

## **Formulation of a Sustainable Tourism Village Model in the Maluku Coastal Region: The Success-Failure Story Approach of Liang Village, Central Maluku**

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### **Abstract**

This research aims to formulate a model for the development of Sustainable Tourism Villages in Liang Village, Central Maluku Regency, centered on a critical analysis of the Success-Failure Story of the Hunimua Beach tourist area. Despite its great marine potential, characterized by its vast location, white sand, and good access, the development of this area has stagnated for 30 years, hampered by internal structural conflicts. The main obstacles identified are disputes over customary land claims (*dati*) and a governance crisis exacerbated by a deficit in basic infrastructure and low tacit capacity (service quality) of local managers. Strategic analysis places Liang in Quadrant II, indicating that the top priority is to minimize serious internal weaknesses before seizing external opportunities (investment). To that end, the ARCT (Adoption, Resolution, Capacity, Transfer) Model is proposed. This model prioritizes the Structural Conflict Resolution Phase (R) as a mandatory prerequisite for creating legal and customary certainty over tourism assets. Once legal stability is achieved, the focus shifts to Capacity Building (C) and Knowledge Transfer (T), particularly the transfer of tacit knowledge through narratives and coaching to ensure service quality and socio-cultural sustainability. The ARCT model emphasizes that socio-cultural stability and legality are crucial foundations for accelerating a fair and equitable Sustainable Tourism Village economy in the context of the Maluku customary region.

**Keywords:** *Tourism Village, Sustainability, Success-Failure Story, Liang Village, Central Maluku.*

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### **A. INTRODUCTION**

Sustainable tourism village development (DWB) is a vital method for growing the country's economic diversity, especially in regions rich in natural and cultural resources like Eastern Indonesia (Amin, D. Y. (2019). This concept mainly aims to showcase local potential, preserve culture, and ensure environmental sustainability. The Maluku province, with its significant marine resources, is strategically positioned to implement SDV, aligned with the principles of sustainable tourism that address economic, social, and aesthetic factors while protecting ecosystems and culture over the long term (Talakua, J., & Rolobessy, M. J., 2024).

Although there is great potential available, data shows that the contribution of tourism to the Regional Domestic Product (RDP) in several areas of Maluku, such as Southeast Maluku, is still relatively low. This is due to a lack of adequate infrastructure and facilities, as well as poorly coordinated tourism promotion strategies, which have resulted in minimal visitor numbers and short tourist stays (Anom. (2010). Therefore, the development of DWB is very important to create tourism management that can provide economic benefits while being environmentally, ethically, and socially fair.

Liang Village, famous as the location of Hunimua Beach (often referred to as Liang Beach), is located in Central Maluku Regency and has significant marine tourism potential, characterized by

its vast expanse of white sand and the possibility of attracting high-quality investment such as the construction of resorts or hotels. Despite its great potential and relatively easy access (only 38 to 41 km from Ambon City), the development of Liang Beach has experienced a major setback even considered to have remained unchanged for the past 30 years according to a report submitted by the King of Liang (Arida, I. N. S., & Sunarta, I. W. (2017).

The fundamental problems hindering sustainability in Liang Village/Nation go beyond a lack of physical infrastructure (e.g., damaged water pumps, lack of toilets and facilities for water sports). The main obstacles lie in structural conflicts and a crisis in governance. Disputes over Hunimua land claims, covering more than 8 hectares by certain individuals, have become a hot topic in the local community and have had a negative impact on Liang's income. In addition, there are internal issues within the village/region, including the sale of customary land (*dati*) to outside parties without the knowledge of the Liang Government, which undermines the customary legal system and the legitimacy of related institutions (Fatina, S. (2021, Juli 8). This crisis is exacerbated by the ineffective implementation of the Pentahelix Concept in this strategic region.

The shortcomings in understanding the existing DWB model lie in the assumptions regarding institutional stability and land legality. Often, adoption models based on success stories from other villages become inappropriate if the receiving village (adoptee) is trapped in fundamental internal structural conflicts. Therefore, the proposed model needs to explicitly include a Structural Conflict Resolution stage, beginning with an in-depth Contextual Analysis. In addition, it is important to recognize that the management problems faced in Liang Village, such as the lack of attention from local managers in utilizing existing facilities and the need for guidance on how to present merchandise, indicate that the core of the problem lies in a lack of skills, not simply a lack of explicit investment. The development model must include effective knowledge transfer mechanisms to improve these non-technical skills (Gómez, B. F., dkk. (2021).

