International Journal of Sustainable Development and Planning
Vol. 21, No. 6, June, 2026, pp. 2865-2872
Journal homepage: http://iieta.org/journals/ijsdp

Good Tourism Governance: Study of Social Capital in Local Tourism Activist Groups

Tito Handoko[1*], Yusmar Yusuf[2], Ishak[1], Yulizar Pramudika Tawil[3], Ricca Angreini Munthe[4]

[1] Department of Government Science, Universitas Riau, Pekanbaru 28293, Indonesia
[2] Department of Sociology, Universitas Riau, Pekanbaru 28293, Indonesia
[3] Department of Public Administration, Universitas Tadulako, Palu 94148, Indonesia
[4] Department of Psychology, UIN Suska Riau, Pekanbaru 28293, Indonesia

Corresponding Author Email: tito.handoko@lecturer.ac.id

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https://doi.org/10.18280/ijsdp.210639

Received: 3 March 2025
Revised: 17 December 2025
Accepted: 16 January 2026
Available online: 30 June 2026

Keywords:
tourism, local tourism, social capital, COVID-19 phenomenon

ABSTRACT

After the COVID-19 pandemic hit Indonesia, the government tried to mitigate the impact of the pandemic, especially on the tourism industry. This article focuses on analyzing the causes and consequences of the development of the tourism industry after the COVID-19 pandemic, with the variable of local community-based social capital through tourism activist groups. This article aims to identify weak areas that require strengthening the social model aspects of tourism activist groups in Indonesia. Data was collected in 2019–2020. Data analysis uses Structural Equation Modeling (SEM). Research findings show that social capital from the dimensions of bonding, bridging, and linking social capital has a significant and positive effect on strengthening relationships and bonds in tourism activist groups in Indonesia. In conclusion, there is a collaborative effort by the community, government, business world and tourism activist groups to recover from the downturn and negative impact of the COVID-19 pandemic, and this phenomenon has made several aspects of tourism weaken, especially in the tourism sector. The interconnected aspect of social capital caused by restrictions on large-scale social activities limits community activity and mobility. Because of these restrictions, various opportunities in developing the tourism sector become hampered and die. Social capital grows from the community, and government encouragement is carried out with capital assistance, ongoing empowerment and training.

1. INTRODUCTION

The current state of tourism in Indonesia is marked by a multitude of challenges in the era of globalization. As per the World Economic Forum, globalization entails the integration of vast information encompassing intricate dimensions such as social, economic, cultural, political, and technological factors [1]. Scholars like Fernandes [2] and Hitt et al. [3] have observed that globalization has brought about significant changes in the dynamics of international relationships across various spheres. This growing global interconnectivity blurs the lines between nations, fostering interdependence and interconnectedness among countries [3-6].

The rapid advancement of technology, as underscored by prior research [7-9], has emerged as a paramount concern in contemporary society, profoundly influencing human behavior. While the tourism sector offers manifold advantages, as expounded by Zhou et al. [10], its continued competitiveness hinges upon the effective adoption of technological innovations and the cultivation of tourism-related expertise. Presently, Indonesia's tourism industry is experiencing a phase characterized by expansion and diversification, representing a unique opportunity for it to assume a pivotal role on the global stage. Remarkably, in 2019, the tourism sector surpassed traditional pillars of the Indonesian economy, including oil, gas, coal, and palm oil, to become the country's leading foreign exchange earner, accumulating a substantial revenue of US$19.29 billion. This noteworthy achievement can be primarily attributed to the escalating influx of international tourists. In accordance with data sourced from Pusdatin Kemenpar (2019), the tourism sector has established an ambitious goal of contributing US$28 billion in foreign exchange and catalyzing the attainment of a 5.5 percent GDP share by the year 2024.

