

Administrative Capacity and Governance Analysis of the Tourism Awareness Group in Cibeusi Tourism Village, Subang: an Importance-Performance Analysis Approach

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KEYWORDS	ABSTRACT
Keywords: administrative capacity; Importance-Performance Analysis; Pokdarwis; tourism village; community service. Conflict of Interest Statement: The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest. Copyright ©2026 Vifada Management and Digital Business. All rights reserved.	Purpose: This community service program aimed to diagnose, prioritize, and strengthen the administrative and governance capacity of the Tourism Awareness Group (Pokdarwis) in Cibeusi Village, Subang Regency, West Java, using an Importance-Performance Analysis (IPA)-based intervention framework. Research Method: A mixed-methods approach combined an institutional capacity survey involving 32 respondents using a 28-item, five-point Likert instrument, in-depth interviews with eight participants, participatory observation, and document analysis. IPA was applied to classify administrative capacity attributes, followed by a five-month participatory workshop intervention. Paired-sample t-tests, effect-size analysis, and multiple regression were used to evaluate outcomes. Results and Discussion: Nine attributes were identified as priority areas, including SOP development, financial recording systems, and conflict resolution mechanisms. The administrative capacity index increased from 2.74 to 4.01 ($\Delta=1.27$; $t(31)=18.64$; $p<.001$; $d=3.29$). Governance capacity and financial transparency significantly predicted tourism village readiness ($R^2=0.71$). Implications: Data-based capacity-building interventions can support more targeted, measurable, and sustainable tourism village governance. Originality: This program integrates IPA-based diagnosis with participatory institutional strengthening and quantitative impact evaluation in a tourism village context.

1) Introduction

Indonesia positions tourism villages as one of the main pillars of community-based economic development, as reflected in the target of the Ministry of Tourism and Creative Economy to register 6,000 tourism villages by 2024 ([Graha Irianto Putra et al., 2025](#)). However, behind this quantitative growth lies a concerning quality paradox: an evaluative survey by the Ministry of Tourism and Creative Economy (2022) found that more than 58% of tourism villages operated without adequate governance documents, while 71% of Tourism Awareness Groups (Pokdarwis) did not have standardized financial recording systems ([Sohirah & Iis Prasetyo, 2026](#)). This paradox reflects a structural failure in developing institutional administrative capacity, which is an indispensable foundation for the sustainability of community-based tourism destinations ([Restrepo et al., 2021a](#)).

Cibeusi Village, Jalancagak District, Subang Regency, West Java, typically represents this condition. With natural potential in the form of waterfalls, terraced rice fields, and agro-tourism areas, the village possesses competitive attractions. However, the Pokdarwis, established in 2018, operates under administrative deficiencies, including: no Articles of Association/Bylaws (AD/ART) updated in the last six years, no written Standard Operating Procedures (SOPs), and no standardized financial recording system. These conditions directly affect tourism performance: visitor numbers

remained stagnant at approximately 1,200-1,500 tourists per year throughout 2020-2023, far below the destination carrying capacity, which is estimated at 8,000 tourists per year.

The gap between the potential and actual performance of tourism villages is commonly portrayed through analyses of physical attractiveness (amenities, accessibility, and attractions). However, recent research instead shows that institutional capacity and governance are stronger predictors of destination sustainability ([Restrepo et al., 2021a](#)). [Jäckli and Meier \(2025\)](#) argue that institutional legitimacy built through administrative transparency and participatory decision-making is a primary determinant of community cohesion and tourist trust in the CBT context. Similarly, failures of community tourism initiatives in South Africa have largely stemmed from the absence of administrative accountability rather than a lack of tourism attractions ([Kamara, 2021](#)).

Within this body of knowledge, a significant methodological gap remains: most tourism-village community service programs in Indonesia implement generic administrative interventions without first conducting a data-based diagnosis of which capacity attributes most urgently require improvement. As a result, the allocation of training resources is suboptimal and its impact is difficult to measure precisely. This article addresses that gap by applying an Importance-Performance Analysis (IPA) framework, a diagnostic method that simultaneously measures the importance level and actual performance level of each capacity attribute as the basis for designing prioritized community-service interventions ([Ejichukwu et al., 2024](#)).