Theoretically, this study contributes to the DWB literature by analyzing and confirming the significance of the Failure Story analysis-based adoption approach as a prerequisite for sustainability. This report shows that socio-cultural stability and legitimacy, especially in the context of indigenous territories, are foundations that need to be strengthened before economic growth can take place.

In practical terms, this study proposes the ARCT Model (Adoption, Resolution, Capacity, Transfer). This model is specifically designed for the context of customary territories in Maluku that are prone to customary land disputes, prioritizing the resolution of customary law and institutional issues before focusing on tourism product development. It is hoped that the ARCT Model can serve as a strategic guide for the Central Maluku Regency Government and Liang Village to emerge from their current predicament and utilize the enormous potential of Hunimua Beach in a sustainable manner.

## **B. RESEARCH METHOD**

This study adopts a descriptive qualitative approach. This approach was chosen because it is highly suitable for understanding complex and profound social phenomena related to the Sustainable Tourism Village Model in the Maluku Coastal Region using the Success-Failure Story Approach of Liang Village, Central Maluku Regency, which involves interrelated economic, social, and tourism dimensions. The main objective is to provide a comprehensive and interpretative overview of the experiences, contributions, and challenges that occurred in Liang Village/Nation.

#### Data Sources:

Primary data will be collected through interviews, and secondary data will be obtained from extensive literature studies, including scientific journals, previous research reports, and various publications related to the Sustainable Tourism Village Model in the Maluku Coastal Region using the Success-Failure Story Approach of Liang Village, Central Maluku Regency.

#### Data Collection Techniques:

In-depth interviews will be the primary technique for exploring narratives, personal experiences, challenges faced, and community perspectives. In addition, participatory observation will be conducted on site. Documentation will include analysis of official documents, reports from non-governmental organizations, and relevant news articles that can provide additional context.

#### Data Analysis Techniques:

Qualitative data collected will be analyzed using qualitative data analysis stages. These stages include data reduction, which is the process of sorting, selecting, focusing, simplifying, abstracting, and transforming raw data that emerges from field notes or interview transcripts. Next is data presentation, where the reduced information is organized and presented systematically in the form of narratives, matrices, or tables to facilitate understanding. The final stage is drawing conclusions, which is identifying patterns, themes, and causal relationships that emerge from the data presented. The analysis will focus on interpreting the meaning behind the actions and narratives collected, in order to build a deep understanding of the phenomenon being studied.

#### Theoretical Basis:

Conceptual Model of Sustainable Tourism is a development paradigm that ensures that the positive impacts of tourism economically, socially, and environmentally can be maintained for current and future generations. The United Nations World Tourism Organization (UNWTO) defines it as tourism that takes into account current and future economic, social, and environmental impacts, and meets the needs of visitors, the industry, the environment, and host communities ( Harahap, R. D., dkk. (2025). This concept is based on agreed sustainability criteria, namely that development must be ecologically sustainable in the long term, economically viable, and ethically and socially equitable.

The DWB framework is supported by three main pillars that are interrelated, often synthesized from international standards such as the Global Sustainable Tourism Council (GSTC):

- 1) **Economic Sustainability:** This dimension refers to long-term benefits that are felt fairly and evenly by all parties. Its attributes include increased family income, regional economic contributions, job creation, business diversification, local product development, and increased tourist purchasing power ( Haupea, L. (2017).
- 2) **Socio-Cultural Sustainability:** This pillar emphasizes respect for the authenticity of local communities, preservation of cultural heritage, and maintenance of traditional values. The importance of local wisdom in this context is very high, as it can serve as a strategy to improve the economic level of the community while maintaining its identity ( Haupea, L. (2017). Social attributes also include community participation, education levels, and the prevention of social conflict.
- 3) **Environmental Sustainability:** The focus is on the wise use of natural resources, ensuring the preservation of ecological processes, nature conservation, biodiversity, and the management of important resources such as water and energy, including effective waste management ( Jatmiko, E. D., dkk. (2023)

## The Concept of Community-Based Tourism and Local Wisdom

Community-Based Tourism is a philosophical and managerial perspective that emphasizes the importance of participation and ownership of the local community in the development of the tourism sector ( Lessy, A. (2022, November 3)). The basic principle of CBT is tourism that is run and owned by local residents, with a primary focus on improving their welfare while maintaining environmental, social, and cultural quality. In Maluku, this idea can be promoted through Relational Tourism, which seeks to unite tourists with local communities by utilizing local wisdom. (Lopes, J. V., & Farinha, P. (2020)

Successful CBT implementation must ensure that the community is fully involved from the initial planning stage to the utilization of results. However, based on experience in the field, PBK implementation is often hampered by various internal obstacles. Sometimes, low community participation is triggered by a sense of competition and a focus on economic gain alone, which ultimately hinders the achievement of social and institutional sustainability goals. ( Nonaka, I., & Takeuchi, H. (1995) This highlights the importance of strong and fair institutions, such as the equal distribution of responsibilities between men and women, younger and older generations, to ensure that the social principles of PBK can be implemented.

