

ANALYSIS OF SUPPORTING FACTORS AND CHALLENGES FOR THE DEVELOPMENT OF JANTUR MAPAN WATERFALL TOURISM, LINGGANG MAPAN VILLAGE, WEST KUTAI

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ABSTRACT

Community-based nature tourism development is a strategic approach to fostering social and economic progress in rural areas. This study analyzes the development challenges of Jantur Mapan Waterfall tourism in Linggang Mapan Village, West Kutai Regency, and examines the roles of stakeholders involved. A qualitative descriptive method was employed, with data collected through in-depth interviews, field observations, and documentation using purposive sampling. Data were analyzed through descriptive qualitative techniques. The findings reveal that although local communities participate in tourism management and activities, the implementation remains suboptimal. Key constraints include limited facilities and infrastructure, the absence of a systematic development plan, low human resource capacity, and weak stakeholder coordination. From Talcott Parsons' Structural Functional Theory (AGIL) perspective, the functions of adaptation, goal attainment, and integration are not yet balanced, despite the persistence of mutual cooperation values, service orientation, and commitment to sustainability. The study concludes that stronger synergy among the village government, tourism managers, local communities, and regional authorities is essential through structured planning, capacity building, and institutional strengthening to achieve sustainable tourism development and enhance local welfare.

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INTRODUCTION

The development of tourism based on local potential is one of the important strategies in encouraging

regional social and economic development, especially in rural areas that have a wealth of natural and cultural resources. In the context of sustainable development, tourism is not only seen as an economic sector, but also as a medium for community empowerment, environmental conservation, and strengthening local identity (Adnan et al., 2024; Firdaus et al., 2023; Rexsi & Hidayah, 2024). With high biodiversity and landscapes, Indonesia has a great opportunity to develop natural tourism that is oriented towards sustainability and the welfare of local communities (Honey, 2015).

Nationally, the tourism sector shows a significant contribution to the economy. Data from the Ministry of Tourism and Creative Economy notes that by 2024 the tourism sector will contribute 4.01% to the national Gross Domestic Product (GDP) and contribute to the creation of a large number of jobs (Ministry of Tourism and Creative Economy, 2024). At the regional level, East Kalimantan has strong natural tourism potential, supported by the rich ecology, conservation areas, and cultural diversity of the local community. The high mobility of domestic tourists in this region shows that interest in natural tourism continues to increase and opens up opportunities for the development of community-based destinations (Fatkhullah, 2021; Statistics, 2023).

One of the destinations that has the potential to be developed is the Jantur Mapan Waterfall tourism in Linggang Mapan Village, West Kutai Regency. This destination has natural attractions that have the potential to be developed as community-based tourism, but in practice it is still faced with various challenges, such as limited supporting facilities, accessibility, promotion, and institutional strengthening of tourism management. This condition shows that destination development does not only depend on natural potential, but also on the ability of local social systems to manage, coordinate, and maintain the sustainability of destinations.

A number of previous studies have shown that the success of natural tourism development is greatly influenced by a combination of community participation factors, infrastructure support, collaborative governance, and effective promotion strategies. Research by Sari et al. (2024) confirms that community-based ecotourism development can increase economic benefits while preserving the environment. Prasetyo (2020) also shows that tourism resource management requires synergy between the government, the community, and business actors so that destination development runs sustainably. On the other hand, research by Manalu (2020) revealed that limited facilities and promotions are still the main obstacles in the development of various natural tourism destinations. The findings confirm that tourism development cannot be understood partially, but rather as a result of interrelated relationships.

Although many studies on the development of natural tourism have been carried out, there are still limitations in three aspects. First, empirically, studies that specifically discuss the development of Jantur Mapan Waterfall tourism in Linggang Mapan Village are still very limited. Second, conceptually, most research emphasizes the identification of potential or technical obstacles, but not many have analyzed the development of destinations as a social system consisting of interdependent elements. Third, practically, there are still limited studies that produce the formulation of destination development strategies based on local conditions by mapping the relationship between inter-sectoral functions, facilities, and social values of the community.

