

## **Inclusive Business Practices in Tourism: Evidence from Hotels and Restaurants in Labuan Bajo**

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### *Abstrak*

*Penelitian ini bertujuan untuk menganalisis praktik pariwisata inklusif pada sektor hotel dan restoran/café di Labuan Bajo menggunakan pendekatan multidimensi yang mencakup aspek ekonomi, sosial-budaya, lingkungan, dan infrastruktur. Metode yang digunakan adalah mixed-method dengan pengumpulan data melalui observasi, survei, dan wawancara. Data kuantitatif dianalisis secara deskriptif, sedangkan data kualitatif dianalisis secara tematik untuk memperkuat temuan penelitian. Hasil penelitian menunjukkan bahwa dimensi ekonomi menjadi aspek paling dominan, terutama dalam penyerapan tenaga kerja lokal, akses pemasaran, dan keterlibatan dalam rantai pasok. Namun, dimensi sosial, lingkungan, dan infrastruktur masih belum optimal, ditandai dengan rendahnya keterlibatan kelompok rentan, terbatasnya integrasi budaya lokal, serta belum maksimalnya praktik pengelolaan lingkungan dan aksesibilitas fasilitas. Secara keseluruhan, implementasi pariwisata inklusif di Labuan Bajo masih bersifat parsial dan berfokus pada aspek ekonomi. Oleh karena itu, diperlukan upaya yang lebih komprehensif untuk memperkuat dimensi sosial, lingkungan, dan infrastruktur guna mendorong pembangunan pariwisata yang lebih inklusif dan berkelanjutan.*

*Kata kunci: pariwisata inklusif, Labuan Bajo, hotel, restoran, keberlanjutan.*

### **Abstract**

This study aims to analyze inclusive tourism practices in the hotel and restaurant/café sectors in Labuan Bajo using a multidimensional approach covering economic, socio-cultural, environmental, and infrastructure aspects. A mixed-method approach was employed, with data collected through observations, surveys, and interviews. Quantitative data were analyzed descriptively, while qualitative data were examined using thematic analysis to strengthen the findings. The results indicate that the economic dimension is the most dominant, particularly in terms of local employment absorption, market access, and participation in local supply chains. However, the social, environmental, and infrastructure dimensions remain underdeveloped, as reflected in the limited inclusion of marginalized groups, insufficient integration of local culture, and suboptimal environmental management practices and accessibility. Overall, the implementation of inclusive tourism in Labuan Bajo is still partial and largely focused on economic aspects. Therefore, more comprehensive efforts are needed to strengthen social, environmental, and infrastructure dimensions to promote more inclusive and sustainable tourism development.

**Keywords:** inclusive tourism, Labuan Bajo, hotels, restaurants, sustainability

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## **INTRODUCTION**

Tourism has become one of the most important drivers of economic growth, particularly in developing countries where it contributes to employment creation, income generation, and

regional development. The sector is often promoted as a strategic tool for poverty reduction and local economic development. However, the rapid expansion of tourism does not necessarily ensure equitable distribution of its benefits. In many cases, tourism development leads to economic leakage and unequal participation, where local communities receive only a limited share of the overall benefits (Ashley et al., 2001). In response to these challenges, the concept of inclusive tourism has gained increasing attention in both academic and policy discussions. Inclusive tourism emphasizes fairness in access, participation, and benefit-sharing among all stakeholders, including marginalized groups.

Tourism development should contribute to the achievement of the Sustainable Development Goals (SDGs) by promoting inclusive economic growth, reducing inequalities, and supporting local communities (UNWTO, 2017). Similarly, global policy frameworks highlight that tourism can play a significant role in fostering inclusive development when it strengthens local supply chains, generates employment, and supports small and medium enterprises (UNEP & UNWTO, 2005; World Bank, 2018).

At the operational level, the hospitality sector particularly hotels and restaurants, plays a crucial role in shaping the distribution of tourism benefits. These businesses are key actors in tourism value chains, influencing local employment, procurement systems, and service accessibility. While hospitality businesses often contribute significantly to local economies, their practices do not always reflect broader inclusivity principles. Previous studies suggest that economic inclusion, such as local employment and business opportunities, is more commonly implemented than social inclusion, which involves the participation of marginalized groups such as people with disabilities (Goodwin, 2017).

In addition, environmental sustainability remains a critical component of inclusive tourism. The integration of environmental responsibility into tourism operations is essential to ensure long-term benefits for both communities and ecosystems. However, many tourism businesses in developing destinations still face challenges in implementing effective waste management systems and reducing environmental impacts (UNEP & UNWTO, 2005).