### Approaches to Adopting Models and Knowledge Transfer Mechanisms

Knowledge transfer can occur through various mechanisms, including formal instruction, procedures, online forums, or most importantly in the context of rural tourism, through narratives and storytelling. Knowledge can be divided into two categories, namely explicit knowledge, which is formal and documented, and tacit knowledge, which is difficult to express, experiential, and involves non-technical skills. In the context of rural tourism, tacit knowledge transfer plays an important role, especially in terms of improving service quality such as hospitality, speed, cooking skills, and product presentation. Analysis of DWB attributes indicates that service quality is the most crucial element in the eyes of visitors, with significant weight in the evaluation system. This indicates that physical investments will not yield optimal results if they are not combined with improvements in the tacit capabilities of the local community.( Oppier, A. R. (2010)

The case of Liang Village provides strong evidence of this. Despite physical investments by the government, such as a gallery for creative industries and tents for selling goods, local managers are reported to be insensitive and unable to make the most of these facilities. Furthermore, the village head, often referred to as the King of Liang, even stated the need for training for traders on how to present their goods in a more attractive way ( Paraskevopoulos, S. (2017). This incident emphasizes that the problem in Liang is not a lack of basic infrastructure, which is indeed limited, but rather a lack of managerial skills, service, and non-technical expertise, all of which fall under the category of tacit knowledge. Therefore, the DWB adoption model in Liang must emphasize KT mechanisms to improve these non-technical skills through narrative and direct practice.

## C. DISCUSSION

### **Empirical Case Analysis: The Dynamics of Development in Liang Village, Central Maluku**

Liang Village, which is administratively a traditional village, is located in Salahutu Subdistrict, Central Maluku Regency, and is categorized as a self-sufficient village. The Liang Village/Traditional Village government is led by a king (Tuan Latu), who acts as the village head with traditional legal authority. Geographically, Liang is a coastal village facing the Seram Strait,

with excellent access to the provincial capital, Ambon, which can be reached in one to one and a half hours. Population data shows that Liang has an abundant productive-age population, indicating the availability of local human resources ready for development.

Liang's main attraction is Hunimua Beach, often referred to as the “Diamond” of Maluku due to its uniqueness and beauty. This beach has a very wide expanse, reaching 1 km in length and 300 m in width, making it unique compared to other beaches in Maluku. The beauty of the sparkling white sand and clear sea water with natural coral reefs makes this beach ideal for marine tourism and water sports such as snorkeling. The vastness of this tourist location has great potential to attract large investors in infrastructure development such as resorts, hotels, or villas. (Pemerintah Kabupaten Maluku Tengah, 2021)

### **Sustainability Assessment: Success-Failure Story Analysis**

An assessment of the development of Liang Village shows a discrepancy between small-scale successes and larger, structural failures that could threaten long-term sustainability. On a small scale, the progress of the Liang Beach tourist area has proven to have a positive impact on the local economy. There has been an increase in income for food vendors, game rental service providers, and sanitation facilities. This success reflects the economic vitality of the community, which is supported by tourism activities.

However, on a broader and more structural level, Liang is caught in a story of significant failure. Disputes over land claims in the Hunimua area have been going on for a long time. This transfer of land ownership has directly resulted in the loss of potential Local Own-Source Revenue (PAD) and revenue for the Liang region. In addition, decades of mismanagement have demonstrated a collective failure to seize major economic opportunities, such as investment in resorts, which may be hampered by land legality risks. (Pitana, I. G. S., & Gayatri, P. G. (2005)

Socially, interactions between the local community and visitors are reported to be good. The structure of the Negeri, led by the King (Tuan Latu), provides a strong traditional institutional framework. This social success is a major asset for CBT. However, this institutional asset is undermined by structural internal village/negeri issues. Traditional land disputes are not only related to Hunimua but also involve land that has been sold to outside institutions (such as PT ASDP and IAIN Ambon). (Pradinda, B. A. (2025)

Analysis of Conflict Structures as Obstacles to Sustainability, such as customary land (dati) in Maluku, is an asset that has fundamental sociocultural, legal, and economic value for the existence of the country. When land disputes involve individual claims versus the rights of the country, this issue not only becomes an obstacle to investment (economic), but also acts as a “sociocultural virus” that paralyzes governance. ( Pradinda, B. A. (2025) If the ownership and distribution of benefits from customary land are unclear and disputed, community participation, which is at the core of CBT, cannot reach its optimal point, because the community is uncertain about ownership and fair benefits. Therefore, this Structural Conflict Resolution must be recognized as the most important social investment that must be made before DWB can be launched.