To fill this gap, this study uses the Talcott Parsons Functional Structural perspective. In this perspective, tourist destinations are understood as a social system composed of various elements of society, village governments, local governments, business actors, infrastructure, and local norms and values, each of which has a specific function. Through the framework of AGIL (*Adaptation, Goal Attainment, Integration, and Latency*), this study analyzes how the supporting factors and challenges of the development of Jantur Mapan Waterfall tourism arise from the functioning or non-functioning of these elements. Thus, the challenge of tourism development is not only seen as a technical problem, but also as a symptom of an imbalance of functions in the social system of the destination.

Based on this description, this study aims to analyze the supporting factors and challenges of the development of Jantur Mapan Waterfall tourism in Linggang Marang Village, West Kutai Regency, through the perspective of Talcott Parsons Functional Structural. In addition, this research also aims to formulate strategic recommendations for sustainable destination management based on local conditions. The results of the research are expected to make an academic contribution to the development of community-based tourism studies, especially through the application of functional structural perspectives, as well as practical contributions for local

RESEARCH METHODS

This study uses a qualitative approach with a descriptive research type to understand in depth the social dynamics, management processes, and roles of actors in the development of Jantur Mapan Waterfall tourism in Linggang Mapan Village, West Kutai Regency. The descriptive qualitative approach was chosen because this study seeks to explore the meaning, experience, and perception of informants regarding the supporting factors and challenges of the development of Jantur Matan Waterfall tourism. Through this approach, researchers can understand social phenomena holistically based on the reality experienced by the research subjects (Creswell, 2014). In addition, a descriptive approach is used to describe the empirical conditions of natural tourism management and the factors that affect its development systematically and factually (Sugiyono, 2017).

This research was carried out in Linggang Mapan Village, Linggang Binggah District, West Kutai Regency, East Kalimantan. The selection of the research location was based on the consideration that Jantur Mapan Waterfall is one of the village's natural tourism potentials that has considerable development opportunities, but its management has not been running optimally and still faces various obstacles, both in terms of infrastructure, promotion, and coordination between stakeholders. The selection of research locations in qualitative studies is carried out purposively based on the relevance of the location to the focus of the research so as to be able to provide in-depth information about the phenomenon being studied (Moleong, 2018).

The data sources in this study consist of primary data and secondary data. Primary data was obtained through in-depth interviews and field observations involving 10 key informants, namely 3 village governments, 3 tourism managers, 3 local communities, and 1 tourist. The selection of informants was carried out by purposive sampling by considering the involvement of informants in the management of Jantur Mapan Waterfall tourism so that it can provide information relevant to the focus of the research (Patton, 2002). Secondary data was obtained from official local government documents, reports from the Tourism Office, statistical data on tourist visits, and scientific literature related to the development of natural tourism and sustainable tourism.

The data collection techniques in this study include in-depth interviews, observations, and documentation. In-depth interviews were conducted to obtain comprehensive information about tourism development strategies, the role of actors, and obstacles in the management of tourist destinations. The in-depth interview technique allows researchers to dig up information in detail through direct interaction with informants so that they can understand the informant's perspective in more depth (Kvale, 2007). Field observations are carried out to directly observe the physical condition of tourist destinations, supporting facilities and infrastructure, tourism activities, and the involvement of local communities in tourism management. Observation is an important technique in qualitative research because it allows researchers to understand the social context directly through observation of social behaviors and activities that occur in the field (Spradley, 1980). Documentation is used to complete research data through the collection of archives, reports, photos, and official documents related to the development of Jantur Matan Waterfall tourism.

Data analysis in this study was carried out in a qualitative descriptive manner through three stages, namely data reduction, data presentation, and conclusion drawn. Data reduction is carried out by selecting, focusing, and grouping data obtained from the field based on the focus of the research. The presentation of data is carried out in the form of an analytical narrative to illustrate development challenges. The conclusion stage is carried out by systematically interpreting data to produce valid and relevant research findings. The analysis stage refers to the interactive analysis model proposed by Miles, Huberman, and Saldaña (2014).

In the analysis process, this study uses the perspective of Talcott Parsons' functional structural theory through the AGIL (Adaptation, Goal Attainment, Integration, and Latency) scheme as an analytical framework to understand the relationship between social actors in the development of natural tourism of Jantur Matang Waterfall. Functional structural theory views society as a social system consisting of various elements that interact with each other to maintain the stability and sustainability of the social system (Parsons, 1951). The use of the AGIL framework in this study helps to analyze how the role of village governments, tourism managers, communities, and other stakeholders functions in supporting the development of tourist destinations.