The specific objectives of this article are: (1) to map the administrative and governance capacity profile of the Cibeusi Village Pokdarwis using an IPA matrix; (2) to design and implement a community-service intervention guided by IPA priorities; (3) to measure the significance of improvements in administrative capacity after the intervention; and (4) to identify significant predictors of tourism-village readiness through multiple regression analysis. The main contribution of this article is the empirical validation of an IPA-guided community-service approach in the context of Indonesian tourism-village administration, a model that offers greater efficiency and measurable impact than conventional training approaches.

2) **Literature Review and Hypothesis Development**

Institutional Capacity in Community-Based Tourism

Institutional capacity is a central element in the sustainability of Community-Based Tourism (CBT) because community tourism organizations are required not only to manage tourism activities but also to establish internal rules, coordinate members, manage collective resources, and interact with external stakeholders. [Restrepo et al. \(2021b\)](#) define institutional capacity as the collective ability of a community to organize itself, formulate and implement rules, manage shared resources, and negotiate effectively with external actors. Within the context of tourism villages, this capacity determines whether community organizations can transform tourism resources into sustainable economic and social benefits.

Previous studies indicate that institutional capacity is multidimensional. [Mursak et al. \(2025\)](#) and [Prayitno et al. \(2025\)](#), through analyses of Community-Based Tourism cases in Asia, identify three major dimensions associated with destination sustainability: formal administrative capacity, participatory governance capacity, and financial management capacity. Formal administrative capacity includes organizational documentation, standard operating procedures, recordkeeping, and reporting mechanisms. Governance capacity concerns the extent to which members participate in organizational decision-making, while financial management capacity reflects transparency, accountability, and the equitable distribution of tourism benefits.

Nevertheless, strengthening institutional capacity cannot be reduced to merely producing formal documents. [Astuti et al. \(2024\)](#) and [Suyatna et al. \(2024\)](#) distinguish between premature formalization, in which administrative procedures are externally imposed with limited community understanding, and organic formalization, in which institutional mechanisms emerge through participatory processes. Their findings suggest that collaboratively developed procedures generate stronger procedural compliance and institutional sustainability. This distinction highlights an important limitation of conventional capacity-building programs that prioritize administrative outputs without sufficient attention to community ownership.

Accordingly, the effectiveness of institutional strengthening depends on both the existence of administrative mechanisms and the process through which those mechanisms are developed. In tourism villages, stronger institutional capacity should improve organizational readiness by clarifying responsibilities, standardizing operational procedures, strengthening coordination, and increasing the organization's ability to respond to tourism-development demands.

Based on these findings, the following hypothesis is proposed:

H1: Institutional administrative capacity has a positive and significant effect on tourism village readiness.

Importance-Performance Analysis as a Capacity-Development Framework

Importance-Performance Analysis (IPA) provides a diagnostic framework for identifying organizational attributes that require priority intervention. The approach maps organizational attributes according to two dimensions: their perceived importance and their existing performance. These dimensions generate four strategic quadrants: Concentrate Here, Keep Up the Good Work, Low Priority, and Possible Overkill. Such categorization enables organizations to allocate limited resources toward attributes that are regarded as important but remain weak in practice. Although IPA has traditionally been employed in service and tourism-performance evaluation, its application to institutional-capacity development is increasingly relevant. C.-C. [Chen et al. \(2024\)](#), for example, applied IPA to identify managerial competency gaps in tourism community organizations in Taiwan. Their findings demonstrate that IPA can generate clearer intervention priorities than conventional needs assessments. Similarly, [Dangi and Jamal \(2016\)](#) and [Nguyen Hoang Thanh and Lee \(2025\)](#) demonstrate that systematic assessments of tourism-community governance can reveal institutional bottlenecks that may remain overlooked when interventions are designed on the basis of general assumptions.

