

Research Article

Management of Pandang Tak Jemu Mangrove Ecotourism: A Cultural Approach in Conservation and Sustainable Tourism Development

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Abstract.

Ecotourism Mangrove Pandang Tak Jemu is an eco-friendly tourist destination located on the shores of Batam City, Riau Islands, and has been listed among the top 50 in the Anugerah Desa Wisata Indonesia (ADWI) 2022. This destination offers specialized tourism packages that emphasize the values of conservation of nature, environmental protection, social community engagement, and education. The success of this location in attracting both local and international tourists, as well as achieving recognition as a tourism village, is largely attributed to the leadership of the chairman of the tourism-aware group (pokdarwis), who effectively utilized various resources and approaches to develop tourism in the area. This study employs a qualitative case study method, using observation, interviews, and document analysis. The results indicate that a cultural approach is a key factor in the success of leadership in tourism management. Through this approach, the pokdarwis chairman successfully accommodated the needs of tourists, collaborated with the local community, and fostered a culture of tourism.

Keywords: leadership, tourism management, sustainable tourism, community participation

1. INTRODUCTION

The development of tourism in Batam City in recent years has shown significant dynamics, both in terms of the number of tourists and the management of tourist destinations. The recovery in the tourism sector after the COVID-19 pandemic has shown positive signs. It can be seen that the number of tourist arrivals in Batam increased significantly from 2020 to 2023. In 2021, there were 2,651 tourists who visited Batam, which then increased in 2022 to 565,936 tourists. This recovery continued in 2023, with the number of visits rising significantly to 1,040,912 tourists, indicating that Batam has once again become a popular destination.

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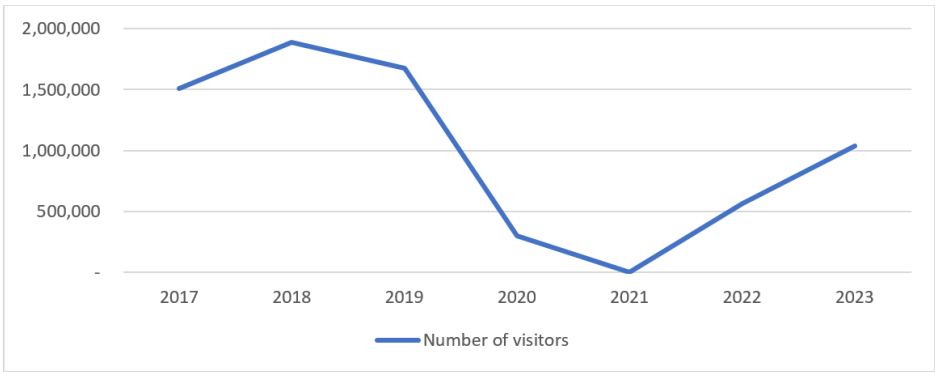
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Source: BPS, 2024

Figure 1: Number of Batam Visitor 2017-2023.

Batam’s tourism is supported by various popular attractions that offer diverse experiences for visitors, such as the Bareleng Bridge, Ocarina Beach, Nongsa area, Ranoh Island, and Marina Jambu Garden, among others. Additionally, there are also community-based tourism initiatives managed independently by local residents, such as the Kampung Tua Bakau Serip Tourism Village. Located in the Nongsa area, this tourism village is managed by the Pandang Tak Jemu Tourism Awareness Group (Pokdarwis) and offers an authentic natural and cultural tourism experience. Visitors can enjoy the beauty of mangroves, experience traditional village life, and participate in various eco-friendly activities.

TABLE 1: Batam’s Tourism Village Registered in ADWI.

