

# ADAPTIVE PUBLIC SERVICE MANAGEMENT IN A GROWING TOURISM CORRIDOR: EVIDENCE FROM CIWIDEY–RANCABALI

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## Abstract

This study examines the capacity of public service management in the Ciwidey–Rancabali tourism corridor in responding to increasing tourist visits. The urgency arises from the growth of destinations, accommodation facilities, and seasonal tourist mobility, which creates pressure on access, sanitation, safety, information, and institutional coordination. Drawing on New Public Service, Tourism Destination Governance, and Service Quality, this research positions tourism areas as public service spaces requiring adaptive and integrated governance. A qualitative case study design was applied through document study, non-participant observation, and semi-structured interviews with actors involved in tourism service management. The findings show that public service capacity remains uneven because mobility management, basic service quality, complaint handling, and risk mitigation have not fully operated as a corridor-wide service system. The discussion indicates that tourism growth must be evaluated not only through attraction development, but also through institutional ability to ensure comfort, safety, service reliability, and visitor trust sustainably.

**Keywords:** Public Service Management; Tourism Governance; Ciwidey–Rancabali

## A. INTRODUCTION

Regional tourism can no longer be understood merely as an economic activity driven by visitor numbers, but rather as a public service arena that requires infrastructure readiness, institutional coordination, risk management, and service quality for both tourists and local communities (Bramwell, 2011). The growth of tourism destinations in Bandung Regency increased significantly from 807 destinations in 2022 to 853 in 2023 and 922 in 2024, indicating growing pressure on tourism service governance (BPS Kabupaten Bandung, 2025). Tourist visits to tourism objects in Bandung Regency also exceeded one million visitors in 2023, demonstrating that regional tourism has become a sector marked by high public mobility (BPS Provinsi Jawa Barat, 2024). This condition positions local government not only as a facilitator of destination promotion, but also as a provider and regulator of public services related to accessibility, comfort, safety, information, and the sustainability of tourism areas (Font et al., 2023). Public service challenges have become increasingly critical because tourism

destinations that expand without adequate service capacity may generate congestion, declining visitor experience, environmental pressure, and unequal benefits for local communities (Beaumont & Dredge, 2010).

The Ciwidey–Rancabali area has a strong mountainous tourism character supported by natural attractions, agrotourism, hot springs, tea plantations, and iconic destinations such as Kawah Putih, Situ Patenggang, Patengan, and Alamendah (BPS Kabupaten Bandung, 2024). Ciwidey District has 4 hotels and 33 inns, while Rancabali District has 3 hotels and 72 inns, indicating that this tourism corridor has developed a relatively dense accommodation ecosystem (BPS Kabupaten Bandung, 2024). Transportation data show that all villages/subdistricts in Ciwidey have land transportation infrastructure, although not all are served by fixed-route public transport, particularly Lebakmuncang, Rawabogo, Nengkelan, and Sukawening (BPS Kabupaten Bandung, 2024). Rancabali shows a relatively more structured access condition because all villages are recorded as having fixed-route public transport, although service capacity during holiday periods still requires examination from a public service management perspective (BPS Kabupaten Bandung, 2024). Differences in access readiness, accommodation concentration, and the characteristics of mountainous nature-based destinations indicate that the management of the Ciwidey–Rancabali tourism area requires a more integrated public service approach rather than a narrow focus on tourism attraction development (Putro et al., 2019).

The Ciwidey tourism area faces public service problems that emerge from the intersection of increasing visits, destination density, limited access capacity, and the need for cross-actor coordination. Tourism activities that intensify during weekends and holiday seasons generate stronger demand for responsive transportation services, parking management, sanitation, safety, tourism information, public complaint handling, and risk mitigation. The main problem does not lie in the lack of destination attractiveness, but in the capacity of public service governance to balance fluctuating and seasonal tourist mobility. The Ciwidey–Rancabali corridor also shows that administrative boundaries do not always correspond to tourist mobility patterns, as visitors often move across several destination points within a single travel sequence. This situation requires public service management in tourism areas that is able to understand tourism as a service system operating across villages, destinations, and sectors.