From an environmental perspective, there is an understanding of the importance of risk management due to the natural conditions of Liang Beach, which is easily affected by strong currents, earthquakes, and falling trees. However, the current situation shows an inability to meet basic needs. This study reveals the level of environmental pollution occurring in the coastal area. This situation is exacerbated by the lack of essential facilities such as trash bins, inadequate bathing, washing, and toilet facilities, as well as problems with the provision of clean water. The

water pump at the location has been known to be inoperable since 2005, forcing vendors to sell clean water at high prices to visitors. ( Rahayu, M., dkk. (2025)

The relationship between utility deficiency and service quality is that the lack of basic infrastructure has a direct negative impact on the quality of the tourist experience (service quality) and environmental cleanliness. Since service quality is considered the most important attribute in sustainable rural tourism, the failure to provide sanitation and basic facilities efficiently in Liang fundamentally destroys DWB's chances of achieving excellence in service. Limited facilities and infrastructure also collectively contribute to the low length of stay and number of tourist visits to Maluku.

Based on a synthesis of external potential (investment opportunities and natural beauty) and internal weaknesses (land conflicts, governance, and infrastructure), an analysis of internal and external factors places Liang Village in Quadrant II (Turnaround Strategy). (Rangkuti, F. (2008) This position indicates that although Liang Village has enormous opportunities (such as hotel investment and marine development), it faces serious internal constraints and weaknesses. The strategic priority that must be taken is to minimize internal problems that undermine legitimacy and governance, so that external opportunities can be seized effectively and sustainably.

Formulation of a Sustainable Tourism Village Development Model Based on the Adoption, Resolution, Capacity, Transfer Model. The formulation of the DWB development model in Liang Village must be based on critical lessons learned from internal failure stories, while adopting sustainability principles that have been successful elsewhere (such as Liang Ndara, NTT, which was named a sustainable tourism village, or Ngilingof, Southeast Maluku). The proposed model is the ARCT Model (Adoption, Resolution, Capacity, Transfer), which positions institutional stability as a key investment. ( Riati, I. (2022)

The ARCT Model aims to create sustainability through four sequential phases that address structural weaknesses in Liang Village. This model ensures that development efforts are not wasted due to legal conflicts.

1. A (Contextual Analysis): Comprehensive assessment of potential and, more importantly, identification of hidden conflicts.
2. R (Structural Conflict Resolution): A mandatory stage to create legal and customary certainty over tourism assets, minimizing internal weaknesses that hinder investment.
3. C (Capacity Building): Enhancing human resource and institutional capacity through strengthening the Pentahelix and in-depth training.
4. T (Knowledge Transfer): Implementation of KT mechanisms, particularly tacit knowledge transfer, to ensure service quality and model replication.

Phase I: Needs Analysis and Contextualization (A)

This phase involves in-depth mapping of marine potential, human resources (productive age human resources), and gap analysis between existing conditions and Sustainable Tourism Village standards. The analysis must use a Turn Around framework (as in SWOT quadrant II) to identify the most critical internal weaknesses. In addition, a detailed comparative study needs to be conducted with local wisdom-based tourism villages that have been successful in Maluku (e.g., Ngilingof Village) and national models (e.g., Liang Ndara Village) to determine relevant adoption strategies.

## Phase II: Resolution of Structural and Legal Conflicts (R)

This phase is the core and differentiation of the ARCT Model, which directly addresses the most serious internal weaknesses. Without the completion of this phase, investment in Sustainable Tourism Villages will remain high risk and will not generate equitable benefits for the country.

Critical activities in this phase include:

1. Land Conflict Mediation and Resolution: Facilitate formal mediation (involving the Regional Representative Council and the Legal Bureau) to resolve long-standing land claim disputes in Hunimua.
2. Return of Customary Assets: Urging institutions that acquired land from individuals without following customary procedures to return or clarify ownership through customary legal mechanisms, in order to restore the legitimacy of the Negeri government.
3. Strengthening Regulations: Encouraging the implementation of Central Maluku Regency Regulations that explicitly protect the rights of the Negeri in developing local resource potential through tourism villages.

In this phase, the KT mechanism focuses on transferring explicit knowledge about legal procedures, land administration, and proper customary asset management to the King, the Dati Chief, and the village apparatus.

