Assistance in Strengthening Governance and Management of Bahtera Beach Tourism Services

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Abstract: This Community Service Program (PkM) was motivated by the suboptimal organizational governance and tourism service management at Bahtera Beach. The main issues included limited managerial capacity among local tourism managers, the absence of clear service standards, and weak coordination among local tourism stakeholders. This program aimed to strengthen institutional capacity, improve the quality of visitor services, and promote more participatory and sustainable destination governance. The program applied a participatory approach consisting of problem identification, joint planning, training on tourism service management, development of basic service standards, and field mentoring. The beneficiaries were local tourism management groups and community members directly involved in tourism services at Bahtera Beach. The results indicate improved understanding among managers regarding structured organizational governance and service management. Clearer task distribution, the implementation of basic service standards for visitors, and increased awareness of cleanliness and visitor comfort were observed as tangible improvements. In addition, the emergence of local leaders who actively coordinate service activities and support program sustainability became an important outcome. Overall, this program contributed to strengthening institutional capacity and enhancing the quality of the tourism experience at Bahtera Beach.

1. INTRODUCTION

The tourism sector is a key driver of regional economic growth because it creates jobs, increases community income, and stimulates micro-enterprises and other supporting services. In the context of coastal development, coastal tourism is a key attraction, providing both economic and social value to local communities. However, the success of tourism destination management is determined not only by natural resources but also by institutional governance and the quality of service provided to visitors. Professional tourism destination management has been shown to impact tourist satisfaction, loyalty, and the overall image of the destination (Kotler, Bowen, and Makens 2017; Goeldner and Ritchie 2012).

Bahtera Beach, one of the leading tourist destinations in the coastal area of Dumai City, boasts promising natural potential, characterized by its strategic location, relatively easy accessibility, and the attractive coastal panorama that attracts both locals and visitors from

outside the area. The growing tourism activities in this area involve small businesses such as food vendors, parking providers, amusement ride rentals, and local management groups. Qualitatively, Bahtera Beach has contributed economically to the surrounding community by increasing daily income and opening up new business opportunities. However, based on initial observations and discussions with managers and business owners, the management of the tourist area still faces various challenges, particularly in aspects of organizational governance, service standards, environmental cleanliness, and coordination between stakeholders.

Problems that have emerged include the lack of a clear division of tasks within the management structure, the lack of established standard operating procedures (SOPs) for tourism services, and low awareness among some business actors regarding the importance of cleanliness and comfort in tourist areas. These conditions impact the quality of the tourist experience, which can ultimately affect the destination's image and the sustainability of community tourism businesses. Destination management literature emphasizes that collaborative governance involving local communities, government, and business actors is key to creating competitive and sustainable tourism destinations (Bramwell and Lane 2011). Without strengthened institutions and service management, significant tourism potential risks not developing optimally.

From a service perspective, the quality of interactions between service providers and tourists is a crucial factor in shaping visitor satisfaction. The concept of service quality explains that the dimensions of reliability, responsiveness, assurance, empathy, and tangibles play a role in assessing the quality of service received by tourists (Parasuraman, Zeithaml, and Berry 1988). In community-based tourism destinations like Bahtera Beach, increasing human resource capacity to provide friendly, orderly, and professional service is an urgent need. This not only increases tourist satisfaction but also strengthens the destination's competitiveness amidst competition between tourist attractions.

Bahtera Beach was chosen as the subject of community service because of its strategic role as a source of livelihood for coastal communities and a local tourism icon that still requires managerial assistance. The Community Service (CSP) approach, which involves mentoring and strengthening governance and service management, is considered relevant to addressing these needs, as it positions the management community as an active participant in the improvement process. This participatory approach allows for collaborative learning, collective problem identification, and the development of solutions tailored to the local context (Chambers 2012).

The primary focus of this Community Service Program (PKM) activity is to strengthen the organizational structure of tourism management, establish a clearer division of tasks and functions, increase the capacity of business operators and service personnel to provide excellent service, and raise awareness of the importance of cleanliness and order in tourist areas. Through outreach, training, and mentoring, it is hoped that destination governance will be more organized, participatory, and oriented toward quality service.