Labuan Bajo, located in East Nusa Tenggara, has emerged as one of Indonesia's super-priority tourism destinations and serves as the main gateway to Komodo National Park. The rapid growth of tourism in this area has significantly expanded the hospitality sector, particularly hotels and restaurants, creating new economic opportunities for local communities. However, concerns remain regarding whether these benefits are distributed inclusively across different groups.

Despite the growing body of literature on tourism development, most studies focus on macro-level indicators such as tourist arrivals, revenue generation, and infrastructure development. There is still limited empirical evidence examining how inclusivity is implemented at the business level, particularly within hospitality services. This gap is especially relevant in emerging destinations like Labuan Bajo, where rapid tourism growth may not be accompanied by equitable benefit distribution.

Therefore, this study aims to analyze inclusive business practices in hotels and restaurants in Labuan Bajo using a multidimensional approach. By examining economic, social, environmental, and infrastructure aspects, this research seeks to identify gaps between economic performance and broader inclusivity outcomes. The findings are expected to contribute to the literature on inclusive tourism by providing empirical evidence and offering insights for policymakers and business actors in promoting more equitable and sustainable tourism development.

## **LITERATURE REVIEW**

Coastal tourism is one of the strategic sectors that significantly contributes to economic growth, particularly in regions with marine and coastal resource potential. In the context of sustainable development, coastal tourism not only functions as an economic sector but also serves as an instrument to improve local community welfare while preserving the environment. The community-based tourism (CBT) approach is capable of increasing the income of coastal communities through their direct involvement in tourism activities, such as managing homestays, providing tourism services, and producing local products (Mamengko & Kuntari, 2021).

From an economic perspective, coastal tourism also contributes to the resilience of local economies. Proper management of marine tourism can improve community welfare indicators, such as income, education, and quality of life. Therefore, the tourism sector not only acts as a source of income but also as a driver of socio-economic development in coastal areas (Harahap et al., 2020).

The concept of the blue economy has emerged as a modern approach to sustainable coastal tourism development. It emphasizes the optimal use of marine resources without damaging ecosystems. Studies on the implementation of the blue economy in coastal tourism show that this approach can enhance the economic value of coastal areas while maintaining environmental sustainability. This is further supported by research on sustainable tourism development, which highlights the importance of integrating tourism, fisheries, and environmental conservation to improve the welfare of coastal communities (Andrea, 2025).

Furthermore, coastal tourism development must also consider its economic impacts. Several studies indicate that tourism can generate positive effects, such as increasing the income of coastal households, but it may also create negative impacts if not properly managed. Therefore, appropriate management strategies are needed to ensure that economic benefits are optimally distributed among local communities (Amanda et al., 2024).

In addition, community participation is a key factor in the success of coastal tourism development. It is emphasized that the support and involvement of local communities are essential in creating sustainable tourism, as they are the main actors in managing and utilizing tourism resources (Risfandini, 2019).

## **METHOD**

This study employs a mixed-method approach, integrating both quantitative and qualitative analyses to examine the level of inclusivity in the tourism sector. Data were collected through field observations, surveys, and interviews with business actors and local communities. The study focuses on two main sectors, namely hotels and restaurants/cafés. Inclusivity is measured based on four dimensions: economic (local employment, partnerships, and market access), socio-cultural (workforce inclusion and cultural integration), environmental (waste management and plastic reduction), and infrastructure (accessibility and facilities). Each indicator is scored using a specific scale and then aggregated into an inclusivity index to compare the two sectors. Quantitative data are analyzed descriptively, while qualitative data are examined using thematic analysis to strengthen the research findings. Data validity is ensured through triangulation of methods and sources.

## **RESULTS AND DISCUSSION**

### **Hotel Inclusivity**

The level of inclusivity in the hotel accommodation sector demonstrates relatively strong performance, particularly in the economic dimension, which emerges as the most dominant aspect with an average score of 4.67. This high achievement is largely driven by ease of market access (score 5.00), where hotel information is widely accessible through various digital platforms. In addition, local employment absorption and partnerships with local suppliers (each scoring 4.50) indicate efforts by hotels to engage surrounding communities. However, local workers remain concentrated in operational roles, while managerial positions are predominantly occupied by non-local employees, suggesting limitations in local human resource capacity.