In late 2019, the global landscape was upended by the unprecedented emergence of the Coronavirus Disease 2019 (COVID-19), reaching Indonesia in March 2020. The COVID-19 pandemic, as noted by United Nations World Tourism Organization (UNWTO), instigated disruptions in international supply chains, financial instability, market volatility, and adverse ramifications for the business sector. Within the tourism domain, the implementation of Large-Scale Social Restrictions led to a notable reduction in tourist arrivals [11], resulting in decreased state revenue and foreign exchange earnings. In response, the government undertook adaptive measures to navigate the evolving global context amid the pandemic. Presently, the tourism sector in every region is acclimating to novel behavioral norms, often referred

to as the "new normal." Therefore, it is imperative to assess the accrued advantages and disadvantages stemming from the ongoing COVID-19 Pandemic. While each region exhibits distinct tourism potential, advantages, and characteristics, a comprehensive review is essential to gauge the preparedness of activist groups responsible for managing tourist destinations in addressing the impending challenges [12-14].

The COVID-19 pandemic has created various specific challenges for the tourism industry in Indonesia. Restrictions on international and domestic travel have led to a drastic decline in the number of tourists. Many countries have imposed travel bans or quarantines, which have a direct impact on the number of international tourists. Many tourist destinations had to close to prevent the spread of the virus, which caused a loss of income for these tourist attractions. Tourism activities such as festivals, cultural events and conferences are canceled or postponed. Many tourism businesses, including hotels, restaurants, travel agents and tour guides have seen their revenues drop significantly. The impact is that many workers in the tourism sector experience layoffs or salary reductions.

Tourism development can contribute to regional revenues from taxes, parking fees and tickets or can bring in foreign exchange from visiting foreign tourists. The existence of tourism will also grow economic businesses that link together and support their activities so that they can increase people's income. One of the potential areas that is growing and developing is Kampar Regency, which is the area that has the most tourist attractions in Riau Province. Presently, Kampar hosts a remarkable array of 85 tourist destinations. Tourist visits to Kampar show a consistent increase until 2019; however, a significant decline of 28% occurred in 2020. Concurrently, the Kampar Regency Government is actively engaging in cross-sectoral synergy and collaboration with investors, the central government, local businesses, academia, and media. This collaborative endeavor is further bolstered by the presence of tourism awareness group (Pokdarwis) in each sub-district. Pokdarwis, as community-based organizations, play a pivotal role in facilitating governmental efforts within the tourism domain in Kampar Regency, with a current tally of 15 such organizations operating in the area.

During the COVID-19 pandemic, there were ups and downs in enthusiasm among tourism activist groups in Kampar Regency. Some Pokdarwis members have had to switch to other jobs, such as farming and gardening, to maintain income and survive. Tourism awareness group [15] or Pokdarwis has the potential as a social institution that can support the local economy through active community participation in village tourism activities [16, 17]. However, it is necessary to discuss how to build real relationships and participatory communication between Pokdarwis and local communities to encourage a sense of responsibility for the village economy.

As an initial step to accelerate the development of the tourism industry after the COVID-19 pandemic, the Ministry of Tourism focuses on programs to develop the tourism sector through strengthening local community-based social capital. Community-based social capital has an important role in supporting the recovery of the tourism industry after the COVID-19 pandemic [15]. Social capital plays an important role in building trust among all stakeholders. Strong trust between society, government and tourism businesses can help reduce uncertainty and increase cooperation. Social capital allows local communities, tourism activists and other stakeholders to work together effectively. This could include working together on developing recovery strategies, promoting destinations, and increasing the number of returning tourists.