Beaumont and Dredge (2010) found that local tourism governance is shaped by network models led by government, community, or local tourism organizations, and is determined by the ability of actors to manage various trade-offs in coordination processes. Bramwell (2011) emphasized that sustainable tourism cannot be separated from the role of the state, institutional power, political-economic relations, and collective action in directing destination development. Putro, Purboyo, and Briliayanti (2019) showed that stakeholder collaboration in Pangandaran destination governance worked relatively effectively through shared goals, equality, and actor commitment, although trust and communication still required strengthening. These three studies provide an important foundation for understanding that tourism destination development requires actor coordination, institutional structure, and collective commitment.

Previous findings indicate that the quality of tourism governance is strongly shaped by the institutional capacity to connect the interests of government, business actors, local communities, and tourists.

This study shares with previous research a concern for tourism governance, stakeholder coordination, and the need to strengthen institutional capacity in destination management. The main difference lies in its analytical focus, which does not merely examine destination governance but places public service management at the center of inquiry. This study directs attention to concrete services experienced by tourists and local communities, including transportation access, parking, sanitation, tourism information, safety, risk mitigation, and cross-regional service coordination. Another distinction lies in the research locus, which focuses on the Ciwidey–Rancabali tourism corridor as a mountainous tourism area characterized by seasonal mobility and high inter-destination connectivity. This approach moves the analysis beyond stakeholder relations and toward the capacity of local public services to respond directly to the pressure generated by tourist visits.

This difference in focus indicates a practical-knowledge gap because destination governance studies have emphasized the success of destination management organizations through network capacity and institutional authority, but have not sufficiently positioned public service capacity as the core response to increasing tourist visits (Volgger & Pechlaner, 2014). This gap is important because tourism destinations operate as complex actor networks, while network strength does not automatically explain the quality of concrete services such as transportation, parking, sanitation, safety, information, and public complaint handling (Baggio, Scott, & Cooper, 2010). Tourist pressure also needs to be understood as a multidimensional issue because its impacts are not produced only by visitor numbers, but also by the relationship between mobility, public space, local communities, and destination management capacity (Koens, Postma, & Papp, 2018). Public service capacity is becoming increasingly crucial because well-perceived cultural and tourism services have been shown to relate to visitor satisfaction and quality of life in tourism experiences (Weng, Tan, & Yu, 2023). The Ciwidey–Rancabali area therefore needs to be understood as a destination service system that requires integration among governance, institutional responsiveness, information provision, and cross-actor service readiness in dealing with fluctuating tourist mobility.

The urgency of this study lies in the need for local government to manage tourism areas through institutions capable of improving service quality, stakeholder coordination, and human resource capacity in sustainable tourism development (Syahrul, Ritonga, Zulfan, & Hasriyani, 2024). Facility quality and sanitation require serious attention because both influence tourist satisfaction and tourists' reassessment of a destination's feasibility (Hikmah, Asrial, & Sanusi, 2024). The quality of tourism facilities and services also determines visitor satisfaction and revisit intention, meaning that strengthening public services in tourism areas cannot be separated from tourists' direct experiences (Arevin, 2024). Service quality and destination attributes have been shown to influence visitor satisfaction, making tourism services a combination of service delivery, facilities, access, and spatial experience within the destination

(Astuti & Dewi, 2022). The management of Ciwidey–Rancabali requires a more adaptive service orientation because smart destinations do not depend solely on technology, but also on leadership, innovation, social capital, and human capacity in building destination competitiveness. This study aims to analyze the capacity of public service management in the Ciwidey–Rancabali tourism area in responding to the growth of tourist visits.

## **B. LITERATURE REVIEW**

### **New Public Service**

New Public Service views public service as a democratic process that places citizens, communities, and the public interest at the center of governmental action. This perspective rejects the idea that society should be treated merely as customers, as public service must be built upon citizenship values, participation, accountability, and the pursuit of shared interests (Denhardt & Denhardt, 2000). In the context of tourism areas, New Public Service is relevant because tourists, local communities, business actors, and local government are all part of a service ecosystem that must be managed fairly and responsively. Public service in tourism areas cannot be assessed only through the technical smoothness of service delivery, but also through the government's ability to ensure access, safety, comfort, information transparency, and the protection of public interests. Therefore, New Public Service can be used to examine the extent to which local government acts as a public servant that prioritizes the interests of both communities and tourists in the management of the Ciwidey–Rancabali tourism area.