Tourism Village	ADWI 2021	ADWI 2022	ADWI 2023	ADWI 2024
Kampung Seni Batam	-	-	-	-
Kampung Terih	-	-	-	-
Kampung Tua Bakau Serip (pokdarwis Pandang Tak Jemu)	100 nominated	50 nominated	-	-
Kampung Tua Nongsa Pantai	-	-	-	-
Pantai Bale Bale Dan Mangrove	-	-	-	-
Pesona Mata Ikan	-	500 nominated	-	500 nominated
Taman Kelinci Batam	-	-	-	-
Wisata Bahari Hinterland	-	-	-	-

Source: Jadesta, 2024

Kampung Tua Bakau Serip has achieved recognition in the Anugerah Desa Wisata Indonesia (ADWI), ranking among the top 100 best tourism villages in 2021 and advancing to the top 50 in 2022. This achievement reflects the success of tourism management in the village, which focuses not only on developing local potential but also on improving community welfare through sustainable tourism. The ADWI assessment is based on five main factors: attractions, amenities, accessibility, human resources and community, and institutional management. Attractions refer to local features that draw tourists, while amenities are the supporting facilities that provide comfort. Accessibility evaluates the ease of reaching the destination, and human resources and community emphasize active participation of residents in management. Institutional management involves effective administration and government support. The success of Kampung Tua Bakau Serip demonstrates the optimal application of these factors, making it a well-developed and sustainable tourism village model.

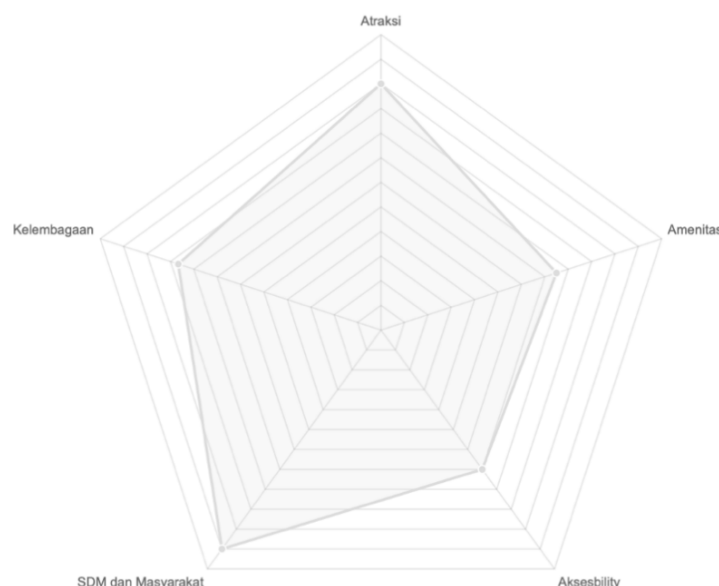


Figure 2: Kampung Tua Bakau Serip Assessment by ADWI. Source: Jadesta, 2024.

Based on the assessment of the Anugerah Desa Wisata Indonesia (ADWI), Kampung Tua Bakau Serip, managed by the Pokdarwis Pandang Tak Jemu, stands out particularly in the aspects of human resources and community, scoring 55, as well as in institutional management with a score of 43.33. This indicates strong community participation and a solid management structure, although there is room for improvement in other sectors such as attractions, amenities, and accessibility. According to the Cultural Leadership

Theory proposed by Trice (1991), this success can be attributed to leaders who understand and appreciate local culture. Such leaders are more adept at building relationships with community members, thereby motivating them to actively participate in village development. Strong community involvement is one of the keys to effective community empowerment, as reflected in the high score in this aspect.