The COVID-19 pandemic has had a significant impact on various sectors, including tourism. With travel restrictions, closure of tourist destinations, and changes in tourist behavior, the tourism industry is experiencing major challenges. The COVID-19 pandemic has caused a drastic decline in the number of international and domestic tourists. According to a UNWTO report, in 2020, there was a 74% decline in international and domestic tourist arrivals compared to the previous year. The decline in the number of tourists must be addressed by various stakeholders so that the tourism industry does not die. In the context of tourism in the Kampar area, it is recognized that the impact of the decline in tourists has affected various sectors of the community's economy. The tourism activist group must think about the right design to revive tourism activity, especially after the pandemic and until this study was carried out, tourism activity had not completely returned to normal. Various sectors that used to grow have still not revived and many have even died. Therefore, this study aims to analyze the strength of social capital that is growing among communities and tourism activists at the local level (read Kampar Regency). This social capital is an important factor in the growth of the tourism industry in Kampar, especially before the pandemic hit the world. Based on the explanation above, we ask the research question: “How does social capital have an impact on the revival of the tourism industry in the region? And how do groups of tourism activists and other stakeholders collaborate to revive the tourism industry in the region, especially Kampar Regency, Indonesia?”

The paper is divided into six sections. Section 1 contains the Introduction. Section 2 focuses on the literature review of the theory and earlier research on related subjects. The data analysis and study technique are described in depth in Section 3. Section 4 elaborates on the results, Section 5 presents a discussion, and Section 6 concludes the study.

2. REVIEW OF LITERATURE

Discussions regarding the dimensions of social capital in various social and government studies are acknowledged to have been carried out by many previous scholars. However, specifically discussing the dimensions of social capital in studies of tourism activists in developing countries like Indonesia is still quite rare. Therefore, the design of this literature review adopts various study results that are considered most relevant to this study. This study seeks to find previous research through suggestions from Kitchenham et al. [18], to obtain a systematic literature review and research position on social capital with tourism. This article is theoretically driven by the emergence of problems related to the decline in the number of tourist visits to tourist destinations in Kampar Regency. This problem has become the central theme of several studies in the last two years. The new normal adaptation strategy is closely related to aspects of human resources through the development of tourism destination strategies carried out by the tourism awareness group or Pokdarwis. Based on the results of mapping the literature, the theory of community-based social capital in the tourism industry is still relatively new. This can be seen in the VOSviewer bibliometric data obtained from Web of Science and Scopus [16, 19]. The results are presented in the form of

correlation graphs between variables based on the year of publication.

The integration of community-based social capital with new normal adaptation strategies plays an important role in the development of the tourism industry in Kampar Regency during and after the COVID-19 pandemic. The emergence of the concept of social capital originates from the classical neo-capital theory approach. Social capital experts [5, 15, 20-24] define social capital as a conceptual framework used to understand the important role of social networks and relationships between individuals in society.

This theory focuses on the idea that social capital, which consists of various forms of social capital, has a significant impact on various aspects of social, economic, and political life. In the context of social capital, there are three dimensions that are often discussed, namely bonding social capital, bridging social capital, and linking social capital. Bonding social capital shows strong family ties in which social relationships are characterized by trust and reciprocity. The indicators of bonding are:

1) family composition,
2) spatial distance between family members,
3) the relevance of other relatives,
4) the quality of relationships, both with family members and with other relatives.

Bridging social capital is a relationship between groups that are bound both in terms of culture, ethnicity, descent, similarity in nature, and others that form the basis of these ties. The bridging indicators are (1) social relations to obtain information, (2) relationships based on kinship, culture, and customs, and (3) social relations to obtain other resources. While linking social capital refers to the ties between different social networks. The linking indicators are (1) networks between different groups, (2) cross-sectoral social networks, which can easily access resources owned by other institutions [5, 15, 21].

It is important to note that these three dimensions of social capital are not always independent, and they are often interrelated. For example, bridging social capital can be a bridge to build linking social capital by connecting communities with relevant institutions. Social capital in these various dimensions can provide significant benefits in a variety of contexts, including the economy, social development, and collective action in society, especially in the tourism development process during COVID-19 [13, 14, 16, 17].