To ensure the validity of the data, this study uses source triangulation techniques and triangulation techniques. Source triangulation is carried out by comparing information obtained from various informants, while technical triangulation is carried out by comparing the results of interviews, observations, and documentation. The use of triangulation aims to increase the validity and credibility of research data so that research results can be scientifically accounted for (Lincoln & Guba, 1985).

RESULTS AND DISCUSSION

Results

This section of results and discussion presents key findings related to the supporting factors and challenges of the development of Jantur Mapan Waterfall Tourism in Linggang Mapan Village, West Kutai Regency, by linking empirical evidence in the field to the local socio-economic context and the dynamics of village tourism governance. The findings are presented thematically to explain the linkage between accessibility issues and the availability of facilities, capacity and the division of roles of actors (village governments, managers, communities, and related stakeholders), institutional strengthening, and promotional strategies and market networks in shaping destination performance.

Instead of stopping at the inventory of obstacles, the discussion explored the root of the problem which included cross-party coordination, sustainability of financing and maintenance of facilities, to the readiness of human resources and tourism service culture; All of these aspects have direct implications for the quality of visitor experience as well as economic benefit opportunities for the community. With this framework, the challenge of destination development is understood as a dynamic social process, as well as an analytical foothold to formulate contextual, operational, and sustainability-oriented intervention recommendations.

A. Supporting Factors for the Development of Jantur Mapan Waterfall Tourism Management Conditions of Jantur Mapan Waterfall Tourism

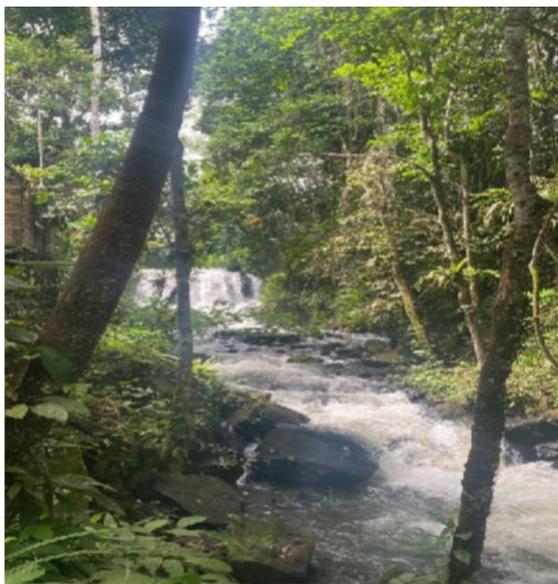
Based on the results of the research, the management of Jantur Mapan Waterfall tourism is still simple and has not been optimally structured. Tourism management activities are carried out independently by the village community with limited coordination, and have not been supported by written and systematic tourism management planning documents. This condition is reflected in the absence of a clear division of roles and duties between parties involved in the management of tourist destinations.

The Head of Linggang Mapan Village revealed that tourism management is still carried out informally and runs based on the initiative of the local community:

"The management of Jantur Mapan tourism is still carried out simply by the community. There is no management system that is really written and well planned" (Interview, Head of Linggang Mapan Village).

These findings show that despite the awareness of the natural tourism potential of Jantur Mapan Waterfall, medium- and long-term strategic planning aspects have not been a top priority. The absence of clear planning has an impact on the limited direction of tourism development and the low effectiveness of destination management.

Visual documentation is presented as a supporting part of the analysis of the role of the community and tourism managers in the development of Jantur Mapan Waterfall tourist attractions. The images in the attachment represent the physical condition of the tourist area, supporting facilities and infrastructure, as well as community management and participation activities around the tourist site. The presentation of this visual documentation aims to strengthen the findings of field observations and interviews, as well as provide an empirical picture of the tourism potential of Jantur Matang waterfall:



Figures 1 and 2. Jantur Mapan Waterfall Tourist Attractions

Figures 1 and 2 show the Jantur Mapan Waterfall tourist attraction as the main attraction of the tourist area. This visualization shows the physical characteristics of the waterfall that is still natural, with the water flow surrounded by the surrounding forest vegetation. This condition shows the potential of natural tourism that has aesthetic and ecological value, as well as being the main capital in the development of nature-based tourism. The existence of this tourist attraction is the main focus of management and utilization by the community and local tourism managers. The condition of the Jantur Mapan Waterfall tourist area as a whole, including the surrounding environment and the area used by visitors. This visual shows that the tourist area has undergone a management process, although it is still in the development stage. The relatively maintained environmental condition reflects efforts to preserve nature, while the limited facilities and infrastructure show the need for improved management to support the comfort and safety of visitors.