## Phase III: Capacity and Institutional Building (C)

Once legal stability has been achieved, the focus shifts to human resource capacity building and institutional optimization.

1. Institutional strengthening by optimizing the role of the Pentahelix by clearly defining the responsibilities of the State Government, Village-Owned Enterprises (BUMDes), and Tourism Awareness Groups (Pokdarwis).
2. Human Resource Capacity Building: Considering that service quality is the most important attribute, training must be in-depth, covering Service Quality, risk management, sanitation, and local product management. This training must utilize the potential of productive-age human resources in Liang.
3. Knowledge transfer mechanisms: To overcome the insensitivity of managers and problems with the presentation of merchandise, tacit knowledge transfer must be carried out through direct guidance, coaching, and the formation of Communities of Practice among local traders. Narrative mechanisms and storytelling of local wisdom are used to internalize the ethics of service and hospitality typical of Maluku (sio-sio).

## Phase IV: Transferability and Acceleration (T)

The final phase is economic acceleration and dissemination of the model to other villages. Infrastructure and Investment Acceleration: Facilitate large investments (resorts, hotels) on land that is now legally stable.

- a. The main priority is to improve basic utilities (water pumps, toilets, trash bins) to eliminate environmental pollution.
- b. Model Replication: Documenting lessons learned from Phase R (Conflict Resolution) narratively and procedurally. This documentation serves as informal knowledge transfer material for other regions in Maluku facing customary asset disputes in tourism development.
- c. Product Development: Encouraging the development of leading local MSME products supported by ongoing assistance to ensure equitable economic benefits. ( Rumra, A. (2021, Mei 5)

The ARCT Model Strategy, especially Phase R (Structural Conflict Resolution), has high transferability potential to other customary regions in Maluku that have customary assets in coastal areas in several effective ways, namely:

1. Development of a Learning Narrative, whereby the local government is advised to create a narrative documentation that details how Negeri Liang succeeded (or failed) in overcoming its institutional and land crises. This narrative serves as a powerful non-formal knowledge transfer mechanism to promote good governance practices.
2. Sustainable Mentoring System by developing a mentoring program for new BUMDes and MSMEs, which focuses not only on increasing profitability but also on equitable economic benefits and cultural preservation, in accordance with the principles of local wisdom.

To elaborate further on the correlation between obstacles and solutions, the following is a strategic summary based on the analysis of Liang Village's Success-Failure Story:

**Table 1. Critical Obstacles and Implications for Liang Village's Turnaround**

Critical Obstacles Category	Detailed Description of Problems (Failure Story)	Impact on DWB (Sustainability)	Turnaround Strategy (ARCT Model)
Land ownership dispute between individuals and the state over Hunimua land.	Sale of land by individuals without following customary procedures.	Obstacles to long-term investment (resorts); Erosion of state revenue; High legal risk.	R (Resolution): Mediation of land disputes; Clarification of legality based on customary law; Return of land sold illegally.
Institutional & Governance	30 years of stagnant management suboptimal Pentahelix; local managers' insensitivity to new facilities	Suboptimal community participation; Failure to utilize assets; Internal conflicts	C (Capacity): Strengthening village-owned enterprises (BUMDes) under state authority; Tacit knowledge training (management, services) to overcome capacity deficits.
Basic Environmental Utilities	Damage to critical infrastructure, lack of public toilets and trash bins; Potential pollution.	Low service quality; Ecological and health risks; Hinders tourist appeal and length of stay.	C (Capacity): Priority investment in basic utilities; Implementation of risk management and environmental sanitation.

#### D. CONCLUSION

The formulation of a Sustainable Tourism Village Development (DWB) model in Liang Village, Central Maluku Regency, must use a critical adoption approach, which departs from an analysis of its internal failure story. The analysis shows that although Liang has succeeded in creating microeconomic vitality, its macro and structural sustainability is threatened by conflicts over customary land disputes and a deficit in non-technical capacity (service quality and management). Liang Village's position in the Turn Around quadrant (great opportunity, serious weaknesses) confirms the need for radical strategic change.

The recommended model is the ARCT (Adoption, Resolution, Capacity, Transfer) Model, which explicitly positions Structural Conflict Resolution (Phase R), particularly in relation to

customary land disputes, as a fundamental prerequisite. The stability of customary law and certainty of asset ownership are key social and legal investments that must be resolved before capacity building programs (Phase C) and investment acceleration (Phase T) can deliver optimal and equitable results. The transfer of tacit knowledge through narrative and coaching mechanisms is also a crucial element in addressing service quality issues in Liang Village.

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