3. METHODOLOGY

The method used is quantitative, which aims to measure community-based social capital and identify weak areas during the process of building bonding, bridging, and linking social capital in groups of tourism activists. The sample population used was 67 tourism activists obtained from 15 tourism activist groups (Pokdarwis) in Kampar Regency. Determination of the number of samples using the Slovin formula [25].

$$n = \frac{N}{1 + Nd^2} = \frac{67}{1 + (67)(0.05)^2} = 57.39$$

Based on the 95% confidence level, it is known that d = 0.0025. The results of the study showed that the sample size (n) was 57. The Likert scale presented to respondents should use a 5-point scale, namely 5 is strongly agree, 4 is agree, 3 is neither agree nor disagree, 2 is disagree, and 1 is strongly disagree. The questionnaire construction comes from social capital theory which has been tested using a validated scale [5, 15, 21]. Based on the literature review, we adapted the dimensions of bridging, linking social capital and then reduced them to 9 research questionnaire items. Data was collected from 57 tourism activists who live in a tourism destination and are also members of the Kampar Regency Pokdarwis. Data was taken by distributing 9 question items in a questionnaire and conducting interviews. The interviews were audio recorded to ensure the accuracy of the data collected.

In this study, we employed Partial Least Squares Structural Equation Modeling (PLS-SEM) data analysis to investigate the causal relationships among bonding, bridging, and linking social capital. Specifically, we utilized Second-order confirmatory factor analysis (CFA) within the PLS-SEM framework, a method characterized by iterative indicator calculations. This analytical approach involves a comprehensive evaluation encompassing both the inner and outer model assessments, including significance testing. The use of Structural Equation Modeling (SEM) in this study is seen as having novelty compared to previous studies, because through SEM analysis, the strengths and weaknesses of the social capital of tourism activists in Kampar Regency can be found. The use of SEM is considered more measurable and provides certainty in statistical data, so that the accuracy of the data is more guaranteed and the analysis of the data becomes stronger. However, the weakness of SEM in this study is also unavoidable because it is unable to cover other variables that are not revealed statistically, for example, family relationships in the management of the tourism industry and the relationship between investors and workers in the management of tourist attractions.

4. RESULTS

Tourism is a unique sector because to run this sector requires cooperation from all levels of society which socially provides space for its development. It is almost impossible for tourism to grow without active community participation in preparing destinations, maintaining security, serving tourists and promoting them, or in other words, the social capital needed for tourism development. The COVID-19 pandemic has significantly changed the dynamics of the tourism industry. Post-pandemic, the industry has had to adapt to new norms, where trust, collaboration and community participation have become increasingly important. Social capital, which includes social networks, trust, and community norms, plays a crucial role in recovering and reviving the tourism industry. Capital is formed because of the same values and goals to be achieved. Thus, the elements of trust, networks and norms are important in the formation of social capital.

4.1 Demographics

Initially, the average length of time for respondents to provide responses ranged from 1 to 2 weeks. There were 57 respondents were asked about how social bonding, social bridging, and social linking play an important role in accessing networks, information, and stakeholder support during tourism activities in Kampar Regency. In 2020, we are adjusting health protocols and preventing the spread of COVID-19; data

collection is carried out online. We used the Google Form application and conducted interviews via virtual meetings.

Table 1. Study respondents

No.	Characteristics	Criteria	2019	2020
1	Gender	Female	19.3%	16.4%
		Male	80.7%	83.6%
2	Ages	10–20 years old	1.8%	1.8%
		21–30 years old	36.8%	34.5%
		31–40 years old	43.9%	45.5%
		41–50 years old	15.8%	16.4%
		51–60 years old	1.8%	1.8%
3	Education	Primary school	5.3%	5.5%
		Junior high school	12.3%	12.7%
		Senior high school	52.6%	52.7%
		Diploma	8.8%	9.1%
		Bachelor's degree	21.1%	20.0%

Respondents in this study were dominated by men (80.7% and 83.6%) with the average age of respondents being 31–40 years (Table 1). Meanwhile, the education level of the majority of respondents has a high school education. Therefore, respondents in this study are considered to have knowledge of social capital and an understanding of the development of the tourism industry at the local level.