Tourism Supporting Facilities and Infrastructure

The results of field observations show that the availability of supporting facilities and infrastructure in the Jantur Mapan Waterfall Tourism area is still relatively limited, both in terms of the quantity of facilities and the quality and functionality of the services provided. In general, several basic facilities such as gazebos, toilets, access stairs to the waterfall, and parking areas are available and are a sign that this location has begun to be managed as a tourist destination. However, the real conditions on the ground show that these facilities are not adequate to support the comfort of tourists, especially when the number of visitors increases on weekends or holiday seasons. The available gazebos, for example, at some points can be seen starting to deteriorate and suffer damage to light structures such as roofs, floors, and support posts. This damage makes the gazebo no longer optimal as a place to rest, shelter, or gather, even though this function is important considering the tourist character of the waterfall which requires visitors to walk and requires a break before or after the activity.

The condition of the toilet has also not been managed with consistent cleanliness and maintenance standards. Water availability, sanitation quality, and regularity of maintenance are still recurring issues, so these facilities have not fully met the expectations of tourists—especially family travelers who bring children or tourists who travel relatively long distances. On the other hand, parking areas are available, but they are not well organized and are not equipped with parking space markers or vehicle entry and exit flow arrangements. This

situation can cause congestion at certain times, raise the risk of friction between vehicles, and make it difficult to access when visitors come at the same time. In the context of destination management, unorganized parking is not only a technical issue, but also affects tourists' first impression of the overall quality of destination services.

The most crucial finding lies in the access to the waterfall, especially in the condition of the stairs and paths used by visitors. Observations show that some parts of the stairs have slippery, uneven surfaces, and lack adequate handrails. This condition becomes more risky when it rains, as high humidity and water flow in the access road increase the potential for slips or falls. This situation is corroborated by the narration of the tour manager:

"The existing facilities are not complete, the gazebo has begun to be damaged and the stairs to the waterfall are quite slippery, especially if it rains" (Interview, Jantur Established Tourism Manager).

This statement emphasizes that the limitations of facilities are not only realized by visitors, but also recognized by the management as the main challenge faced in destination operations. In addition to basic facilities, aspects of supporting the safety and comfort of tourists are also not optimally available. At some points, there has been no information board explaining the route, mileage, estimated time, or trail rating. Safety signs such as warnings of slippery paths, landslide-prone area markers, or safe boundaries around waterfall flows are also still minimal. The absence of these kinds of markers makes travelers tend to rely on intuition, personal experience, or follow the flow of other visitors when navigating the trails and determining safe spots to do activities. In certain situations, especially for first-time travelers, this condition increases the potential for accidents, increases the risk of safety claims, and can ultimately lower the image of the destination. Furthermore, the lack of safe and standardized access routes also has an impact on destination inclusivity, as it makes it difficult for vulnerable groups such as the elderly, children, and tourists with physical limitations.

These limitations and poor condition of facilities have the potential to reduce the comfort and safety level of travelers, which in turn affects the overall visiting experience. From the perspective of destination management, the quality of the experience is a determining factor in the formation of satisfaction, *word-of-mouth* recommendations, and the intention to visit again. When basic facilities are inadequate and safety risks are not properly managed, travelers tend to build the perception that destinations are "not ready," reducing interest in visits and limiting market expansion. In the long term, this situation can hinder efforts to develop tourism in a sustainable manner, as low visits have implications for the lack of income for maintaining facilities and strengthening services. At the same time, opportunities to increase local economic benefits such as sales of MSME products, parking services, tour guides, and culinary businesses are not optimal due to fluctuating tourist flows and tend to be stagnant.