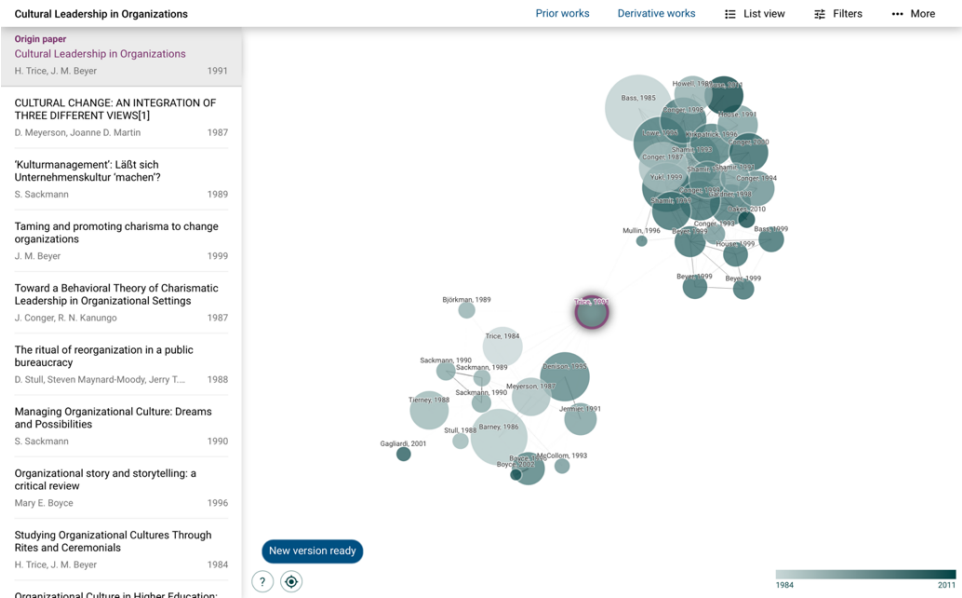


Figure 3: Cultural Leadership Research Trends. Source: Connected Paper, 2024.

Research on cultural leadership has generally been divided into two main approaches: charismatic leadership (House, 1990; Oakes, 2010; Beyer, 1999) and organizational culture (Meyerson, 1987; Denison, 1995; Barney, 1986). While there is a general recognition that leadership plays a crucial role in organizational culture, discussions on how cultural leadership influences organizations have largely focused on the creation or change of culture, rather than on the maintenance of existing culture (Trice, 1991). Furthermore, there has yet to be a comprehensive study examining how cultural leadership can play a role in community-based organizations, particularly in the tourism sector.

In the context of managing the Mangrove Eco-Tourism of Pandang Tak Jemu, culturally-based leadership through the tourism awareness group (Pokdarwis) has shown positive results, evidenced by the tourism village award. However, this potential has not yet been fully optimized for sustainable tourism development. Therefore, in-depth research is needed to address how cultural leadership can contribute to the

maintenance and development of culture within community-based tourism organizations, especially in managing eco-tourism that integrates cultural approaches for conservation and sustainable tourism development.

2. THEORETICAL STUDY

Sustainable tourism development aims to balance economic, social, and environmental aspects. According to Butler (1999), sustainable tourism emphasizes the importance of long-term sustainability, where natural and cultural resources must be protected to be enjoyed by future generations. In the context of eco-tourism, this approach involves the wise utilization of natural resources and the active participation of local communities in destination development. Goodwin (2008) adds that sustainable tourism should provide equitable benefits to local communities, both economically and socially, ensuring widespread prosperity.

Community-based eco-tourism is an approach in which local communities play a primary role in planning, developing, and managing tourism destinations. According to Mitchell & Reid (2001), this model allows communities to experience direct economic benefits from tourism activities while retaining control over their natural and cultural resources. Blackstock (2005) also emphasizes the importance of community empowerment in community-based eco-tourism, ensuring that tourism management not only provides economic advantages but also supports the preservation of culture and the environment.

Leadership plays a crucial role in the development of community-based eco-tourism, as leaders act as motivators and facilitators, guiding the community toward common goals. Scheyvens (1999) states that effective leadership in community-based tourism should be inclusive and participatory. Leaders must not only make decisions but also engage all community members to contribute actively. This perspective aligns with Trice's (1991) Cultural Leadership Theory, which underscores the importance of understanding local culture in motivating community participation.

Cultural leadership theory highlights that effective leaders must understand, appreciate, and leverage the cultural values present within the community to achieve organizational goals. Trice (1991) indicates that cultural leadership plays a role not only in creating or changing organizational culture but also in maintaining and strengthening existing culture. In the context of eco-tourism, leaders who understand local culture are more

effective in managing community-based tourism, as they can build strong relationships with the community and encourage active involvement in tourism management.