4.2 Structural Equation Modeling analysis

The PLS-SEM analysis in this study followed a two-stage procedure as recommended by Ringle et al. [26] and Tenenhaus [27]. In the initial stage, we meticulously assessed the outer model, validating the first-order constructs of a reflective nature. To gauge construct reliability, we reported Cronbach's alpha, composite reliability, and average variance extracted (AVE). In the subsequent stage, which involved the analysis of second-order constructs, we leveraged the latent variable scores derived from the initial model, employing a repeated indicator approach. To confirm the reflective measurement model for bootstrapping, executed on 500 resampling's, we presented the weights and maximum variance inflation factor (VIF) as metrics to validate the measurement model for the reflective constructs, aligning with the guidelines of Hair et al. [28, 29]. This rigorous approach ensures the robustness and accuracy of our measurement model for subsequent data analyses.

Evaluation of the external model is a construct reliability test through Cronbach's alpha, composite reliability, and AVE. A construct is considered reliable when its Cronbach's alpha surpasses 0.60 and its composite reliability exceeds 0.70. Furthermore, an AVE value of 0.5 is deemed sufficient for validating construct validity [30]. As per these established criteria, all the benchmarks within the outer model meet the stipulated thresholds. This signifies that the data acquired from both time periods exhibits robust validity and reliability, warranting its progression to the inner model analysis phase.

The assessment of the inner model involves the examination of the structural model's strength, primarily through robust regression values. The inner model's efficacy is determined by key metrics such as the coefficient of determination (R^2), predictive relevance (Q^2), and goodness of fit (GoF). The evaluation of the R^2 adheres to the Partial Least Square guidelines articulated by Wold [31], with the R^2 value conforming to SEM standards. As per the framework established by Chin [32], an R^2 value is considered highly robust when it surpasses 0.67, falls within the category of 0.33, and is deemed notably weak when it descends below 0.19. In the context of this research model, it is classified as harboring a robust interrelationship between the analyzed variables. Based on the R^2 value, a strong association is evident among the exogenous variables, both individually and collectively, underscoring the model's structural integrity (Table 2).

Table 2. R^2 value

Constructs	R^2	R^2 Adjusted
Bonding Social Capital	0.829	0.826
Bridging Social Capital	0.722	0.717
Linking Social Capital	0.512	0.504

The Q^2 test aims to determine the predictive ability using the blindfolding procedure. According to Chin [32] and Hair et al. [29], if the value is 0.02, then the model has a small predictive ability. If the value obtained is 0.15, then the model has the moderate predictive ability. And if the value is more than 0.35 then the model has a great predictive ability. To measure Q^2 the formula below can be used. The Q^2 value explains that the model tested has great predictive ability.

$$Q^2 = 1 - (1 - R1^2) \times (1 - R2^2) \times \dots (1 - Rn^2)$$
$$Q^2 = 1 - (1 - 0.829^2) \times (1 - 0.722^2) \times (1 - 0.512^2) = 0.889$$

The next measurement is the GoF, which is obtained from the AVE value multiplied by R^2 in the SEM path model.

$$AVE = \frac{\sum \lambda_i^2}{\sum \lambda_i^2 + \sum_i var(\varepsilon_i)}$$
$$AVE = 0.731$$

where, λ_i is component loading to indicator and $var\ (\varepsilon_i) = 1 - \lambda_i^2$.

The criteria for the GoF value are (1) GoF small if the GoF value = 0.1; (2) GoF medium if GoF value = 0.25; and (3) GoF large if GoF value = 0.36. Based on the calculation of the GoF value, it can be seen that the model has a large GoF value, so the model formed represents the actual phenomenon. The GoF index value is calculated by the formula, with mean of *R Square* = 0.477 [33]:

$$\text{GoF} = \sqrt{AVE^2 \times R^2} = \sqrt{0.535 \times 0.477} = 0.505$$

In the second stage of PLS-SEM analysis, we evaluate the structural model through bootstrap analysis. Bootstrap generates t-count values. If tcount is greater than tstatistic with a 95% confidence level (> 1.96), then the hypothesis is significant. The results of testing the hypothesis through bootstrap are shown in Figure 1.