This evidence suggests that capacity-development programs should begin with systematic diagnosis rather than generic training. In the context of Pokdarwis, IPA can distinguish between administrative attributes that require immediate intervention and those whose performance is already adequate. The approach therefore contributes not only to program efficiency but also to the alignment between actual institutional weaknesses and capacity-building activities.

The present study adopts IPA as the diagnostic basis for determining the administrative priorities of Pokdarwis. Rather than treating all organizational weaknesses equally, intervention resources are concentrated on attributes characterized by high importance but relatively low performance. Such prioritization is expected to strengthen the effectiveness of institutional-capacity development and subsequently enhance tourism village readiness.

Governance Capacity and Tourism Village Readiness

Participatory governance refers to organizational arrangements that allow members to participate meaningfully in decision-making, planning, problem solving, and evaluation. Within Community-Based Tourism, governance is particularly important because tourism resources are often collectively owned or socially embedded within local communities. Organizational legitimacy therefore depends on whether decisions are regarded as representative, transparent, and responsive to community interests. Previous studies consistently emphasize participation as an important foundation of sustainable tourism governance. [Helfgott et al. \(2023\)](#) and [Zárate-Altamirano et al. \(2022a\)](#) argue that participatory planning contributes to the development of a shared vision and strengthens collective commitment. Similarly, [Sunu Wu et al. \(2021\)](#) and [Zárate-Altamirano et al. \(2022b\)](#) found that inclusive planning processes involving different community groups increase institutional legitimacy and reduce potential conflicts of interest. Importantly, these studies indicate that the quality of the participatory process may be more consequential than the administrative quality of the resulting planning document. A technically sophisticated document does not necessarily translate into effective implementation when organizational members have little involvement in its formulation. Conversely, participatory planning can generate stronger ownership, commitment, and accountability because members understand both the rationale for organizational decisions and their respective responsibilities.

For tourism villages, strong governance capacity should therefore improve readiness by strengthening coordination, clarifying collective priorities, increasing member participation, and facilitating conflict resolution. Pokdarwis with stronger governance arrangements are expected to be better positioned to manage tourism activities, coordinate stakeholders, and respond to emerging organizational challenges.

Based on this theoretical and empirical evidence, the following hypothesis is proposed:

H2: Governance capacity has a positive and significant effect on tourism village readiness.

Financial Transparency and Tourism Village Readiness

Financial governance represents another fundamental dimension of institutional capacity in community-based tourism. Tourism organizations commonly manage revenues, membership contributions, operational expenditures, partnership funds, and community-based tourism benefits. Without transparent recording and reporting mechanisms, financial management can become a source of distrust and internal conflict. [Curcija et al. \(2019\)](#) demonstrate that tourism communities with consistent financial recording mechanisms tend to experience lower internal conflict and stronger participation in organizational activities. This relationship can be explained through the concept of transparency as social capital. As argued by [Ripamonti \(2024\)](#), openness in organizational financial management can build interpersonal trust, while increased trust supports stronger collective commitment and participation. Evidence from the Indonesian context similarly indicates that financial transparency can influence organizational relationships. [Mahmud et al. \(2025\)](#) found that simple bookkeeping practices combined with regular financial reporting mechanisms improved deliberative participation and reduced financial disputes among Pokdarwis organizations. These findings suggest that sophisticated accounting systems are not necessarily required to create accountability; rather, consistent recording, accessible reporting, and clarity regarding the use of organizational funds are critical.

Despite these findings, financial-capacity interventions within tourism villages are frequently treated as technical bookkeeping exercises rather than as components of institutional governance. This perspective overlooks the broader role of financial transparency in building legitimacy, trust, and collective participation. In the context of tourism village readiness, organizations with transparent and accountable financial systems should be better able to mobilize resources, maintain member confidence, and establish credible relationships with external partners.

Therefore, based on the relationship identified in previous studies, the following hypothesis is proposed:

H3: Financial transparency has a positive and significant effect on tourism village readiness.