Thus, these findings indicate the need for priority intervention in improving the infrastructure that most determines safety and comfort, especially the improvement of access paths and stairs, the addition of handrails, the provision of safety signs, and the arrangement of basic facilities such as toilets and parking areas. The improvement needs to be accompanied by a routine maintenance scheme and sustainable financing, so that facilities are not only built, but also continue to function and be maintained. Without systematic improvements, limited facilities will continue to be a major inhibiting factor for Jantur Mapan Waterfall Tourism to develop as a safe, comfortable, and competitive destination at the local and regional levels.

Local Community Involvement

The results of the study show that the involvement of local communities in the management of Jantur Mapan Waterfall tourism is quite good, but it still tends to be informal and voluntary. The community is involved in various daily operational activities, such as helping to manage tourist areas, opening small businesses, maintaining the cleanliness of the visit area, and contributing to maintaining security and order around the destination. This pattern of participation shows the existence of social capital that works at the community level, in the form of a network of relationships, mutual cooperation norms, and trust between residents that encourage them to maintain tourism assets together. In this context, community involvement also reflects a sense of ownership of tourist destinations in their area which is an important prerequisite for the sustainability of community-based tourism, because the community is not just a "spectator", but also an actor who maintains and

maintains tourist attractions.

However, field findings also show that community involvement has not been supported by clear and formal tourism management institutions. The absence of a firm organizational structure makes management activities more dependent on the initiatives of certain individuals or groups, and follow momentary needs. This condition was conveyed by one of the members of the Linggang Marang Village Youth Organization:

"The village community is involved, but it is still self-sufficient. There is no clear division of duties or a special organization for tourism management" (Interview, Members of Karang Taruna).

This statement confirms that although the community has a willingness to participate, management does not yet have a standardized framework that regulates the division of roles, responsibilities, and coordination mechanisms.

In terms of governance, these institutional weaknesses have an impact on several key aspects. First, unclear division of tasks has the potential to cause overlapping work or conversely, there are important tasks that are neglected—for example, related to facility maintenance, parking arrangement, waste management, or information services for visitors. Second, voluntary management tends to lack a strong incentive and accountability system, so participation motivation can decline over time, especially when workload increases but the economic benefits are uneven. Third, without formal institutions, managers will have difficulty preparing destination development plans, managing finances transparently, building partnerships with local governments and private parties, and accessing mentoring or assistance programs that require organizational legality.

This condition shows that high community participation has not automatically resulted in professional and sustainable destination management. Strengthening the institutional structure is a fundamental need so that the social capital that has been formed can be institutionalized into a neater, measurable, and long-term oriented work system. With a clear management organization either through village institutions, tourism awareness groups (Pokdarwis), BUMDes business units, or other forms that suit the local context, the division of roles can be clarified, coordination can be strengthened, and the decision-making process can be made more inclusive. Ultimately, strong institutions will help ensure that community engagement does not stop as sporadic volunteer work, but evolves into community-based tourism management practices that are able to improve the quality of services, expand economic benefits, and maintain the sustainability of the Jantur Mangan Waterfall destination.

Village Government Support

Support from the village government for the development of Jantur Mapan Waterfall Tourism basically already exists, but it is still limited and has not been realized in consistent, planned, and direct impact on improving the quality of the destination. At the village level, more support appears in the form of initial facilitation and moral support for community initiatives, such as providing coordination space, encouraging youth involvement, or assisting mutual cooperation activities in tourist areas. However, in terms of funding, promotion, and technical assistance, the capacity of the village government is still relatively limited. This condition is understandable considering that villages have many other development priorities, while budget allocations for the tourism sector have often not been placed as a strategic need that requires sustainable investment. As a result, destination management tends to run with a "makeshift approach," relying on self-help and management initiatives, without adequate resource support for facility improvement, service improvement, or governance strengthening.

Meanwhile, support from local governments—especially regional apparatus related to tourism, including the Tourism Office—is considered not optimal. The lack of involvement of the local government can be seen from the absence of a routine coaching program, technical assistance for destination management, and promotional support that is integrated into the regional tourism marketing agenda. This is reflected in the statement of one of the village officials:

"We hope that there will be more support from the relevant agencies, especially for the improvement of facilities and the promotion of Jantur Marang tourism" (Interview, Village Apparatus).