Based on the PLS-SEM bootstrapping output, the Path coefficient value above can be concluded from Table 3. We evaluated the structural model through bootstrap analysis. Bootstrap produces t-count values. If t-count is greater than the statistic with a 95% confidence level (> 1.96), then the hypothesis is significant. From Table 3, it is explained that the results of testing the hypothesis are declared significant α = 5%, namely T Statistics > T table = 1.96. The results of testing the hypothesis through bootstrap are shown in Figure 1.

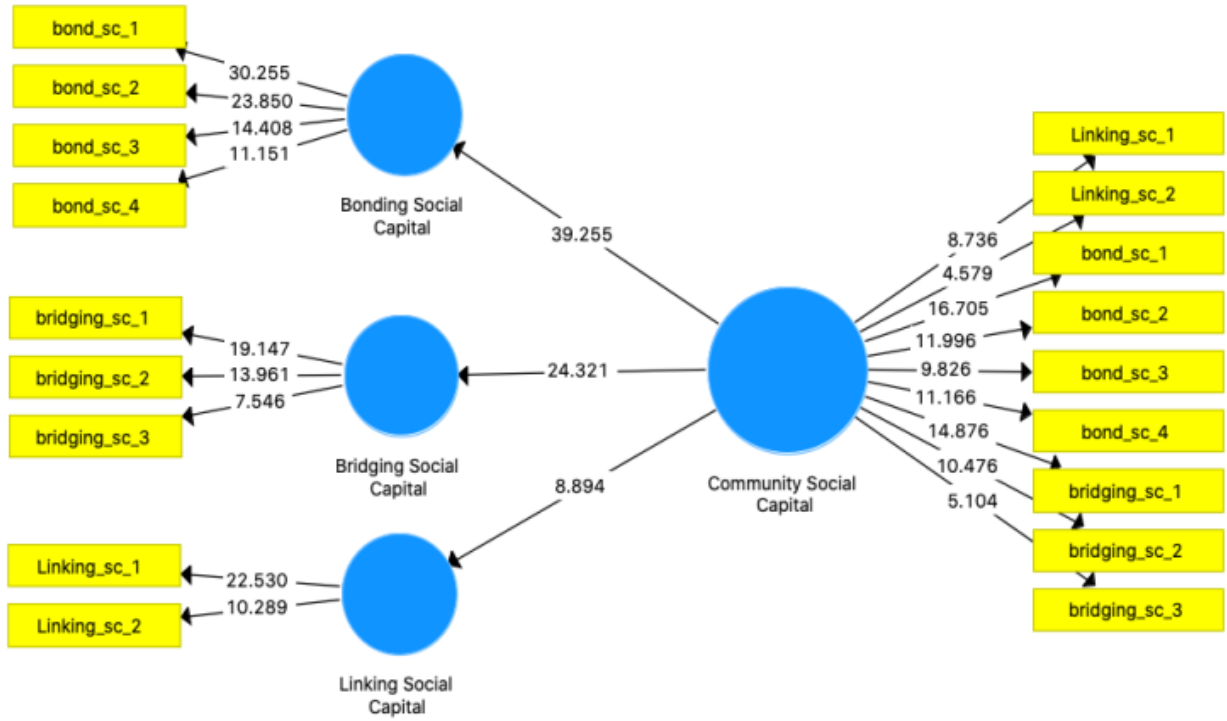

Figure 1. Bootstrap hypothesis testing

Table 3. Path coefficient value

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t Statistics	p Values
CSC → Bonding social capital	0.911	0.910	0.023	39.255	0.000
CSC → Bridging social capital	0.850	0.854	0.035	24.321	0.000
CSC → Linking social capital	0.716	0.715	0.080	8.894	0.000

Notes: CSC = Community Social Capital.