Eco-tourism development relies not only on environmental sustainability but also on the synergy between local resources, community participation, and supportive policies. Grossbois & Fennell (2022) argue that eco-tourism must be managed according to principles that prioritize environmental conservation and the empowerment of local communities. Furthermore, Bramwell & Lane (2000) assert that cross-sector collaboration—between government, communities, and businesses—is crucial for creating a conducive environment for sustainable tourism development.

The Mangrove Eco-Tourism of Pandang Tak Jemu in Batam is a successful example of applying cultural leadership in managing a sustainable eco-tourism destination. Under the leadership of the chairperson of the Pandang Tak Jemu tourism awareness group (Pokdarwis), this destination has gained recognition in the Anugerah Desa Wisata Indonesia (ADWI), primarily due to a leadership approach that effectively integrates local culture with environmentally friendly eco-tourism management practices. This example illustrates the significance of cultural leadership in fostering collaboration among local communities, stakeholders, and tourists, thereby creating a sustainable tourism ecosystem.

3. METHODS

The research was conducted in 2024 at the Department of Tourism of Batam City and Desa Wisata Kampung Tua Bakau Serip. A case study approach was employed to deeply explore the dynamics of tourism development in these locations. Data collection methods included in-depth interviews with key stakeholders, such as the Head of the Promotion Division of the Department of Tourism and the Chairman of the Tourism Awareness Group (Pokdarwis) of Desa Wisata Kampung Tua Bakau Serip, alongside document studies and direct observation. Additionally, 15 in-depth, semi-structured interviews were conducted with a cross-section of stakeholders, including members of the local community, local government officials, tourists, and representatives from the business sector. The key informants for the interviews were selected using a snowball sampling method, ensuring that a diverse range of perspectives was captured in the study.

4. RESULT AND DISCUSSION

Gari Dafit Semet's leadership in developing the Pandang Tak Jemu Mangrove Eco-Tourism in Kampung Tua Bakau Serip, Batam, Indonesia, offers a compelling case study of how vision, cultural sensitivity, and community engagement can drive sustainable development. This analysis will explore the various facets of Gari's leadership, drawing upon established leadership theories and frameworks to understand his impact. Beginning with his articulation of a clear and inspiring vision, the analysis will then delve into his utilization of cultural forms and behaviors, his demonstration of charismatic leadership, his efforts in maintaining existing cultures, his focus on fostering participation and inclusivity, his commitment to training and development, and finally, the challenges he faces and how he addresses them. Through these lenses, we can gain a comprehensive understanding of Gari's leadership and its contribution to the success of the Pandang Tak Jemu initiative.

4.1. Articulating Vision and Mission

One aspect of effective leadership, according to Trice (1991), is a leader's ability to articulate a clear and inspiring vision and mission. In this context, Gari Dafit Semet exemplifies strong leadership through his capacity to express a vision focused on environmental preservation and community empowerment. Initially, Gari began his efforts independently by cleaning up the accumulated trash in the mangrove forest area of Kampung Tua Bakau Serip. This action was driven by his vision to restore the natural function of the mangroves as protectors of the coastal ecosystem and as a heritage to be preserved. However, Gari realized that individual efforts alone would not be enough to achieve greater and more sustainable change. Therefore, he developed a broader vision by establishing the Pandang Tak Jemu Tourism Awareness Group (Pokdarwis), aimed not only at preserving the environment but also at transforming the mangrove area into an eco-tourism destination that would provide economic benefits to the local community. Through this vision, Gari successfully engaged 15 local residents to join in a collective movement focused on environmental preservation and improving economic welfare.

By articulating a clear and inclusive vision, Gari was able to unite the community under a common goal: to protect the mangrove forest while creating new economic opportunities through eco-tourism. This vision was realized through concrete missions, such as

building supporting tourism infrastructure, including wooden bridges and gazebos that attract visitors to enjoy the beauty of the mangrove forest. Through this approach, Gari not only mobilized human resources but also fostered a sense of shared responsibility among community members, allowing the vision of environmental preservation and eco-tourism development to be realized in a tangible and sustainable way. Gari's ability to formulate and communicate an inspiring vision not only encouraged active community involvement but also attracted the attention of external parties, such as companies involved in CSR programs and local government. As a result, his vision evolved from merely preserving the mangrove forest to a collective movement with wide-ranging impacts, establishing Mangrove Eco-Tourism of Pandang Tak Jemu as a model of sustainable tourism supported by community participation.