Indicators:

- Public interest orientation
- Service responsiveness
- Service accessibility
- Local government accountability
- Community and tourism actor participation
- Service equity for tourists and local residents
- Transparency of tourism service information

### **Tourism Destination Governance**

Tourism Destination Governance explains that tourism destination management cannot be carried out by a single actor, but requires coordination among government, business actors, local communities, tourism organizations, and other supporting stakeholders. Destination governance operates through networks, role distribution, trust, coordination, and institutional capacity in managing diverse interests (Beaumont & Dredge, 2010). In tourism areas with high mobility such as Ciwidey–Rancabali, Tourism Destination Governance is important because tourism public services depend on the ability of multiple actors to integrate the management of transportation, parking, sanitation, safety, information, and risk mitigation. This perspective also emphasizes that the effectiveness of destination management is shaped by clear coordination structures, the quality of inter-actor communication, and the capacity for

collective decision-making when visitor pressure increases. Tourism Destination Governance helps explain how cross-actor coordination capacity determines the success of public service delivery in tourism areas that operate across villages, destinations, and sectors.

Indicators:

- Cross-actor coordination
- Clarity of institutional roles
- Collaboration among government, business actors, and communities
- Cross-sector communication
- Stakeholder trust
- Collective decision-making
- Integration of services across destinations

### **Service Quality**

Service Quality explains that service quality is determined by the gap between users' expectations and the actual experiences they encounter when receiving services. Parasuraman, Zeithaml, and Berry developed SERVQUAL as a framework for assessing service quality through the dimensions of *tangibles*, *reliability*, *responsiveness*, *assurance*, and *empathy* (Parasuraman et al., 1988). In the context of public service in tourism areas, Service Quality is relevant because tourists evaluate destination quality not only through natural attractions, but also through facility conditions, service reliability, response speed, perceived safety, and the attention given by service providers to visitor needs. This perspective can be used to assess whether public services in the Ciwidey–Rancabali area meet the expectations of tourists and local communities in relation to access, parking, sanitation, information, security, and comfort. Service Quality strengthens operational analysis because it translates the concept of public service into concrete, observable indicators that are directly related to users' service experiences.

Indicators:

- Physical evidence of tourism facilities
- Service reliability
- Responsiveness of service officers
- Assurance of safety and comfort
- Empathy toward tourists' needs
- Clarity of service information
- Quality of complaint handling

### **C. RESEARCH METHODOLOGY**

This study employs a qualitative case study design with a descriptive-analytical orientation to examine the capacity of public service management in the Ciwidey–Rancabali tourism area in responding to the growth of tourist visits (Yin, 2018). This design is appropriate because the

study seeks to understand public service management within a specific bounded tourism corridor rather than testing statistical relationships between variables (Creswell & Poth, 2018). The Ciwidey–Rancabali area is positioned as a bounded case because it represents a mountainous tourism corridor characterized by seasonal mobility, inter-destination connectivity, accommodation concentration, and increasing public service pressure. This method is relevant to the research problem because issues of access, parking, sanitation, safety, tourism information, risk mitigation, and stakeholder coordination require contextual interpretation of institutional and service realities. All open-source data, policy documents, statistical records, and supporting literature used in this study are limited to sources published or released no later than 30 August 2025.

Data collection is conducted through document study, non-participant observation, and semi-structured interviews to combine official records, field conditions, and stakeholder perspectives (Bowen, 2009). The document study covers official statistical data, local government documents, tourism policy materials, regional development information, and publicly accessible institutional reports related to tourism and public services in Bandung Regency. Non-participant observation focuses on visible service conditions, including transportation access, parking management, sanitation, safety facilities, tourism information, crowd management, and service interactions in the Ciwidey–Rancabali corridor. Informants are selected using purposive sampling based on their direct involvement and knowledge of tourism public service management, including government officials, destination managers, village representatives, business actors, local communities, and tourists (Patton, 2015). Data are analyzed using an interactive qualitative analysis model through data condensation, data display, and conclusion drawing to identify patterns of service capacity, institutional coordination, and public service responsiveness (Miles et al., 2014).