The social changes expected from this activity include increased capacity of the Bahtera Beach management organization, the establishment of a friendlier and more professional service culture, and a growing collective public awareness of the importance of maintaining the cleanliness and comfort of the tourist area. In the long term, this strengthened governance and service management is expected to contribute to increased tourist satisfaction, economic sustainability of coastal communities, and the realization of a more competitive and sustainable Bahtera Beach tourist destination.

2. METHOD

This Community Service (PkM) activity uses a collaborative, participatory approach, placing Bahtera Beach tourism managers as the primary focus. The target audience includes tourism area administrators, beachside businesses, and community members involved in visitor services. The initial phase involved a participatory assessment, including observations, interviews, and focus group discussions, to identify issues related to organizational governance, role allocation, and the quality of tourism services. Active community involvement in the planning phase ensures that the program meets real-world needs and is sustainable.

The implementation method combines outreach, training, and mentoring. The outreach aims to strengthen understanding of the importance of organizational management and excellent service in managing tourist destinations. The training focuses on practical aspects such as organizational structure development, task allocation, standard operating procedures (SOPs), visitor communication, and complaint handling. Field mentoring is then provided to ensure the knowledge and skills acquired are effectively applied in daily tourism service activities.

The activity stages are implemented systematically through the following steps: problem identification, joint planning, outreach, practical training, mentoring, and monitoring and evaluation. Each stage involves the active participation of tourism managers as a form of community organization. Monitoring and evaluation are conducted to assess changes in governance and service quality, while also formulating follow-up actions to ensure that

management and service strengthening develop into sustainable work practices in the Bahtera Beach tourism area.

3. RESULTS

The implementation of Community Service (PKM) activities in the Bahtera Beach tourist area demonstrates the dynamics of mentoring, which occurs in stages and in a participatory manner. In the initial phase, problem identification through discussions and field observations opened up a dialogue between the community service team and tourism managers. This participatory approach has proven effective in building a sense of community ownership of the program (Chambers 2012). Managers openly communicated the challenges they faced, such as the lack of a clear division of tasks, a spontaneous service system, and limited capacity to handle visitor complaints. This process not only resulted in a problem mapping but also fostered a shared awareness that governance and service are crucial factors in the sustainability of a tourism destination.

During the outreach phase, managers' understanding of the importance of organizational management and excellent service increased. Material on organizational structure, management functions, and tourism service principles was presented through interactive dialogue. In management theory, clarity of organizational roles and functions is fundamental to effective collective work (Robbins and Coulter 2018). The evolving discussion demonstrated that most participants realized that visitors' tourism experiences are determined not only by natural beauty but also by the quality of interactions and service provided by managers.

The practical training activities resulted in tangible changes in the technical aspects of management. The management, along with the Community Service (PkM) team, developed a simple organizational structure and division of labor. Furthermore, a Standard Operating Procedure (SOP) for visitor services was drafted. This SOP aligns with service management principles, which emphasize the importance of work standards to ensure consistent service quality (Tjiptono 2014). This document represents a new institution previously lacking within the tourism management community.

Fieldwork demonstrated behavioral changes in daily service practices. Staff began to show friendlier attitudes toward visitors, provide clearer information, and become more responsive to tourist needs. These behavioral changes demonstrate the social learning process occurring through hands-on practice and a strengthened work environment (Bandura 1986).

The cleanliness of tourist areas was also better maintained due to a more structured division of responsibilities.

From an institutional perspective, Community Service (PkM) activities have fostered a more structured coordination pattern among management members. Regular meetings have begun to discuss the condition of the tourist area, allocate tasks, and evaluate services. This demonstrates the development of an organizational culture within the community, which, according to organizational theory, significantly influences group performance (Schein 2010).

Social change is also evident in the emergence of local leaders among tourism managers. Leadership that emerges from within the community has stronger social legitimacy and is effective in encouraging member participation (Northouse 2019). The presence of these local leaders strengthens the sustainability of change because the impetus comes not only from the community service team but also from within the community.

Furthermore, a collective awareness has emerged that good governance directly impacts the number of visits and income for local communities. From a sustainable tourism perspective, service quality is a crucial factor in creating tourist satisfaction and loyalty (UNWTO 2018). This awareness serves as an internal motivation for managers to continuously improve service quality.