The infrastructure dimension also shows relatively positive performance, with an average score of 3.87. The availability of clean water and reliable communication networks (score 5.00) are key contributing factors, supported by the hotels' urban locations. Facilities such as Wi-Fi, front desk information services, and safety systems such as fire extinguishers (score 4.83) further enhance service accessibility and guest comfort.

From an environmental perspective, several waste management practices have been initiated, including the reuse of wastewater (greywater reuse), which scored 4.17. However, the management of hazardous waste remains low (2.00), mainly due to limited technology and internal capacity, resulting in reliance on third-party services.

Meanwhile, the socio-cultural dimension records the lowest average score (3.06). Although there are relatively strong outcomes in female employment (4.67), skills training (4.50), and the use of local products (4.50), several key indicators remain weak. The inclusion of persons with disabilities is almost non-existent (1.00), largely due to mismatches between workforce expectations and industry standards. Furthermore, the organization of cultural activities, such as traditional performances or events (1.83), is still minimal, indicating that hotels' contributions to local cultural preservation are not yet optimal. From a soft infrastructure perspective, facilities such as children's play areas remain limited (2.00), suggesting that hotel services are not yet fully inclusive for all tourist segments, particularly families.

Overall, although the hotel sector contributes 6.53 out of a total 9% weight in the inclusivity index, the implementation of inclusivity remains largely focused on economic and operational aspects. The socio-cultural and environmental dimensions require greater attention to ensure more inclusive and sustainable tourism development.

No	Aspek	Nilai Mean	Bobot	Skor	
<b>1. INFRASTRUKTUR KERAS</b>					
D.1	Akses jalan umum menuju hotel	4,50	80	3%	
	Area Parkir	2,67	60		
	Restroom	3,83	80		
	Rumah Ibadah	2,83	60		
	Fasilitas/Interior seni dan budaya lokal	3,67	80		
	Ramps	3,83	80		
	Akses air bersih	5,00	100		
	Tempat sampah	4,17	80		
<b>2. INFRASTRUKTUR LUNAK</b>					
D.2	Ketersediaan Transportasi Umum	1,83	40		
	Sinyal telepon / Internet	5,00	100		
	Petugas Keamanan	4,50	80		
	Pusat Informasi	4,83	100		
	APAR (alat pemadam api ringan)	4,83	100		
	Klinik / Fasilitas P3K	4,50	80		
	Tempat bermain anak	2,00	40		
<b>SKOR ASPEK INFRASTRUKTUR</b>		<b>3,87</b>	<b>77</b>	<b>2,32</b>	

3. ASPEK EKONOMI				
D.3	Akses Pemasaran	5,00	100	2%
	Tenaga Kerja Lokal	4,50	80	
	Kerjasama dengan pemasok lokal	4,50	80	
<b>SKOR ASPEK EKONOMI</b>		<b>4,67</b>	<b>87</b>	<b>1,73</b>
4. ASPEK SOSIAL BUDAYA				
D.4	Pelatihan keterampilan	4,50	80	2%
	Tenaga Kerja Wanita	4,67	100	
	Tenaga Kerja Disabilitas	1,00	20	
	Event atau program budaya yang diadakan di Hotel	1,83	40	
	Pertunjukan seni atau tarian tradisional	1,83	40	
	Produk dan kerajinan local yang digunakan di hotel:	4,50	80	
<b>SKOR ASPEK SOSIAL BUDAYA</b>		<b>3,06</b>	<b>60</b>	<b>1,20</b>
5. ASPEK LINGKUNGAN				
D.5	Kebijakan/regulasi internal yang mengatur terkait penghijauan	3,17	60	2%
	Pengelolaan limbah padat yang ramah lingkungan	3,83	80	
	Pengelolaan limbah cair yang ramah lingkungan	4,17	80	
	Pengelolaan limbah B3	2,00	40	
	Pengurangan sampah plastik	3,00	60	
<b>SKOR ASPEK LINGKUNGAN</b>		<b>3,23</b>	<b>64</b>	<b>1,28</b>
<b>SKOR HOTEL</b>				<b>6,53</b>

Figure 1. Tabel Inklusifitas Hotel

### Restaurant/Cafe Inclusivity

In general, the level of inclusivity in the restaurant/café sector indicates that the economic dimension is the primary strength, with an average score of 4.67. This reflects the sector’s ability to adapt to the local market, particularly through very high local employment absorption (5.00). In addition, ease of market access (4.50) through digital platforms and collaboration with local suppliers (4.50) demonstrate strong linkages with the local economy. However, supplier relationships tend to remain informal, suggesting that the stability and production capacity of local suppliers are still key challenges.