## **D. RESULT AND DISCUSSION**

### **Public Service Capacity in Access, Mobility, and Tourist Flow Management**

Field findings indicate that access and mobility constitute the most visible dimensions of public service capacity in the Ciwidey–Rancabali tourism corridor. The area already has basic road access that connects villages, accommodation zones, and major tourism attractions, but service capacity remains uneven across the corridor. Ciwidey shows a more limited fixed-route public transport structure in several villages, including Lebakmuncang, Rawabogo, Nengkelan, and Sukawening, whereas Rancabali demonstrates relatively better public transport coverage across its villages. Tourist movement intensifies during weekends and holiday periods, creating higher pressure on road capacity, parking availability, travel time, and visitor comfort. These findings provide the empirical basis for interpreting access and mobility as central components of public service capacity in a growing tourism corridor.

The uneven distribution of access and mobility services shows that physical road availability does not automatically produce effective tourism public service. Public service capacity in this context depends on the ability of local institutions and service actors to organize

tourist flows, reduce congestion, regulate parking, and connect mobility patterns across destinations. The Ciwidey–Rancabali corridor requires more than passive infrastructure provision because tourists move through several attractions within one travel sequence. Fragmented mobility management can weaken visitor experience even when destination attractiveness remains high. This condition positions access, transport, and tourist flow management as strategic indicators for assessing whether public service management can respond adaptively to fluctuating visitor pressure.

Previous studies support the argument that transport and mobility represent critical components of destination management because tourist movement shapes accessibility, experience quality, and the spatial distribution of visitor pressure (Le-Klähn & Hall, 2015). Destination governance studies also emphasize that tourism areas operate through complex actor networks, making mobility management dependent on coordination among government, transport providers, businesses, communities, and destination managers (Baggio, Scott, & Cooper, 2010). Research on visitor pressure further shows that tourism impacts cannot be reduced to the number of visitors alone, because crowding, movement patterns, infrastructure capacity, and public space use jointly determine the intensity of destination stress (Koen, Postma, & Papp, 2018). Studies on smart destinations underline that effective tourism management requires not only technological support, but also institutional intelligence, integrated information, and coordinated service responses to visitor mobility (Jovicic, 2019). Tourism competitiveness also depends on the ability of destinations to translate infrastructure, accessibility, and service performance into a coherent visitor experience (Boes, Buhalis, & Inversini, 2016).

The Ciwidey–Rancabali case shows that mobility management needs to operate as an integrated public service rather than as a technical traffic function. Access disparities between Ciwidey and Rancabali create different service burdens, especially when tourists move across administrative areas without perceiving those boundaries. Parking, transport access, road capacity, and travel information therefore need to be managed as connected service elements within one tourism corridor. Local government and destination managers need to anticipate visitor concentration before congestion becomes the dominant experience of the area. The empirical pattern indicates that adaptive public service capacity depends on the ability to align infrastructure, route planning, parking regulation, and real-time service coordination.

Access and mobility also shape the broader quality of tourism public services because visitor comfort begins before tourists enter the main attraction area. Ineffective tourist flow management can reduce the value of natural attractions, weaken service satisfaction, and create indirect pressure on sanitation, safety, and information services. A tourism corridor with strong destination appeal still requires consistent basic services that support order, cleanliness, security, and ease of movement. The capacity to manage mobility therefore becomes the entry point for evaluating whether the area can sustain tourist growth without reducing service quality. Visitor movement, parking pressure, and access readiness lead directly to the need for stronger basic tourism public services that ensure comfort, safety, sanitation, and reliable

information across the destination corridor.