The statement shows that there is a gap in expectations between villages as owners of destination areas and local governments as actors who have broader authority in development planning, budgeting, and cross-

regional promotional networks. In practice, without district support, it is difficult for villages to encourage the acceleration of supporting infrastructure improvements such as road access, regional arrangement, safety standards, and promotions that reach a wider tourist market.

The lack of cross-level government support has caused the development of Jantur Mapan Waterfall tourism to run relatively slowly and has not been able to compete with other tourist destinations in West Kutai Regency which already have adequate facilities, stronger promotions, and more established governance. As a result, economic potentials that should be accelerated through tourism such as community business opportunities, increasing village income, and strengthening local economic chains have not been utilized optimally. Furthermore, the limitations of technical assistance also make managers have difficulties in compiling data-based planning, building service standards, implementing tourism safety principles, and developing attractive tour packages.

This condition emphasizes the need for stronger synergy between village governments, local governments, and communities to encourage the development of natural tourism in a planned and sustainable manner. This synergy not only means the "presence of financial assistance", but also includes the formulation of a clear collaboration scheme: the division of roles between actors, the integration of destinations into regional development plans, cross-channel promotion support, and technical assistance oriented towards building the capacity of managers. With stronger institutional and policy support, the development of Jantur Mapan Waterfall has a greater opportunity to transform from a self-reliant-based destination to a destination that is professionally managed, safe, and able to provide more equitable economic benefits for the local community.

B. Analysis of the Challenges of the Development of Jantur Mapan Waterfall in the Framework of AGIL (Parsons)

The development of natural tourism of Jantur Mapan Waterfall in Linggang Mapan Village shows that the potential of available natural resources has not been fully optimized through a planned and sustainable management system. The results of the study indicate that the tourism development strategy has included aspects of planning, provision of facilities and infrastructure, involvement of local communities, the role of tourism managers, and local government support. However, the implementation of the strategy still faces structural obstacles that have an impact on the effectiveness of destination development.

This finding is in line with research by Kurnia Novita Sari et al. (2024) which states that community-based natural tourism destinations often experience obstacles in the form of limited infrastructure, lack of promotion, and low human resource capacity. In the context of Jantur Matang Waterfall, the condition of supporting facilities such as poorly maintained gazebos, slippery stair access, and limited parking areas show that tourism management is not fully oriented towards the comfort and safety of visitors. This indicates that tourism development is still in its early stages and has not been supported by mature technical planning.

The development of natural tourism at Jantur Mapan Waterfall in Linggang Mapan Village shows that the availability of potential natural resources has not automatically resulted in a competitive destination without the support of a fully functioning social system. In Talcott Parsons' perspective, the sustainability of a social system is determined by the fulfillment of four functional prerequisites of AGIL: Adaptation, Goal Attainment, Integration, and Latency (pattern maintenance). The findings of the study show that the four functions have not run optimally and are interrelated in forming structural obstacles to destination development.

1. Adaptation: Infrastructure and System Capacity Limitations

If analyzed using Talcott Parsons' Functional Structural Theory, the problem is related to the suboptimal function of *adaptation* (Ritzer & Goodman, 2008, 2012). The village social system has not been fully able to adapt to the demands of the tourism environment, especially in the provision of adequate facilities and effective management of natural resources. This finding strengthens the results of Manalu (2020) research which shows that limited facilities and infrastructure are the main factors that hinder the competitiveness of waterfall tourist destinations at the local level.

In functional structural theory, the adaptive function requires that the system be able to adapt to the demands of the external environment as well as manage resources effectively. In the case of Jantur Matan

Waterfall, the limited gazebo facilities that are poorly maintained, slippery stairs access, lack of safety signs, and limited parking areas show that adaptive capacity is not adequate to the demands of the tourism industry.

These findings are consistent with research (Manalu, 2020) which shows that the competitiveness of waterfall tourist destinations at the local level is highly determined by the quality of basic infrastructure and safety aspects. Similarly, (Sari et al., 2024) emphasized that the main obstacles to community-based tourism lie in the lack of facilities and low human resource capacity.

However, an important difference in this study is that the issue of adaptation is not only a matter of physical infrastructure, but also concerns the ability of village systems to manage financing schemes and sustainable maintenance. In other words, the weakness of adaptation in Jantur Mapan is structural related to institutions and governance, not just limited funds.