3) Research Method

Research Design

This study used a mixed-methods design integrating quantitative approaches (institutional-capacity survey, pre-post test, and multiple regression) and qualitative approaches (in-depth interviews, participatory observation, and document analysis). Integration was conducted at the interpretation stage through the principles of explanatory sequential design (Toyon, 2021), in which quantitative data informed questions for deeper qualitative exploration. The community-service program was implemented in Cibeusi Village, Ciater District, Subang Regency, West Java, for seven months (February-August 2026).

IPA Instrument for Administrative Capacity

The IPA instrument was developed in three stages: (1) identification of attributes through a literature review and a diagnostic focus group discussion (FGD) with eight Pokdarwis members; (2) development of 28 statement items covering six dimensions of administrative capacity; and (3) content validation by three experts in public administration and tourism governance. Each item was measured on two 5-point Likert scales: an importance scale (1=very unimportant to 5=very important) and an actual-performance scale (1=very poor to 5=very good). The reliability test results showed Cronbach's $\alpha = 0.891$ (importance scale) and $\alpha = 0.876$ (performance scale), both above the accepted threshold of 0.70.

Table 1. Dimensions and Item Distribution of the Administrative Capacity IPA Instrument (n=28 items)

	Dimension	Number of Items	α Importance	α Performance	Sample Item	Code
1	Institutional Documents (AD/ART)	5	0.882	0.871	Availability of a tourism-surplus distribution clause	D1-D5
2	Standard Operating Procedures	5	0.895	0.863	Clarity of SOP-based guest reception procedures	S1-S5
3	Financial Management	6	0.901	0.884	Regular recording of daily cash inflows & outflows	K1-K6
4	Participatory Governance	5	0.878	0.859	Involvement of all members in deliberation	T1-T5
5	External Coordination	4	0.867	0.842	Quality of collaboration with the Tourism Office	E1-E4
6	Strategic Planning	3	0.854	0.831	Existence of a written annual work plan	P1-P3
	Total / Average	28	0.891	0.876	—	

Source: Community service team development, 2026

Participants and Data Collection Procedures

The IPA survey was administered to all 32 program participants (census), consisting of 8 village officials, 15 active Pokdarwis members, and 9 village-tourism stakeholders (MSME operators, neighborhood/community-unit leaders adjacent to the tourism area, and youth-organization representatives). In-depth interviews were conducted with 8 purposively selected informants: the Village Head, the Pokdarwis Chair, the Pokdarwis Treasurer, 2 senior tour guides, 1 female representative, and 2 staff members of the Subang Regency Tourism Office. The pre-intervention survey was conducted in February 2026 and the post-intervention survey in June 2026.

Data Analysis Techniques

The data were analyzed through four procedures: (1) IPA to map 28 attributes into an importance-performance matrix using the overall mean values as the cut-off points; (2) a paired-sample t-test to test the significance of pre-post intervention capacity improvements; (3) multiple regression analysis to identify significant predictors of the tourism-village readiness index; and (4) thematic analysis of qualitative data using a framework analysis approach (Fahlevi, 2025). All quantitative analyses were conducted using SPSS 26.0 with a significance level of $\alpha=0.05$.

4) Results and Discussion

a) Analysis Results

Respondent Characteristics Profile

Of the 32 respondents, 62.5% were male and 37.5% were female. The age distribution was dominated by the 25-44-year group (59.4%), followed by 45-60 years (28.1%), and under 25 years (12.5%). Educational attainment was as follows: senior high school/equivalent (50.0%), diploma/bachelor level (31.3%), and junior high school/equivalent or below (18.7%). Duration of involvement in Pokdarwis was >5 years (37.5%), 3-5 years (31.3%), 1-3 years (21.9%), and <1 year

(9.4%). This profile indicates sufficient heterogeneity of backgrounds to support the representativeness of the findings.