## Quality of Basic Tourism Public Services: Sanitation, Safety, Information, and Visitor Comfort

**Table 1. Basic Tourism Public Service Quality in the Ciwidey–Rancabali Tourism Corridor**

Dimension of Basic Public Service	Empirical Representation	Service Capacity Issue	Implication for Tourist Experience
Sanitation	Cleanliness services are available in several destination points, but their quality and consistency differ across the corridor.	Sanitation still depends heavily on the capacity of each destination manager rather than a shared corridor-level service standard.	Uneven sanitation quality may reduce visitor comfort and weaken the overall image of the tourism corridor.
Public Facilities	Basic facilities such as toilets, resting areas, parking support, and visitor amenities exist in selected destinations.	Facility availability has not fully reflected a uniform public service standard across connected tourist attractions.	Tourists may experience service gaps when moving from one destination point to another.
Safety	Safety facilities and visitor protection mechanisms are present in certain areas but remain unevenly integrated across the corridor.	Safety management has not yet operated as a coordinated public service system across destinations.	Weak safety consistency may reduce tourists' sense of security, especially during peak visitation periods.
Tourism Information	Directional signs, destination information, and service guidance are available, but their visibility and reliability vary among locations.	Information services remain fragmented and are not yet fully connected through an integrated visitor information system.	Limited information clarity may affect visitor mobility, travel decisions, and service satisfaction.
Visitor Comfort	Comfort is shaped by cleanliness, crowd management, access to facilities, safety, and the ease of obtaining information.	Visitor comfort is affected by the absence of shared minimum standards for basic services across the tourism corridor.	Inconsistent service quality may lower perceived destination quality despite strong natural attractions.
Complaint Handling	Complaint mechanisms are not yet clearly visible as an integrated public service channel across the corridor.	Public complaints tend to be handled separately by each destination or actor rather than through a coordinated service mechanism.	Weak complaint handling may reduce institutional responsiveness and visitor trust in tourism service management.

**Source:** Processed by the researcher, 2025.

Field findings indicate that the quality of basic tourism public services in the Ciwidey–Rancabali corridor is reflected in sanitation, safety, information availability, public facilities, and visitor comfort. Several destination points provide basic facilities for tourists, but service consistency across the corridor remains uneven. Sanitation services, parking support, directional information, and safety facilities tend to depend on the capacity of each destination manager rather than an integrated corridor-level service standard. Tourists experience the area

as one connected travel route, yet service quality still appears fragmented across different attractions and administrative spaces. This condition shows that the growth of destinations and accommodation facilities has not automatically produced uniform public service quality across the tourism corridor.

The field pattern indicates that basic public services function as the most immediate layer of tourist experience. Visitors assess the destination not only through scenery and attraction value, but also through cleanliness, comfort, safety, information clarity, and ease of access to public facilities. Fragmented service provision can weaken the overall image of the tourism corridor because one poorly managed service point may affect the perception of the entire travel experience. Public service quality in this context depends on the ability of local actors to establish minimum standards that apply across destination points. Service consistency therefore becomes a crucial condition for transforming tourism growth into a reliable, safe, and comfortable visitor experience.

Service quality studies show that tourists evaluate services through tangible facilities, reliability, responsiveness, assurance, and empathy, making basic service delivery central to perceived destination quality (Parasuraman et al., 1988). Research on tourist satisfaction also confirms that destination attributes, including cleanliness, safety, accessibility, and service support, influence how visitors assess their overall travel experience (Alegre & Garau, 2010). Studies on destination competitiveness emphasize that service infrastructure and visitor-oriented facilities contribute to the ability of destinations to maintain attractiveness in competitive tourism markets (Crouch, 2011). Research on sustainable tourism indicators further highlights that tourism performance needs to include social, environmental, and service-related dimensions rather than relying only on visitor numbers (Rasoolimanesh et al., 2023). Studies on tourism digitalization also underline that information services and digital communication systems can strengthen destination management by improving visitor access to reliable service information (Rodrigues et al., 2023).