4.2. Utilizing Cultural Forms and Behaviors

A deep understanding of the importance of preserving mangrove forests—not only as natural resources but also as an integral part of the cultural heritage and identity of the community in Kampung Tua Bakau Serip—serves as a fundamental value in the development of this eco-tourism initiative. The mangrove forest is regarded as the “village heritage,” offering not only ecological benefits but also carrying strong symbolic significance for the local community. Through a cultural approach, Gari has successfully inspired his community to appreciate and preserve this heritage, despite initially facing skepticism from various parties. One of the strategic steps Gari took was the use of the name “Pandang Tak Jemu” for the Mangrove Eco-Tourism initiative. This name not only has a literal meaning of “never tired of looking” but also implies an invitation for the community to continuously admire and protect the natural beauty created by God. In this way, Gari emphasizes ecological aspects while also embedding cultural and spiritual values that can evoke pride and a sense of ownership among residents. This is crucial for building environmental awareness, as individuals who feel connected to their cultural heritage are more motivated to preserve it.

Gari also leveraged local cultural behaviors in his efforts to conserve the mangrove ecosystem. He recognized that the diversity of fauna—such as mudskippers, crabs, and various local birds—not only indicates the health of the ecosystem but also provides opportunities to integrate environmental education with traditional practices. For example, through activities like clam hunting or bird watching, Gari linked eco-tourism with existing cultural traditions within the community. This approach successfully

fostered community involvement in the management of the mangrove ecosystem and heightened collective responsibility for preserving biodiversity in the area. Additionally, Gari educated the community about the importance of maintaining environmental cleanliness by involving them in cleanup activities around the mangrove area and planting mangrove seedlings. By engaging the community in these activities, Gari not only instilled a sense of ownership and responsibility but also encouraged collective behaviors that support environmental preservation. This effort not only helps sustain the environment but also contributes to keeping the community's living areas safe from tidal flooding. These activities align with the strong cultural values of mutual assistance within the community, where cooperation in environmental stewardship is a manifestation of their traditions and togetherness.

Overall, by utilizing existing cultural forms and behaviors, Gari has successfully created a synergy between environmental preservation and local traditions. His culturally-based approach not only strengthens the community's sense of identity but also builds a collective commitment to maintain and preserve the mangrove forest as a valuable heritage for future generations. Consequently, eco-tourism in Kampung Tua Bakau Serip has become not only a source of income but also a means to nurture and revive long-standing cultural values.

4.3. Engaging in Charismatic Leadership

Gari's leadership exemplifies the characteristics of charismatic leadership, inspiring and motivating the community to achieve common goals, particularly in environmental preservation. The Mangrove Eco-Tourism initiative, Pandang Tak Jemu, received recognition from the Ministry of Tourism and Creative Economy in the form of an award for being in the top 50 of the Indonesian Village Tourism Award (ADWI) in 2022, and it secured third place in the category for best souvenirs. This achievement not only acknowledges their efforts but also enhances community motivation to continue contributing to the preservation of the mangrove forest, which is central to Gari's vision.

Charismatic leadership is evident in the way he has built a long-term vision for broader environmental preservation. He leads not only by example but also successfully creates a sense of trust and emotional attachment between himself and the community members. Gari emphasizes the principle of active participation by involving local residents in decision-making and daily management processes. In this framework, Gari acts not only as a leader who provides direction but also as a facilitator who empowers community

members to contribute to the management of their own resources. This approach aligns with the principles of cultural leadership, where leaders serve as agents of change who nurture and strengthen local culture while promoting innovation and sustainability. By fostering a collaborative environment, Gari encourages community ownership and responsibility, making the preservation of the mangrove forest a shared goal and a source of pride for all involved.

