & Hinson, R. E. (2019). Tourism and economic wellbeing in Africa. In *Positive Tourism in Africa* (pp. 147–160). <https://doi.org/10.4324/9780429428685-13>
- Bogoliubova, N., & Nikolaeva, J. (2017). Cultural Ties in a Globalization World: The Threats and Challenges. *Conference Proceedings / GLOBALIZATION - ECONOMIC, SOCIAL AND MORAL IMPLICATIONS*, 35–41. <https://doi.org/10.5281/zenodo.581758>



- Chen, Y., Li, Y., Gu, X., Chen, N., Yuan, Q., & Yan, M. (2021). Evaluation of tourism development potential on provinces along the belt and road in china: Generation of a comprehensive index system. *Land*, 10(9). <https://doi.org/10.3390/land10090905>
- UNWTO. (2011). Communicating Heritage – A Handbook for the Tourism Sector. In *Communicating Heritage – A Handbook for the Tourism Sector*. <https://doi.org/10.18111/9789284413751>
- Decree of the Mayor of North Jakarta Number 345 of 2011 concerning the Determination of 12 Coastal Tourism Destination Routes in North Jakarta. (2011).
- Fajrini, N. (2019). Potensi Dua Belas Wisata Pesisir dan Strategi City Branding Jakarta Utara. *Jurnal Komunikasi Dan Bisnis*, 7, 54–64.
- Hidayat, N., Arifin, H. S., & Putri, E. I. K. (2021). Socio-economic vulnerability and villages community sustainability within tourism development of Kepulauan Anambas Regency. *Jurnal Pengelolaan Sumberdaya Alam Dan Lingkungan*, 11(2). <https://doi.org/10.29244/jpsl.11.2.285-297>
- Kartika, D. G., Djamhur, I. G., & Ismayanti. (2024). Coastal Tourism Destinations of North Jakarta. *Journal of Enterprise and Development (JED)*, 6(3), 555–564. <https://doi.org/10.20414/jed.v6i3.11215>
- Kemenkumham. (2022, November 10). Corporate University: “Pentingnya Perlindungan Kekayaan Intelektual.” <https://Banten.Kemenkumham.Go.Id/Berita-Utama/Corporate-University-Pentingnya-Perlindungan-Kekayaan-Intelektual>.
- Kemenparekraf. (2021). *Persiapan Sektor Pariwisata Indonesia di Era Next Normal*. <https://Kemenparekraf.Go.Id/Ragam-Pariwisata/Persiapan-Sektor-Pariwisata-Indonesia-Di-Era-Next-Normal>.
- Kronenberg, K., & Fuchs, M. (2021). Aligning tourism’s socio-economic impact with the United Nations’ sustainable development goals. *Tourism Management Perspectives*, 39. <https://doi.org/10.1016/j.tmp.2021.100831>
- Lemy, D. M., Pramono, R., & Juliana. (2022). Acceleration of Environmental Sustainability in Tourism Village. *International Journal of Sustainable Development and Planning*, 17(4). <https://doi.org/10.18280/ijstdp.170425>
- Li, X., Abbas, J., Dongling, W., Baig, N. U. A., & Zhang, R. (2022). From Cultural Tourism to Social Entrepreneurship: Role of Social Value Creation for Environmental Sustainability. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.925768>
- Li, X., Kim, J. S., & Lee, T. J. (2021). Collaboration for community-based cultural sustainability in island tourism development: A case in korea. *Sustainability (Switzerland)*, 13(13). <https://doi.org/10.3390/su13137306>
- Loach, K., Rowley, J., & Griffiths, J. (2017). Cultural sustainability as a strategy for the survival of museums and libraries. *International Journal of Cultural Policy*, 23(2), 186–198. <https://doi.org/10.1080/10286632.2016.1184657>
- Nocca, F. (2017). The role of cultural heritage in sustainable development: Multidimensional indicators as decision-making tool. *Sustainability*, 9(10), 1–28. <https://doi.org/10.3390/su9101882>
- OECD. (2020). Rebuilding tourism for the future: COVID-19 policy responses and recovery. *OECD Publishing*, 2020(2).
- Pellegrini, M., Padilha, A. C. M., Binotto, E., Casarotto, E. L., Jorge, J. P. da C. S., Hoff, D. N., & de Souza, M. (2023). Environmentally sustainable: How are the practices in the organic food tourist route? *Heliyon*, 9(7). <https://doi.org/10.1016/j.heliyon.2023.e17546>
- Ramadhan, M. F., & Adi Prasetijo. (2023). Warisan Budaya dalam Konteks Standar Internasional: Penjagaan Warisan Budaya Untuk Pembangunan Berkelanjutan. *JANUS*, 1(2), 123–134. <https://doi.org/10.22146/janus.9127>
- Roberts, S. (2023). Socio-cultural sustainability and small tourism businesses. *Tourism and Hospitality Research*, 23(3). <https://doi.org/10.1177/14673584221093537>
- Stankov, U., Boemi, S.-N., Attia, S., Kostopoulou, S., & Mohareb, N. (2019). Cultural Sustainable Tourism: A Selection of Research Papers from IEREK Conference on Cultural Sustainable Tourism (CST), Greece 2017. In *Advances in Science, Technology and Innovation*.
- Taptiani, N., Mahadi, A., Fajar Romadhon, I., Muhammad Pratama, A., Muhammad, R., Purwanto, E., Nurvita Sari, D., & Susiswani Isbandi, F. (2024). The Impact Of Globalization On Local Culture. *International Journal of Progressive Sciences and Technologies (IJPSAT)*, 45(1), 92–102.
- Thomas, R., Shaw, G., & Page, S. J. (2011). Understanding small firms in tourism: A perspective on research trends and challenges. In *Tourism Management* (Vol. 32, Issue 5). <https://doi.org/10.1016/j.tourman.2011.02.003>

- Usubiaga-Liaño, A., & Ekins, P. (2021). Monitoring the environmental sustainability of countries through the strong environmental sustainability index. *Ecological Indicators*, 132. <https://doi.org/10.1016/j.ecolind.2021.108281>
- Wulandari, I. S., Tiwow, C., & Sundawa, R. D. (2022). Hubungan Budaya Organisasi, Gaya Kepemimpinan dan Kinerja Karyawan (Studi Kasus di Gelanggang Olahraga Bahtera Jaya). *Jurnal Fokus Manajemen Dan Bisnis*, 4(2), 60–81.