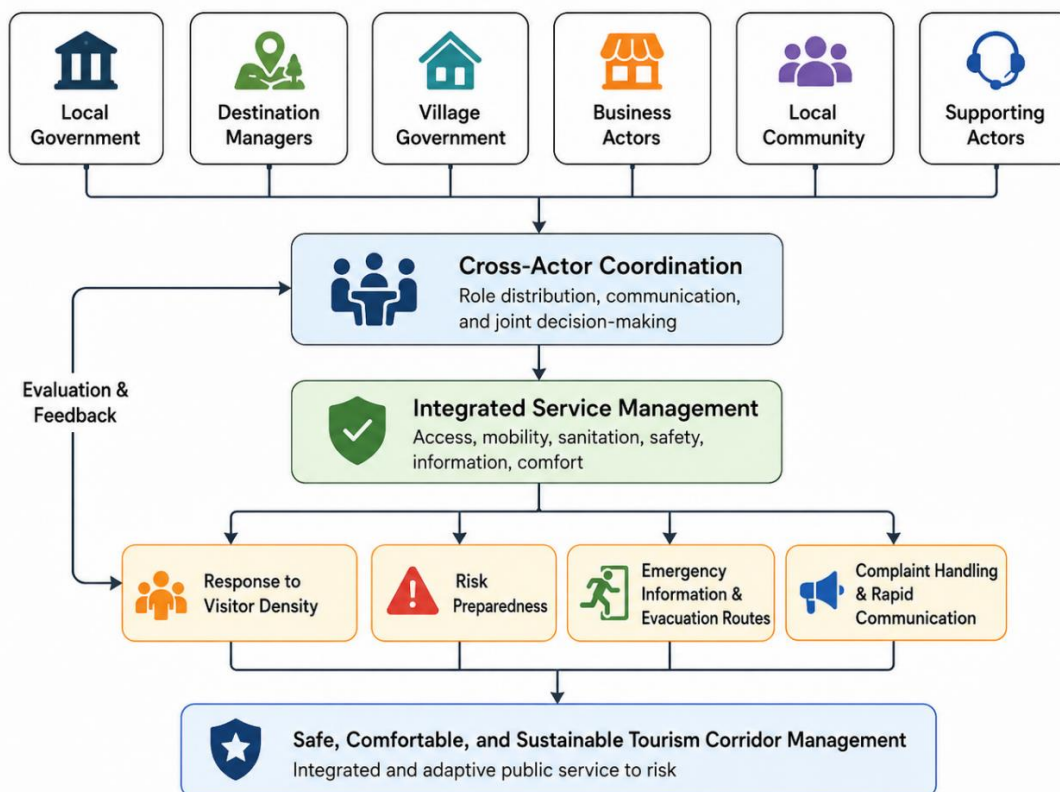
The Ciwidey–Rancabali case indicates that basic tourism services need to be treated as an integrated public service system rather than as isolated facilities attached to individual attractions. Sanitation, safety, information, comfort, and complaint handling form a connected service chain that shapes whether tourists perceive the corridor as orderly and reliable. A destination with strong natural appeal can still face declining service value when basic facilities operate without shared standards and coordinated monitoring. The main empirical insight lies in the mismatch between spatially connected tourist mobility and administratively fragmented service provision. Corridor-level service standards can strengthen public service capacity by aligning destination attractiveness with consistent visitor protection and comfort.

Basic tourism public services also reveal the relationship between service experience and institutional readiness. Cleanliness, safety, information, and comfort cannot depend solely on the initiative of individual destination managers because tourist mobility crosses several service points within one journey. A responsive tourism corridor requires shared service protocols, visible information systems, accessible complaint channels, and coordination among actors

responsible for visitor comfort. Weaknesses in basic services can expand into broader governance problems when institutions fail to coordinate standards, responsibilities, and risk responses. Service quality therefore leads directly to the need for stronger institutional coordination and risk mitigation capacity in managing the Ciwidey–Rancabali tourism corridor.

### **Institutional Coordination and Risk Mitigation Capacity in the Tourism Corridor**

Field findings indicate that institutional coordination in the Ciwidey–Rancabali tourism corridor involves local government, destination managers, village authorities, business actors, local communities, and supporting service actors. Coordination appears in the management of access, visitor flow, destination operations, basic facilities, security, and responses to peak visitation periods. The corridor also shows that several risk mitigation elements, such as safety information, emergency readiness, evacuation direction, and early warning support, have not been distributed evenly across all tourism points. Service responsibilities still tend to follow administrative and organizational boundaries, while tourist mobility moves across villages and destinations as one connected travel space. These findings show that institutional coordination and risk mitigation capacity are decisive for determining whether the tourism corridor can function as an integrated public service system.