Overall, the results of the Community Service Program (PKM) activities demonstrate that the combination of outreach, training, and mentoring can drive changes in the knowledge, skills, institutions, and behavior of tourism managers. The transformations are not only technical but also involve awareness and more professional collective work patterns in community-based tourism management (Mardikanto 2014).

4. DISCUSSION

The results of the Community Service Program (PKM) activities demonstrate that a participatory approach is effective in strengthening the governance capacity of tourism management communities. Active management involvement from the problem identification stage reflects the principle of community empowerment, where communities are positioned as subjects of development (Freire 1970; Chambers 2012). The dialogue process fosters critical awareness of the importance of governance change. An increased understanding of organizational management demonstrates the importance of knowledge transfer in strengthening local institutions. A clear organizational structure and division of tasks are fundamental to effective work (Robbins and Coulter 2018). Without a clear structure, service activities tend to be inconsistent and difficult to evaluate.

Developing standard operating procedures (SOPs) for tourism services is a crucial step in professionalizing destination management. SOPs serve as shared guidelines that improve service consistency and the quality of the visitor experience (Tjiptono 2014). This standardization also helps communities maintain service quality even when staff changes. Changes in staff behavior in providing services indicate a social learning process. Bandura (1986) emphasized that new behaviors are formed through observation, direct experience, and social reinforcement. Mentoring allows this process to occur gradually and sustainably.

Strengthening coordination and regular meetings reflects the development of organizational culture at the community level. A strong organizational culture contributes to consistent member behavior and improved group performance (Schein 2010). In the context of community-based tourism, a strong work culture serves as crucial social capital. The emergence of local leaders emphasizes the importance of participatory leadership in community development. Local leadership is effective because it fosters emotional and social closeness with community members (Northouse 2019). Their role helps maintain the sustainability of post-program changes.

Collective awareness of the relationship between service quality and local economic growth demonstrates a shift in public perception toward tourism. Tourism is understood as a service system that requires professional management, in line with the concept of sustainable tourism, which emphasizes a balance between service quality, economic benefits, and social sustainability (UNWTO 2018). From an empowerment perspective, the Community Empowerment and Community Empowerment (PKM) process reflects the stages of awareness-raising, capacity-building, and collective action (Mardikanto 2014). This sequence demonstrates that social change requires a gradual process, not a one-time intervention.

Ongoing mentoring is crucial for maintaining consistent implementation of acquired knowledge. Without continued facilitation, behavioral change tends to weaken due to a lack of social support (Chambers 2012). However, the sustainability of results also requires external support, such as from local governments and tourism stakeholders. Multi-stakeholder collaboration is key to strengthening the development of community-based tourism destinations (UNWTO 2018).

Theoretically, these findings confirm that strengthening local governance through a participatory approach can build organizational capacity while simultaneously encouraging social transformation. Strong institutions are a crucial foundation for sustainable tourism management. Therefore, this discussion confirms that a combination of a participatory

approach, management strengthening, and ongoing mentoring is an effective strategy for improving the quality of community-based tourism services.

5. CONCLUSION

Community service activities in the Bahtera Beach tourist area demonstrate the effectiveness of participatory mentoring in strengthening the governance and management of community-based tourism services. The process, which began with problem identification, management counseling, practical training, and field mentoring, successfully drove changes in the knowledge, skills, and collective work patterns of managers. The establishment of a simple organizational structure, the development of service SOPs, and coordination routines are indicators of the emergence of a new, more structured and functional institutional structure. Socially, these activities also fostered local leadership and a collective awareness of the importance of quality service for the sustainability of the tourist destination and the improvement of the welfare of the surrounding community.

Theoretically, these findings confirm that community empowerment through a participatory approach can produce social transformation that is not only technical, but also cultural and institutional. Dialogic processes, practice-based learning, and strengthening local organizations demonstrate the holistic stages of empowerment: awareness-raising, capacity building, and collective action. This reinforces the view that strengthening community governance is a crucial foundation for developing sustainable community-based tourism.

Based on these results, it is recommended that mentoring be carried out on an ongoing basis through collaboration between universities, local governments, and tourism managers. Policy support, further training, and the integration of Bahtera Beach management into regional tourism planning will strengthen the sustainability of the changes achieved. Furthermore, this mentoring model can be replicated in other community-based tourism destinations, with adjustments to local social and institutional characteristics.

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