4.4. Maintaining Existing Cultures

Gari's leadership not only focuses on environmental conservation but also on the preservation and revitalization of local culture, establishing both as a strong foundation for building sustainable and meaningful eco-tourism. He demonstrates a profound understanding of the mangrove ecosystem, including the various flora and fauna within it. By recognizing and utilizing local resources, such as *daun perpat* (a type of leaf used to make syrup), Gari illustrates how traditional knowledge can be practically applied in daily activities. This knowledge not only aids in the preservation of the ecosystem but also serves as a means to maintain and pass down local traditions that may be fading from memory. As a guide who often shares information with visitors, Gari acts as a guardian of local knowledge, enabling others to understand the significance of the mangrove ecosystem while appreciating the cultural values embedded within it.

Additionally, his wife, Hasnindar, plays a vital role in establishing the “Pandang Tak Jemu” dance studio, adding a new dimension to the efforts to preserve local culture. This dance studio not only serves as a place to teach traditional dances to local children but also encourages innovation by creating new movements. Thus, Hasnindar ensures that the existing traditions not only remain but also evolve to stay relevant for younger generations. This approach reflects the principles of cultural leadership, where the preservation of culture does not mean freezing traditions in the past but adapting them to keep them alive and dynamic. Together, Gari and Hasnindar play a crucial role in sustaining local culture by creating spaces where the environment and culture can be nurtured simultaneously. For instance, the dance studio not only teaches dance skills but also encourages children to participate in eco-tourism activities, such as planting mangroves and maintaining environmental cleanliness. In doing so, they successfully merge cultural values with environmental activities, creating a synergy that allows the community to engage holistically in the preservation of their village.

The leadership displayed by Gari and Hasnindar in preserving existing culture also attracts tourists who come not only to enjoy the natural beauty but also to learn about the local way of life. This approach adds value to the Pandang Tak Jemu eco-tourism initiative, which offers not just a nature experience but also an opportunity to understand and experience the unique Malay culture in Kampung Tua Bakau Serip.

4.5. Fostering Participation and Inclusivity

The aspect of fostering participation and inclusivity refers to a leader's ability to engage various stakeholders in decision-making processes and activity implementation, thereby creating a sense of shared ownership and empowering the community. Gari Dafit Semet effectively applies this principle in the management of the Pandang Tak Jemu Mangrove Eco-Tourism initiative. His success in building sustainable eco-tourism relies not only on the involvement of the local community but also on extensive collaboration with external parties, including corporations, government entities, and other private sectors. Gari recognizes that the success of eco-tourism development requires financial and logistical support that cannot be met solely by the local community. Therefore, he actively builds partnerships with various stakeholders through Corporate Social Responsibility (CSR) programs, collaborating with organizations such as PT Cipta Persada Mulia and the Indonesian Life Insurance Association (AAJI). This collaboration enables Pandang Tak Jemu Eco-Tourism to acquire additional resources needed for infrastructure development, environmental education, and destination promotion. His ability to embrace a range of stakeholders demonstrates an inclusive and collaborative leadership style, focusing not only on internal community engagement but also on building external networks that support shared goals.

At the community level, Gari shows a strong commitment to environmental education by involving local residents and tourists in various conservation activities. Through educational and participatory approaches, Gari encourages residents to actively participate in maintaining the cleanliness of the mangrove forest, which had previously been a dumping ground. The transformation of this area into a well-maintained space illustrates the effectiveness of Gari's educational approach in changing community behavior towards the environment. Additionally, he invites visitors to contribute directly by planting mangrove seedlings, creating an interactive experience that strengthens the sense of ownership and responsibility towards environmental conservation. Gari's management approach to eco-tourism is also inclusive, involving family members and

community members widely. For example, Zulkarnain, his brother-in-law, plays a role in managing fishing traps, which are part of the tourist attractions. Involving family in eco-tourism management showcases a collaborative approach that reinforces internal support while creating a solid working network within the community. Furthermore, Gari successfully empowers local residents by encouraging them to participate in making souvenirs and local products that are then sold to tourists. This not only creates direct economic opportunities for the community but also ensures that the income generated from eco-tourism is felt by many, thereby enhancing the overall well-being of the community.