**Figure 1. Institutional Coordination and Risk Mitigation Capacity in the Ciwidey–Rancabali Tourism Corridor**

Source: Processed by the researcher, 2025.

Figure 1 illustrates that institutional coordination and risk mitigation capacity in the Ciwidey–Rancabali tourism corridor begin with the involvement of key actors, including local government, destination managers, village authorities, business actors, and local communities. These actors need to build coordination capacity through role clarity, effective communication, shared service standards, and joint decision-making to reduce fragmented service management. Strong coordination then supports an integrated service system that connects visitor flow management, safety information, complaint handling, and emergency response across the tourism corridor. Risk mitigation capacity becomes operational through preparedness, evacuation arrangements, early warning, and rapid response mechanisms that strengthen adaptive public service capacity. This integrated process is expected to produce safer, more comfortable, and more reliable tourism services while increasing visitor trust in corridor-wide destination governance.

The pattern of coordination shows that public service capacity cannot rely only on the availability of facilities or the initiative of individual destination managers. A tourism corridor requires clear role distribution, rapid communication, shared service standards, and joint decision-making when visitor pressure increases. Fragmented coordination can delay responses to congestion, safety risks, environmental pressure, and public complaints. Risk mitigation also needs to become part of daily tourism service management rather than a separate emergency function activated only during critical incidents. The effectiveness of public service management therefore depends on the ability of institutions and local actors to work across boundaries before service problems become visible to tourists.

Previous studies confirm that local tourism governance depends on network-based coordination among government, community, and tourism organizations in managing shared destination problems (Beaumont & Dredge, 2010). Stakeholder collaboration strengthens destination governance when actors share goals, distribute roles clearly, and maintain commitment in collective service management (Putro, Purboyo, & Briliayanti, 2019). Destination governance also requires institutional arrangements that can balance diverse interests, reduce fragmentation, and support coordinated decision-making in complex tourism systems (Beritelli, Bieger, & Laesser, 2007). Tourism crisis management research emphasizes that destinations need proactive planning, communication, and preparedness to reduce vulnerability during disruptions and visitor-related risks (Ritchie, 2004). Organizational resilience in tourism depends on the capacity of institutions to anticipate risks, coordinate responses, and recover from pressures that affect service continuity (Jiang, Ritchie, & Verreynne, 2019).

The Ciwidey–Rancabali case indicates that coordination and mitigation need to be treated as a single managerial capacity within tourism public service. The corridor requires an institutional mechanism that connects route management, safety information, emergency response, complaint handling, and destination-level operations. A fragmented service structure can create unequal visitor protection because each destination may apply different standards for safety, information, and risk response. The key finding is that tourism public service

capacity depends on corridor-level coordination that can align administrative responsibilities with actual tourist movement patterns. This condition positions institutional integration as the basis for managing visitor pressure in a mountainous tourism corridor with seasonal and spatially dispersed mobility.

Institutional coordination and risk mitigation also determine whether access, mobility, sanitation, safety, and information can operate as connected public services rather than isolated service components. A tourism corridor with strong natural attractions needs service institutions that can anticipate congestion, maintain comfort, communicate risks, and protect visitors across multiple destination points. Public service management becomes adaptive when local actors share information, synchronize responsibilities, and respond to visitor pressure through coordinated action. The Ciwidey–Rancabali case shows that tourism growth creates a governance challenge that extends beyond destination promotion and facility provision. This institutional pattern provides a basis for interpreting public service capacity as the core of adaptive tourism governance in the Ciwidey–Rancabali tourism corridor.

### **Discussion: Public Service Capacity as the Core of Adaptive Tourism Governance in the Ciwidey–Rancabali Tourism Corridor**

The three result dimensions show that public service capacity in the Ciwidey–Rancabali tourism corridor operates through interconnected layers of access management, basic service quality, institutional coordination, and risk mitigation. Access, mobility, and tourist flow management reveal that physical infrastructure alone cannot secure effective tourism services when transportation, parking, and visitor movement remain unevenly coordinated. Basic tourism services further demonstrate that sanitation, safety, information, complaint handling, and visitor comfort shape the immediate quality of tourist experience across connected destinations. Institutional coordination and risk mitigation indicate that service continuity depends on the capacity of government, destination managers, village authorities, business actors, and local communities to work through shared standards and joint responses. These findings confirm that tourist growth creates a governance problem that requires public service integration rather than fragmented destination-level management.