2. Goal Attainment: Operational Strategy Ambiguity

The function of *Goal Attainment* is related to the ability of tourism management actors to set and achieve development goals. This research shows that the purpose of the development of Jantur Mapan Waterfall tourism has been directed at increasing the number of tourist visits and the welfare of the local community. However, the lack of a structured and sustainable promotion strategy has caused these goals to not be achieved optimally. This condition is in line with the findings of Prasetyo (2020) who emphasized that sustainable natural tourism management requires clarity of objectives and consistent operational strategies, especially in the promotion and control of visitors.

3. Integration: Unstable Coordination and Institutions

The *Integration function* in the development of Jantur Mapan Waterfall tourism is reflected through the involvement of the local community and the existence of tourism managers. Although community participation has emerged, coordination between village government stakeholders, tourism managers, and tourism agencies has not been running optimally. This weak integration has an impact on the unclear division of roles and responsibilities in destination management. These findings are in line with the research of Yulianto et al. (2023) who emphasized that collaboration between actors is the main prerequisite for the success of community-based tourism development and the creative economy. As a result, role sharing, levy management, facility maintenance, and promotion strategies have not been consistently run. In the perspective of functionalism, this weak integration has a direct impact on the function of adaptation and the achievement of goals, as the system loses a stable coordinating mechanism.

4. Integration: Unstable Coordination and Institutions

The latency function emphasizes the maintenance of values, norms, and collective motivation. The spirit of mutual cooperation and self-help is the main energy of Jantur Mapan management. However, this study found the potential for "social burnout" if participation is not accompanied by equitable economic incentives, capacity training, and formal recognition. These findings expand on discussions in previous community-based tourism research that tended to highlight participation as a strength. This study shows that participation without institutionalization can weaken over time. From AGIL's perspective, pattern maintenance requires institutions that are able to reproduce values and competencies through training, safety SOPs, evaluation forums, and destination identity narratives.

In addition, the *Latency/pattern maintenance function* in this case is related to how the value of mutual cooperation, tourism service ethos, and commitment to destination sustainability is maintained. The findings show that the spirit of self-help is still the main energy, but it has the potential to experience social *fatigue* if it is not accompanied by incentives, training, and formal recognition. When economic benefits are uneven and institutional support is weak, citizens' motivation to engage can decline. On the other hand, the culture of service (*hospitality*), safety awareness, and awareness of protecting the environment have not been fully internalized as common standards due to the lack of mentoring and training. From AGIL's perspective, pattern maintenance requires institutions that are able to reproduce values and competencies—for example, through the training of local guides, hygiene and safety SOPs, regular evaluation forums, and destination identity narratives that foster collective pride.

Discussion

The development of Jantur Mapan Waterfall Tourism shows that strong natural potential does not automatically transform into a competitive destination if it is not supported by adequate governance, infrastructure, and institutional support. The findings of the study show three interrelated challenge nodes: (1) limited facilities and safety aspects, (2) high but uninstitutionalized community participation, and (3) limited government support, which slows down the acceleration of destination development. These three nodes do not stand alone, but form a series of causes and effects that affect the quality of the tourist experience while determining the sustainability of economic benefits for local communities.

First, the limitation of basic facilities and the lack of safety devices are the most obvious issues at the operational level. Facilities such as gazebos, toilets, parking areas, and paths/stairs to the waterfall are available, but some are not feasible, damaged, and do not meet comfort standards. The condition of the slippery path when it rains, the lack of safety signs and information boards, and the lack of safe access arrangements make the travel experience inconsistent and risky. In the context of natural tourism, safety and comfort are prerequisites for the reputation of the destination; When this factor is weak, tourist perceptions tend to be negative and have an impact on low repeat visits and word-of-mouth promotions. Furthermore, the limited facilities also indicate maintenance problems and the absence of a routine financing scheme, so that the construction of facilities does not continue to be a stable service system.

Second, the study found that the social capital of the people of Linggang Mapan Village is relatively strong, as seen from the involvement of residents as managers, small traders, cleaners, and security guards. This participation is important because it is the basis of *community-based tourism* that places the community as the main actor, not just the recipient of the impact. However, self-help and informal participation faces limits when destinations begin to require professional management. The unclear division of tasks, the lack of operational standards, and the absence of a formal management organization (e.g. Pokdarwis or BUMDes units) make coordination situational and dependent on certain individuals. As a result, facility maintenance programs, waste management, parking arrangements, information services, and levy management cannot be carried out consistently. At this point, high participation is not enough; Institutionalization is needed so that social capital turns into organizational capacity that is able to maintain sustainability.