IPA Results: Mapping Administrative Capacity

The IPA produced an overall mean importance score ($\bar{I}$) = 4.31 and an overall mean performance score ($\bar{P}$) = 2.74, indicating a substantial capacity gap of -1.57 points. The cut-off points at these mean values divided the 28 attributes into four action quadrants.

Table 2. IPA Results: Distribution of 28 Administrative Capacity Attributes across Action Quadrants

Code	Attribute	Importance (I)	Performance (P)		Quadrant	Action
D3	Availability of a tourism-surplus distribution clause	4.72	2.03	-2.69	I: Concentrate Here	Priority 1
K1	Regular recording of cash inflows & outflows	4.81	2.12	-2.69	I: Concentrate Here	Priority 1
K2	Availability of a standardized cash-book format	4.75	2.19	-2.56	I: Concentrate Here	Priority 1
S1	SOP-based guest reception procedures	4.66	2.31	-2.35	I: Concentrate Here	Priority 1
T3	Written internal conflict-resolution mechanism	4.53	2.44	-2.09	I: Concentrate Here	Priority 1
K4	Periodic financial reporting to members	4.69	2.63	-2.06	I: Concentrate Here	Priority 1
S3	SOP for handling tourist complaints	4.44	2.47	-1.97	I: Concentrate Here	Priority 1
P1	Existence of a written annual work plan	4.50	2.59	-1.91	I: Concentrate Here	Priority 1
T2	Women's involvement in decision-making	4.38	2.50	-1.88	I: Concentrate Here	Priority 1
D1	Officially documented AD/ART	4.59	4.25	-0.34	II: Keep Up	Maintain
T1	Scheduled regular meetings	4.41	4.13	-0.28	II: Keep Up	Maintain
E1	Regular communication with the Tourism Office	4.34	4.06	-0.28	II: Keep Up	Maintain
K5	Expenditure authorization by the Chair & Treasurer	4.50	4.31	-0.19	II: Keep Up	Maintain
T4	Documented meeting minutes	4.38	4.44	+0.06	II: Keep Up	Maintain
E3	Partnerships with OTA/online booking platforms	3.78	2.25	-1.53	III: Low Priority	Defer
P3	Tourism infrastructure development master plan	3.91	2.44	-1.47	III: Low Priority	Defer
S5	SOP for homestay and culinary management	3.84	2.56	-1.28	III: Low Priority	Defer
E4	Pokdarwis membership in regional associations	3.25	4.19	+0.94	IV: Overkill	Reduce

S4	Tourism information boards at each point	3.31	4.06	+0.75	IV: Overkill	Reduce
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Note: The table presents 19 representative attributes out of 28; $\bar{I}=4.31$; $P=2.74$. Source: Primary data, 2026.

Table 2 shows that 9 attributes fall into Quadrant I (Concentrate Here), mainly related to financial systems (K1, K2, K4), operational SOPs (S1, S3), and participatory-governance documents (T2, T3). The largest gaps were found for attribute K1 (cash-in/cash-out recording: gap = -2.69) and D3 (surplus-distribution clause: gap = -2.69), indicating that Pokdarwis members were highly aware of the importance of both attributes but assessed their actual performance as very low. This finding is consistent with Berhanu Melese et al. (2026) and Jaramillo-Moreno et al. (2020), who found that financial systems represent the largest importance-performance gaps in community tourism organizations in developing countries.

Fifteen attributes fall into Quadrant II (Keep Up the Good Work), mainly including the existence of basic AD/ART documents, routine meetings, and communication with government agencies. This condition indicates that Pokdarwis already has a minimum institutional foundation that should be maintained while improvements in Quadrant I are prioritized. This finding provides more precise diagnostic nuance than generic assessments that merely measure the presence or absence of institutional documents.

Pre-test and Post-test Evaluation Results after the Intervention

The five-month community-service program focused on the 9 Quadrant I attributes as the main priorities, complemented by strengthening the 5 most critical Quadrant II attributes (D1, T1, K5, E1, T4). The intervention was implemented through 3 participatory workshop sessions (2 sessions per module), 3 field-mentoring sessions, and 2 evaluative focus group discussion sessions. Total training time was 30 effective hours.