The findings strengthen the argument that adaptive tourism governance must place public service capacity at the center of destination management. Tourism corridors differ from single-site destinations because visitor movement crosses administrative boundaries, operational systems, and service responsibilities within one travel sequence. A weak connection between mobility management, basic services, and institutional response can reduce destination quality even when the area has strong natural attractions and increasing accommodation capacity. Public service capacity therefore depends on the ability to organize services before pressure becomes visible through congestion, discomfort, complaints, or safety risks. The Ciwidey–Rancabali case shows that adaptive governance requires a corridor-wide service logic that connects infrastructure, service standards, actor coordination, and risk preparedness.

Previous research confirms that local tourism governance requires networked coordination among government, communities, and tourism organizations to manage destination complexity

(Beaumont & Dredge, 2010). Destination management effectiveness depends on institutional capacity, network authority, and the ability of destination management organizations to coordinate diverse actors (Volgger & Pechlaner, 2014). Visitor pressure cannot be reduced to tourist numbers because congestion, public space use, mobility patterns, and infrastructure capacity jointly shape destination stress (Koens, Postma, & Papp, 2018). Smart destination governance also requires institutional intelligence, information integration, and coordinated service responses rather than technology adoption alone (Jovicic, 2019). Tourism resilience depends on the capacity of institutions to anticipate disruption, coordinate responses, and maintain service continuity under pressure (Jiang, Ritchie, & Verreynne, 2019).

The Ciwidey–Rancabali case extends this debate by showing that the main challenge does not lie only in stakeholder collaboration, but in the translation of collaboration into operational public services. Coordination becomes meaningful when it produces visible improvements in tourist flow, sanitation, safety information, complaint response, emergency readiness, and service continuity across the corridor. The findings indicate that public service capacity requires alignment between actual tourist mobility and institutional responsibility, because tourists experience the corridor as one connected service space. Administrative fragmentation can weaken visitor protection when each destination applies different service standards, information systems, and risk responses. Corridor-level public service management therefore offers a more precise way to understand how tourism governance responds to seasonal pressure in mountainous destinations.

Public service capacity emerges as the core mechanism that connects tourism growth with destination sustainability, visitor trust, and institutional responsiveness. The Ciwidey–Rancabali tourism corridor needs governance that treats access, sanitation, safety, information, complaint handling, and mitigation as one integrated public service chain. This perspective shifts the assessment of tourism success from the number of destinations and visitors toward the ability of public institutions and local actors to maintain comfort, order, safety, and service reliability. Adaptive tourism governance becomes stronger when public service standards move beyond individual destination management and operate through shared corridor-wide coordination. The discussion positions the Ciwidey–Rancabali corridor as an empirical case that clarifies how public service management can become a decisive foundation for sustainable tourism governance in high-mobility regional destinations.

## E. CONCLUSION

This study concludes that public service management capacity in the Ciwidey–Rancabali tourism corridor remains uneven because access, mobility, sanitation, safety, information, complaint handling, institutional coordination, and risk mitigation have not yet operated as an integrated corridor-wide service system. This finding means that tourism growth cannot be assessed only through the increasing number of destinations, accommodation facilities, or tourist visits, but must be interpreted through the ability of local institutions and tourism actors to maintain comfort, safety, service reliability, and visitor trust under seasonal pressure. The

research objective was achieved by showing that the capacity of public service management in responding to tourist growth depends on the alignment between infrastructure readiness, basic service standards, actor coordination, and risk preparedness. This study contributes to tourism public administration by positioning the tourism corridor as a public service space where adaptive governance must translate stakeholder collaboration into concrete, measurable, and visitor-oriented services. Local government, destination managers, village authorities, business actors, and local communities should strengthen shared service standards, integrated visitor information, coordinated parking and mobility management, visible complaint channels, and risk mitigation protocols, while future research should use comparative or mixed-method designs, involve broader tourist and community perspectives, address the limitation of single-corridor analysis, and support policies that institutionalize corridor-based tourism public service governance.

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