Third, the support of the village government is already present but not strong enough in terms of funding, promotion, and technical assistance, while the support of the local government and the Tourism Office is considered not optimal. This limited support makes destination development slow and difficult to catch up with other destinations that have facilities, service standards, and an established promotional network. Structurally, villages have fiscal limitations and must divide the budget for various development needs, so strengthening tourist destinations requires cross-level government support. Without village-district synergy, it is difficult for villages to improve access and infrastructure, develop broader marketing strategies, and access destination management training/assistance. The absence of policy integration also has implications for the weak legitimacy of tourism development programs, because they are not consistently included in the regional priority agenda.

Thus, the challenge of developing Jantur Mapan Waterfall Tourism can be understood as a problem of immature destination governance: facilities are not yet standard, the management organization is not yet strong, and cross-actor support has not been coordinated. Strengthening destinations requires gradual and planned steps, starting from improving access and safety as a "service prerequisite", establishing formal management institutions to ensure the sharing of roles and accountability, and strengthening the synergy between village and local governments in funding, promotion, and technical assistance. If these three aspects can be strengthened in parallel, Jantur Mapan Waterfall has the opportunity to develop not only as a recreational destination, but as a space for sustainable local economic empowerment and based on the socio-ecological potential of Linggang Mapan Village.

CONCLUSION

Jantur Mapan Waterfall natural tourism in Linggang Mapan Village, West Kutai Regency, has great potential to be developed as a nature and community-based tourism destination. This potential is supported by

the beautiful natural beauty, relatively easy accessibility, and the existence of local cultural values that can strengthen tourist attractions.

This research shows that the development of Jantur Mapan Waterfall Tourism in Linggang Mapan Village has a strong main capital in the form of natural potential, local community involvement, and initial support from the village government. These three aspects are important supporting factors for the development of community-based tourist destinations. However, this potential has not been fully converted into optimal destination performance because management is still taking place in a simple, informal manner, and has not been supported by a structured governance system.

The findings of the study confirm that the main challenges in destination development lie in the limitations of infrastructure and safety aspects, weak management institutions, and suboptimal cross-level government support, especially in terms of funding, promotion, and technical assistance. Basic facilities such as gazebos, toilets, parking areas, and paths/stairs to the waterfall are available, but some are not feasible and do not meet the standards of comfort and safety of visitors. This condition has a direct effect on the quality of the tourist experience, the image of the destination, and the opportunity for repeat visits.

In the perspective of Talcott Parsons Functional Structural (AGIL), the obstacles to the development of Jantur Mapan Waterfall show that the functions of the destination's social system have not been balanced in a balanced manner. In *the Adaptation* dimension, the management system has not been able to adapt to the demands of tourism development due to limited infrastructure, safety, and maintenance schemes. In the *Goal Attainment dimension*, tourism development goals already exist, but they have not been supported by a consistent operational and promotional strategy. In *the Integration* dimension, community participation has emerged but has not been formally institutionalized, so coordination between actors is still weak. Meanwhile, in *the Latency dimension*, the value of mutual cooperation and self-help is still a strength, but has the potential to weaken if it is not followed by strengthening capacity, incentives, and institutionalization of tourism service values.

Practical Implications

Practically, strengthening destination development needs to be carried out through several strategic steps that are applicable and gradual, namely:

1. Establishment and strengthening of management institutions (e.g. official management units or integration with BUMDes) to ensure division of duties, accountability, and program sustainability.
2. Preparation of a medium-term development plan that contains priorities for improving basic facilities, safety standards, and measurable achievement indicators.
3. Increasing the capacity of local human resources through tourism service training, destination management, and digital promotion so that community participation is more professional and sustainable.
4. Strengthening district village partnerships in the form of technical assistance, access to funding, and integration of destination promotion into the regional tourism agenda.

These steps are expected to be able to encourage the transformation of Jantur Mapan Waterfall from self-reliant-based management to more structured, adaptive, and sustainable destination governance.

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