Table 3. Comparison of Administrative Capacity Index before and after the Community-Service Intervention (n=32)

Dimension	Pre (M)	Post (M)					
Institutional Documents (AD/ART)	2.89	4.12	1.23	42.6%	12.74	<0.001	2.25
Standard Operating Procedures	2.43	3.98	1.55	63.8%	16.21	<0.001	2.87
Financial Management	2.31	4.07	1.76	76.2%	19.43	<0.001	3.44
Participatory Governance	2.88	3.97	1.09	37.8%	13.56	<0.001	2.40
External Coordination	3.12	4.06	0.94	30.1%	11.82	<0.001	2.09
Strategic Planning	2.53	3.84	1.31	51.8%	14.97	<0.001	2.65
Overall Index	2.74	4.01	1.27	46.4%	18.64	<0.001	3.29

Note: M = mean; Δ = mean difference; d = Cohen's d (effect size); all p-values are based on two-sided paired-sample t-tests. Source: Primary data, 2026.

Table 3 shows that all six dimensions of administrative capacity increased significantly (all $p < 0.001$). The largest improvements occurred in Financial Management ($\Delta=1.76$; 76.2%; $d=3.44$) and Standard Operating Procedures ($\Delta=1.55$; 63.8%; $d=2.87$), the two dimensions containing the highest concentration of Quadrant I attributes. The very large Cohen's d values (>0.80) across all dimensions indicate that the observed improvements had substantial practical significance rather than merely statistical significance. These findings confirm the effectiveness of the IPA-guided approach in directing intervention resources toward areas with the greatest potential impact.

Multiple Regression Analysis: Determinants of Tourism-Village Readiness

To understand which dimensions of administrative capacity most strongly determine overall tourism readiness, multiple regression analysis was conducted with the tourism-village readiness index (IKDW), measured as a composite of five indicators—visitor volume, tourist satisfaction, village income, complaints handled, and operational sustainability—as the dependent variable.

Table 4. Multiple Regression Results: Determinants of the Tourism-Village Readiness Index (IKDW)

Predictor						
(Constant)	0.842	0.214	—	3.93	0.001	[0.41. 1.27]
Participatory Governance Capacity	0.381	0.067	0.48	5.69	<0.001	[0.25. 0.51]
Financial Transparency	0.263	0.071	0.33	3.70	0.001	[0.12. 0.41]
SOP Compliance	0.189	0.074	0.22	2.55	0.017	[0.04. 0.34]
Completeness of AD/ART Documents	0.127	0.068	0.16	1.87	0.073	[-0.01. 0.27]
Quality of External Coordination	0.098	0.082	0.11	1.20	0.242	[-0.07. 0.27]
Quality of Strategic Planning	0.082	0.078	0.09	1.05	0.304	[-0.08. 0.24]

Note: $R^2=0.71$; adjusted $R^2=0.63$; $F(6,25)=10.17$; $p<0.001$; $n=32$. Green cells: significant predictors ($p<0.05$). Source: Primary data, 2026.

The overall regression model was significant ($F(6,25)=10.17$; $p<0.001$) and explained 71% of the variance in the tourism-village readiness index ($R^2=0.71$). Three statistically significant determinants were Participatory Governance Capacity ($B=0.48$; $p<0.001$), Financial Transparency ($B=0.33$; $p<0.001$), and SOP Compliance ($B=0.22$; $p=0.017$). Completeness of AD/ART Documents showed a tendency toward significance but did not reach the threshold ($p=0.073$), while Quality of External Coordination and Quality of Strategic Planning were not significant in this model.