5. DISCUSSION

Social capital is an important element in the development and sustainability of the tourism industry in a region. Social capital includes networks, norms, and trust that facilitate coordination and cooperation for mutual benefit. In a tourism context, social capital can help optimize local resources, increase community participation, and create authentic and engaging tourism experiences. The findings of this study highlight the role of community social capital (CSC) in the tourism industry during the COVID-19 pandemic in 2019–2020. The results showed that at the beginning of the 2019 period, as many as 15 tourism destinations in Kampar Regency, Riau Province, this province still had stable tourist visitors and it was projected to increase by 85% in 2021. However, the impact of the COVID-19 pandemic caused the condition of Kampar Regency tourism destinations to stop. The lack of support from tourism awareness group or Pokdarwis members is associated with high economic pressure. The causative factor is government policy through the health protocol scheme and Large-Scale Social Restrictions (Read: Pembatasan Sosial Berskala Besar or PSBB). The following are the challenges of the Post-Pandemic Tourism Industry:

1) Restoring Tourist Confidence: Tourists need assurance that the destinations they visit are safe and follow health protocols.
2) Adaptation to Behavioral Changes: Travelers tend to be more cautious and seek experiences that are safe and minimally risky.
3) Collaboration Between Stakeholders: Strong collaboration between government, industry players and communities is needed to rebuild the tourism industry.

Aspects of community-based social capital correlate very strongly in the process of developing the tourism industry in Kampar Regency. Based on observations, types of tourist attractions based on landforms and natural scenery are the most dominant attractions. In addition, historical and cultural factors that exist in historical heritage buildings in Kampar Regency are also a tourist attraction. This phenomenon [16] reflects the great potential of community-based social capital in supporting tourism development. In the context of Kampar, the active involvement of local communities, tourism groups and cross-sector collaboration has become an important foundation for the development of diverse and attractive tourist destinations. Strengthening the relationship between the community and tourism stakeholders is key in ensuring the sustainability of the tourism industry in this area as well as the development of its unique natural and cultural assets.

Before the COVID-19 pandemic, tourism activists tended to have strong social ties of friendship between tourism awareness group or Pokdarwis. However, empirical facts show that based on the results of PLS-SEM analysis with a bootstrap value of 39.255 (> 1.96) with a standardized solution value of 0.911, the ties between local tourism activists are very strong. This means that social ties have an influence of 91.1% on the

construct of social capital in the development of the tourism industry in Kampar Regency. The social ties that exist serve as a support system to help fellow Pokdarwis achieve their goals and needs. Social ties aim to form social networks to be able to carry out tourist attractions and share information to gain access to the resources needed to build ideal tourism [34].

The construct of bridging social capital shows that relationships between Pokdarwis groups are well established, such as relationships that are bound by culture, ethnicity, ancestry/clan/tribe, as well as the existence of similar characteristics that underlie these relationships. The formation of bridging social capital begins with trust in the behavior between Pokdarwis groups [13, 14, 16, 17]. Based on SEM results, the opinion of Pongtanalert and Assarut [34] correlates with a bootstrap value of 24.321 (> 1.96) with a standardized solution value of 0.850, which means that social ties have an influence of 85% on the construction of CSC.

The results of this study are supported by previous research results [35-37]. They stated that the bridging social capital owned by tourism activists could be utilized in the form of synergy between Pokdarwis to search for and obtain information related to the development of tourist destinations and local economic development. Tourism activists in tourist destinations managed by the Kampar Regency Pokdarwis come from several families. Most tourism activists also have culinary businesses in the tourism area.

The results of the PLS-SEM analysis show that the linking role of social capital greatly influences the development of 15 tourism destinations in Kampar Regency with an influence of 71.6%. Of all the dimensions of CSC, the linking dimension of social capital has the smallest factor loading value. Referring to the purpose of this research, we found weak areas among the three dimensions of social capital in the tourism industry in Kampar District. This finding is in line with recent research showing that the development of community-based social capital [14], especially in terms of liaison between local communities and authorities, can be a less focused aspect of tourism development. In the context of Kampar Regency, increasing the linking role of social capital may need to be a strategic focus in efforts to increase the sustainability and competitiveness of tourism destinations in the future.