In terms of infrastructure, performance is moderate, with an average score of 2.94. Although basic facilities such as road access, clean water (4.75), and communication networks (4.25) are adequate, supporting facilities remain limited. For instance, insufficient parking space (2.00) is a common constraint that affects visitor comfort and accessibility.

On the other hand, the environmental and socio-cultural dimensions reveal significant weaknesses. The low level of plastic waste reduction efforts (1.75) indicates that sustainability practices have not yet become a primary operational priority, despite initial initiatives such as the use of alternative packaging. From a social perspective, the absence of employment opportunities for persons with disabilities (1.00) and the lack of child-friendly facilities (1.00) suggest that inclusivity principles have not been fully implemented. These limitations may be attributed to inadequate facilities, limited awareness, and operational efficiency considerations.

Overall, the restaurant/café sector contributes 5.72 out of a total 9% weight in the inclusivity index, indicating a meaningful role in supporting inclusive tourism development. However, its implementation remains largely focused on economic aspects, while the social and environmental dimensions are not yet optimally integrated.

Aspek		Nilai Mean	Bobot	Skor
<b>1. INFRASTRUKTUR KERAS</b>				
E.1	Akses jalan umum menuju restoran/cafe	4,75	100	3%
	Area Parkir	2,00	40	
	Toilet Umum	3,25	60	
	Fasilitas / Interior seni dan budaya lokal	3,00	60	
	Ramps	1,75	40	
	Akses air bersih	4,75	100	
	Tempat sampah	3,75	80	
<b>2. INFRASTRUKTUR LUNAK</b>				
E.2	Transportasi Umum	2,50	40	3%
	Sinyal Telepon	4,25	80	
	Petugas Keamanan	3,25	60	
	Tanda Keselamatan	2,00	40	
	Fasilitas P3K	2,00	40	
	Tempat bermain anak	1,00	20	
<b>SKOR ASPEK INFRASTRUKTUR</b>		2,94	58	<b>1,75</b>
<b>3. ASPEK EKONOMI</b>				
E.3	Akses Pemasaran	4,50	80	2%
	Tenaga Kerja Lokal	5,00	100	
	Kerjasama dengan pemasok lokal	4,50	80	
<b>SKOR ASPEK EKONOMI</b>		4,67	87	<b>1,73</b>
<b>4. ASPEK SOSIAL BUDAYA</b>				
E.4	Pelatihan keterampilan	3,75	80	2%
	Tenaga Kerja Wanita	4,50	80	
	Tenaga Kerja Disabilitas	1,00	20	
	Event atau program budaya yang diadakan di restoran atau cafe	2,00	40	
	Pertunjukan seni atau tarian tradisional	2,00	40	
	Produk makanan dan minuman local yang dijual kepada wisatawan	3,75	80	
<b>SKOR ASPEK SOSIAL BUDAYA</b>		2,83	57	<b>1,13</b>
<b>5. ASPEK LINGKUNGAN</b>				
E.5	Kebijakan/regulasi internal yang mengatur terkait penghijauan	3,00	60	2%
	Pengelolaan limbah padat yang ramah lingkungan	2,75	60	
	Pengelolaan limbah cair yang ramah lingkungan	3,00	60	
	Pengurangan sampah plastik	1,75	40	
<b>SKOR ASPEK LINGKUNGAN</b>		2,63	55	<b>1,10</b>
<b>SKOR RESTORAN/CAFE</b>				<b>5,72</b>

Figure 2. Nilai Inklusifitas Restoran/Cafe

## CONCLUSION

This study demonstrates that the level of inclusivity in the hotel and restaurant/café sectors in Labuan Bajo is still predominantly driven by the economic dimension, particularly in terms of local employment absorption, ease of market access, and participation in local supply chains. This finding confirms that the tourism sector has contributed to regional economic growth.

However, these achievements have not been matched by adequate development in the social, environmental, and infrastructure dimensions. The low inclusion of vulnerable groups, particularly persons with disabilities, the limited integration of local culture, and the suboptimal implementation of environmental management practices indicate that inclusivity principles have not yet been fully realized. In addition, the availability of accessible and inclusive facilities for all types of tourists remains limited, especially in the restaurant/café sector.

Therefore, the implementation of inclusive tourism in Labuan Bajo remains partial and largely focused on economic aspects. More comprehensive efforts are required to strengthen the social dimension, enhance environmental sustainability practices, and improve inclusive infrastructure to achieve more equitable and sustainable tourism development.

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