These findings have important theoretical and practical implications. Theoretically, the magnitude of the beta coefficient for participatory governance ($B=0.48$) confirms the argument of Hamdan et al. (2025) and Nguyen and Nguyen (2026) regarding the centrality of institutional legitimacy as a determinant of community-tourism readiness. Practically, the findings imply that community-service interventions prioritizing stronger deliberative mechanisms and financial transparency—not merely completing formal documents—will produce the greatest impact on village-tourism performance.

b) Discussion

Qualitative Analysis: Mechanisms of Change

Thematic analysis of the in-depth interview and FGD data identified three dominant themes explaining the mechanisms of change that occurred during the community-service program. First, the theme of perspective transformation: before the intervention, most Pokdarwis members viewed administration as a bureaucratic burden irrelevant to tourism activities. After the intervention, this perspective shifted toward an awareness that “well-organized administration is capital for gaining tourists’ trust” (Pokdarwis Chair). This shift in perspective represents the first stage of cognitive reframing, enabling behavioral change in subsequent stages.

Second, the theme of document ownership: the co-creation process used in preparing SOPs and AD/ART generated a strong sense of ownership over the resulting documents. Unlike previous experiences in which documents were “prepared by outsiders and then we were asked to sign them” (senior Pokdarwis member), the documents produced through this community-service program were perceived as collective products. This is consistent with the findings of Handini et al. (2025) and Krisnawansyah et al. (2023) regarding the advantages of organic formalization.

The third theme was the demonstration effect of transparency: implementation of the first open financial meeting, attended by 29 of 32 members, created significant psychological momentum. Several members who had previously been passive stated that financial-data openness gave them “a reason to trust” and “motivation to become more actively involved.” This finding provides strong qualitative support for the mechanism of transparency as social capital.

Institutional Strengthening Outputs

Beyond measurable capacity improvements, the community-service program generated several institutional-strengthening outputs that function as long-term governance infrastructure.

First, the Pokdarwis AD/ART document was updated with tourism-revenue distribution provisions of 40/30/20/10 (operations/development/active members/social activities), ratified at a Village Deliberation Meeting attended by 87% of eligible residents. Second, 8 operational SOPs were developed participatively and validated through a three-week field trial. Third, a three-book financial-recording system (Cash Receipts, Cash Disbursements, Monthly Balance Sheet) had been operated for 2 full cycles before the program ended. Fourth, the Village Tourism Deliberation Forum (FMWD) was established as an inclusive governance platform. Fifth, the Cibeusi Tourism Village Strategic Plan 2024-2028 was ratified in an official forum.

5) Concluding Remarks and Recommendation

This article presents empirical evidence that an IPA-guided community-service approach produces administrative-capacity interventions that are more measurable, prioritized, and impactful than generic approaches. Three main findings are: (1) IPA successfully identified 9 priority administrative-capacity attributes in Quadrant I, with financial management and participatory-governance mechanisms showing the largest importance-performance gaps; (2) the five-month intervention guided by IPA priorities produced a 46.4% increase in the overall administrative-capacity index with a very large effect size ($d=3.29$; $p<0.001$); and (3) regression analysis identified participatory governance capacity ($\beta=0.48$), financial transparency ($\beta=0.33$), and SOP compliance ($\beta=0.22$) as significant predictors of tourism-village readiness, with the model explaining 71% of the variance ($R^2=0.71$).

The main contributions of this article are methodological and substantive. Methodologically, the application of IPA to diagnose the administrative capacity of tourism villages represents an innovation that enriches community-service methodology in community-tourism development, a domain that has so far been dominated by unsystematic qualitative assessment approaches. Substantively, the finding regarding the centrality of participatory governance and financial transparency as predictors of tourism readiness provides an empirical basis for designing similar community-service interventions throughout Indonesia.

The limitations of this study include the small sample size ($n=32$), which limits the generalizability of the regression findings, and the limited post-intervention observation period (2 months), which is not yet sufficient to measure medium-term impacts on actual tourism performance. Future research using a longitudinal design with 12- and 24-month follow-up measurements, as well as comparisons with a control group of tourism villages, would substantially strengthen the causal validity of these findings.

Statement of Use of Generative AI

During the preparation of this work, the author used ChatGPT to assist in improving clarity and readability of the text. The author reviewed and edited the output and takes full responsibility for the content of the publication.

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