Based on observations, emotional support which becomes a social bond which turns into a relationship of information and cooperation between 15 Pokdarwis groups in Kampar Regency is positively related to community-based social capital. Government support regarding the implementation of a clean and healthy lifestyle has been provided during the COVID-19 pandemic. Tourism activists need to carry out health checks and health certification for workers in the tourism sector. This needs to be done so that tourism activists are free from COVID-19 so that tourists are safe to come and visit. They also need to implement new practices in food and beverage accommodation for the safety and health of visitors, such as the use of disposable food containers or plates.

Linking social capital has a weak value but has a positive impact on the social environment among tourism activists during the COVID-19 pandemic. This empirical evidence is supported by theories [38-40] which state that CSC is the capacity of Pokdarwis members to be able to interact with internal and external stakeholders in the managed tourism industry, to achieve compatibility with changes in the tourism environment after the COVID-19 pandemic by adapting, integrating, and reconfiguring competencies and other organizational resources [40].

There needs to be policies and support from the government to help the tourism sector recover, such as tax incentives, subsidies and financial assistance. Promotions and campaigns to increase tourist confidence in the safety of tourist destinations. The pandemic underscores the importance of sustainability in the tourism industry. There is an opportunity to rebuild the tourism industry with a focus on more sustainable and environmentally friendly tourism. Facing these challenges, the Indonesian tourism industry needs to adapt and develop new strategies to ensure post-pandemic sustainability and recovery.

6. CONCLUSIONS

In conclusion, this study has shed light on the crucial role of CSC in the context of the tourism industry during the challenging period of the COVID-19 pandemic, specifically focusing on the Kampar Regency in Riau Province. The findings have not only provided valuable insights into the dynamics of social capital among tourism activists but have also highlighted its substantial influence on tourism development in the region. One key contribution of this research is the identification and exploration of previously underemphasized dimensions of CSC, including social ties, bridging social capital, and linking social capital. This adds depth to our understanding of how social capital operates within the tourism sector, particularly in the face of external disruptions such as a global pandemic.

On a practical level, the research highlights the importance of CSC in mitigating the economic impact of the COVID-19 pandemic on tourism. The active involvement of local communities, tourism groups, and cross-sector collaboration emerges as a key foundation for the development of diverse and attractive tourist destinations. Moreover, the study underscores the role of emotional support and government interventions, such as health protocols, in ensuring the safety of tourists and the continuity of tourism activities. This research also emphasizes the need for policymakers and tourism stakeholders to recognize and nurture CSC in their efforts to revitalize and enhance the tourism industry, especially in the post-pandemic era.

In summary, this study not only contributes to the existing body of knowledge in the field of CSC and tourism but also provides actionable insights for policymakers, tourism activists, and local communities. By addressing critical gaps in the literature and highlighting practical implications, it underscores the relevance and significance of this research in advancing our understanding of community-based social capital's role in the tourism industry and its potential to drive real-world applications for sustainable tourism development in Kampar Regency and beyond.

Broadly speaking, research contributes to the development of the tourism industry in the world by looking at specific factors among stakeholders by prioritizing the concept of collaboration and the PentaHelix. With sustainable collaboration, the tourism industry will be able to recover from various threats, including the pandemic, however, special attention from the government as the main actor in developing the tourism industry is needed to ensure that the tourism sector becomes the main concern. Apart from the need for a policy framework, special programs and initiation of tourism attractions are also needed so that they attract interest from various groups to visit tourist destinations, including in this

context tourism in Kampar Regency, Riau Province – Indonesia.

ACKNOWLEDGMENT

The authors would like to thank the local government of Kampar Regency, the Kampar Tourism Awareness Group, and various parties who have helped complete this research.

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