By prioritizing inclusivity, Gari has created an eco-tourism ecosystem that benefits all parties involved. His open approach to collaboration facilitates synergy among various elements, from the local community to businesses and government, all contributing to the development of Pandang Tak Jemu as an attractive and sustainable eco-tourism destination. Through this strategy, Gari not only ensures the continued growth of the eco-tourism project but also fosters a sense of solidarity and shared responsibility in maintaining and preserving the mangrove forest.

4.6. Training and Development

Training and development emphasize the importance of a leader's role in building the capacity and skills of community members to support the sustainable achievement of organizational goals. Gari Dafit Semet effectively applies this principle in the development of the Pandang Tak Jemu Mangrove Eco-Tourism initiative, where he not only focuses on environmental conservation but also actively develops the skills and knowledge of the local community to support the sustainability of the eco-tourism venture. Gari understands that the success of eco-tourism relies not just on the natural and cultural attractions but also on the community's ability to engage actively and competently in managing the tourist destination. To this end, he introduces various training programs aimed at enhancing local residents' skills, covering areas such as environmental conservation, tour guiding, and small business management. Through these training sessions, community members gain practical knowledge on caring for mangroves, waste management techniques, and providing high-quality visitor experiences. By equipping the community with these skills, Gari ensures that environmental conservation can be effectively maintained and that the community can independently manage eco-tourism activities.

In addition to conservation, Gari pays attention to developing cultural and entrepreneurial skills. He initiates training programs for local residents to create souvenir products from natural materials and traditional handicrafts. Through this program, residents learn how to produce, market, and sell local products such as woven fabrics, shell decorations, and traditional food items, which are then sold to tourists. This initiative not only enhances the economic skills of the community but also opens up opportunities for additional income, contributing to the economic well-being of the community. Gari's efforts in training and development also encompass innovations in creating a more diverse and educational tourism experience. For instance, he introduces cultural activities such as coconut tree climbing and coconut peeling demonstrations, which appeal to foreign tourists. In addition to providing entertainment, these attractions serve as educational tools that teach visitors about the traditional practices of the local community. By promoting local culture as part of the tourism experience, Gari ensures that cultural preservation activities are also supported by the younger generation in the community, who are trained to participate in various tourism attractions.

The training facilitated by Gari is inclusive, involving various groups within the community, including youth, women, and other family members. This is evident in the involvement of his brother-in-law, Zulkarnain, in managing fishing traps, as well as the participation of Gari's wife, Hasnindar, in establishing a dance studio. By providing opportunities for different community elements to thrive, Gari creates a more inclusive and empowering eco-tourism ecosystem. This holistic approach not only fosters individual skill development but also strengthens community cohesion and resilience, ultimately leading to a sustainable and prosperous future for Pandang Tak Jemu.

4.7. Challenge

Gari Dafit Semet's leadership in the Pandang Tak Jemu Mangrove Eco-Tourism faces various challenges that test his resilience and ability to manage the destination sustainably. One of the main challenges is environmental pollution, which directly threatens the preservation of the mangrove forests. Gari notes that oil waste pollution, which occurs almost every year, causes serious damage to the mangrove seedlings. This waste can cling to the trunks and roots of young mangroves, hindering their growth or even leading to the plants' death. This pollution issue not only harms the ecosystem but also has the potential to reduce the destination's appeal due to environmental degradation. To address this challenge, Gari continuously encourages the government and relevant

parties to provide greater support in the form of strict regulations, cleanup programs, and waste management. Additionally, he leverages partnerships with companies through Corporate Social Responsibility (CSR) programs to obtain assistance for conservation and rehabilitation efforts. Gari's initiatives demonstrate a proactive and collaborative approach, where he does not simply wait for external solutions but actively seeks support to tackle the recurring pollution issues. In doing so, Gari shows resilience and adaptability in facing complex environmental challenges.

In addition to environmental issues, another challenge faced is the lack of sustainable tourism events in the area. Without regular events or activities that attract tourists, the income of the community members working in this eco-tourism sector becomes unstable. This impacts the economic well-being of the local residents, who largely depend on tourist visits. The lack of tourism activities may be caused by various factors, including limited promotion, insufficient supporting facilities, or competition with other potentially more popular tourist destinations in Batam. To tackle these challenges, Gari needs to devise more innovative and engaging strategies to enhance the appeal of eco-tourism throughout the year. One way to do this is by increasing cultural events and educational activities related to nature, such as mangrove plant festivals, workshops for creating souvenirs from natural materials, or nature photography contests. By introducing unique events and leveraging local cultural potential, Gari can attract more tourists while strengthening the identity of Pandang Tak Jemu eco-tourism as a destination that offers authentic experiences.

Additionally, Gari should enhance promotional efforts through collaboration with travel agencies, social media, and other digital platforms to broaden the tourism market's reach. Establishing partnerships with local government to conduct training programs for members of tourism awareness groups (pokdarwis) can also help develop the community's capacity to design and manage attractive tourism events. This will not only increase income but also strengthen the community's skills in managing tourism independently and sustainably. By directly confronting these challenges, Gari demonstrates resilient leadership qualities, being able to endure difficult situations while continuously seeking creative solutions to enhance the competitiveness of the eco-tourism he manages. The resilience and adaptability shown by Gari is evidence of leadership that is not only reactive but also proactive in ensuring the long-term sustainability of Pandang Tak Jemu Mangrove Eco-Tourism. Through this approach, Gari strives to make this eco-tourism not only an attractive place for tourists but also a stable and sustainable source of income for the local community.

5. CONCLUSION

Gari Dafit Semet's leadership in developing the Pandang Tak Jemu Mangrove Eco-Tourism in Kampung Tua Bakau Serip demonstrates successful application of various aspects of cultural leadership theory. Gari is able to articulate a strong vision focused on environmental preservation and community empowerment. Through this vision, he has successfully mobilized the local community to work together to protect the mangrove forests and transform them into an attractive, educational, and economically beneficial eco-tourism destination. His approach, which utilizes local culture, has helped strengthen community identity and foster a collective commitment to preserving environmental and cultural heritage.

Gari's charismatic leadership fosters strong and trusting relationships between him and the community, which contributes to the success of this eco-tourism initiative. Furthermore, Gari actively engages various external parties through collaborative programs, demonstrating inclusive and cooperative leadership. His training and development initiatives are also key in building the capacity of community members, enabling them to be actively involved and competent in managing eco-tourism, thereby creating economic independence for the community. However, Gari also faces various challenges, such as environmental pollution from oil waste and a lack of sustainable tourism events that affect the stability of the community's income. Through a proactive approach, Gari has demonstrated resilience and adaptability in addressing these challenges by collaborating with the government and private sector, as well as designing more innovative strategies to enhance the destination's appeal.

To ensure the long-term sustainability and growth of the Pandang Tak Jemu Mangrove Eco-Tourism initiative, several key recommendations are proposed. First, continuous strengthening of training and capacity development programs for the local community is crucial. These programs should expand beyond conservation and tour guiding skills to encompass entrepreneurship, event management, and digital marketing, empowering the community to independently manage and create new income opportunities within the eco-tourism venture. Second, to address the challenge of inconsistent tourism activity, a focus on developing sustainable tourism events is essential. Gari should explore organizing a diverse range of scheduled events throughout the year, such as cultural festivals, nature photography contests, conservation workshops, and educational activities centered around the mangrove ecosystem. These events will not only attract a wider range of tourists but also solidify Pandang Tak Jemu's

identity as an authentic and environmentally conscious destination. Finally, given the persistent environmental challenges, particularly pollution from oil waste, enhanced collaboration with both the private sector and local government is vital. This collaboration should involve coordinated initiatives such as environmental awareness campaigns, intensified mangrove rehabilitation programs, and the implementation of stricter waste management policies. Strong and consistent support from these key stakeholders will be indispensable for maintaining the health and vitality of the mangrove ecosystem and ensuring the long-term environmental quality of the destination.

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