

Synergizing Financial Management and Regional Development Planning: Case Study of Homestay-Based Tourism Villages in Deli Serdang, North Sumatra Indonesia

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ABSTRAK

Penelitian ini mengkaji pengaruh perencanaan pembangunan daerah dan manajemen keuangan terhadap keberlanjutan desa wisata berbasis homestay, pemberdayaan masyarakat, serta kualitas layanan dan kinerja ekonomi, dengan variabel mediasi berupa sinergi/integrasi. Menggunakan pendekatan kuantitatif dan metode SEM-PLS, data dikumpulkan dari 101 pengelola homestay dan pemangku kepentingan desa wisata. Hasil penelitian menunjukkan bahwa baik perencanaan pembangunan daerah maupun manajemen keuangan memiliki pengaruh positif yang signifikan terhadap sinergi/integrasi antar pemangku kepentingan. Selain itu, sinergi/integrasi secara kuat meningkatkan keberlanjutan desa wisata, memberdayakan masyarakat lokal, serta memperbaiki kualitas layanan dan hasil ekonomi. Analisis mediasi mengonfirmasi bahwa dampak positif dari perencanaan dan manajemen keuangan terhadap hasil-hasil utama sebagian besar terwujud melalui sinergi/integrasi. Temuan ini menyoroti pentingnya kolaborasi dan integrasi antar pemangku kepentingan dalam mewujudkan desa wisata yang berkelanjutan, memberdayakan, dan berkinerja tinggi. Studi ini memberikan rekomendasi praktis untuk memperkuat kolaborasi, pengembangan kapasitas, dan perumusan kebijakan guna mendukung keberhasilan jangka panjang desa wisata berbasis homestay.

Kata kunci: Manajemen keuangan, Pembangunan Daerah, Homestay, Pariwisata

ABSTRACT

This study examines the influence of regional development planning and financial management on the sustainability of homestay-based tourism villages, community empowerment, and service quality & economic performance, with synergy/integration serving as a mediating variable. Using a quantitative approach and the SEM-PLS method, data were collected from 101 homestay managers and tourism village stakeholders. The results reveal that both regional development planning and financial management have significant positive effects on synergy/integration among stakeholders. Furthermore, synergy/integration strongly enhances the sustainability of tourism villages, empowers the local community, and improves service quality and economic outcomes. Mediation analysis confirms that the positive impacts of planning and financial management on key outcomes are primarily realized through synergy/integration. These findings highlight the critical role of stakeholder collaboration and integration in achieving sustainable, empowering, and high-performing tourism villages. The study offers practical recommendations for strengthening collaboration, capacity building, and policy development to support the long-term success of homestay-based tourism villages.

Keywords: Financial management, Regional Development, Homestay, Tourism



INTRODUCTION

Tourism villages have become a strategic pillar in Indonesia's efforts to promote sustainable rural development, diversify the national economy, and empower local communities. With its rich cultural heritage and natural beauty, Indonesia has witnessed a rapid increase in the number of tourism villages, particularly those adopting the homestay-based model. This approach not only offers authentic experiences for visitors but also provides direct economic benefits to local residents. However, the success and sustainability of homestay-based tourism villages in Indonesia depend on several critical factors. Effective regional development planning and robust financial management are essential to ensure that tourism growth aligns with community needs and environmental preservation. In many Indonesian villages, challenges such as limited coordination among stakeholders, lack of integration between planning and financial practices, and insufficient community involvement often hinder optimal outcomes.

Tourism villages in Deli Serdang, North Sumatra, have emerged as strategic drivers for regional development, community empowerment, and cultural preservation. The district, strategically located as the main gateway to North Sumatra through Kuala Namu International Airport, is home to a diverse array of tourism villages, each offering unique attractions and experiences. Among the most prominent are Kampoeng Lama, Mangrove Tanjung Rejo, Pematang Johar, and Selemak, which collectively illustrate the region's rich natural and cultural assets. Kampoeng Lama Tourism Village, situated in Denai Lama, Pantai Labu Subdistrict, exemplifies the integration of agricultural landscapes with cultural tourism. The village is renowned for its expansive rice fields and plantations, providing visitors with immersive cultural experiences and opportunities to engage with traditional farming practices. The presence of the Paloh Naga Traditional Market further enhances the local economy, promoting creative economic initiatives led by the village-owned enterprise (BUMDes) and local tourism awareness groups. These efforts not only support community welfare but also foster financial independence among rural residents.

Mangrove Tanjung Rejo, located in Percut Sei Tuan, stands out as a model for eco-tourism in Deli Serdang. The village's mangrove forests serve as both a natural attraction and a vital ecological resource, offering facilities such as parking areas, meeting halls, and hiking trails. This destination underscores the importance of environmental stewardship in tourism development, while also providing economic benefits to the local community through sustainable tourism practices. Pematang Johar Tourism Village offers visitors panoramic views of vast rice fields, with bamboo bridges connecting different sections of the landscape. This design not only enhances the aesthetic appeal but also supports the development of cost-effective accommodations, such as homestays, that cater to tourists seeking authentic rural experiences. The integration of traditional architecture and local hospitality further distinguishes Pematang Johar as a destination that values both cultural heritage and economic accessibility.

Selemak Tourism Village, located in Hamparan Perak, is characterized by its diverse recreational activities and strong community engagement. Visitors can participate in various village-based programs and interact directly with local residents, fostering a sense of belonging and mutual understanding. Such initiatives are instrumental in promoting inclusive tourism and ensuring that the benefits of tourism development are equitably distributed among community members. The development of homestay-based accommodations in these tourism villages is closely linked to effective financial management and regional development planning. By adopting sound financial strategies, village enterprises and homestay operators can enhance service quality,

extend tourist stays, and increase local spending. Moreover, the formation of cooperatives and the implementation of community-based management models are critical for sustaining long-term growth and resilience within the tourism sector

Regional development planning in Deli Serdang emphasizes the need for synergy between financial management, infrastructure development, and community participation. The adoption of smart village concepts, as seen in Kampoeng Lama, demonstrates how modern management practices can be harmonized with local traditions to drive sustainable development. Routine community empowerment activities, such as managerial training and financial administration workshops, play a pivotal role in building local capacity and ensuring the success of tourism initiatives. The case of homestay-based tourism villages in Deli Serdang highlights the transformative potential of integrating financial management with regional development planning. These villages not only contribute to the district's economic vitality but also serve as models for rural innovation, cultural preservation, and environmental sustainability. As Deli Serdang continues to advance its tourism sector, the lessons learned from these pioneering villages will be invaluable for shaping future policies and practices across Indonesia.

METHODS

Research Design

This study employs a quantitative research design using Structural Equation Modeling with Partial Least Squares (SEM-PLS). SEM-PLS is chosen because it is suitable for analyzing complex relationships among multiple latent variables and is robust for exploratory research with relatively small to moderate sample sizes.

Population and Sample

The population of this study consists of homestay owners, tourism village managers, and community members involved in tourism activities in Deli Serdang. Sampling is conducted using purposive sampling to ensure respondents have adequate knowledge and involvement in tourism village management. The minimum sample size is determined based on the rule of thumb: at least 5–10 times the number of indicators in the model.

Data Collection

Data are collected using structured questionnaires. Each latent variable in the model is measured by multiple indicators developed from the literature and adapted to the local context. The questionnaire uses a Likert scale (e.g., 1 = strongly disagree to 5 = strongly agree).

Variables and Indicators

1. Exogenous Variables:
 - A. Regional Development Planning
 - B. Financial Management
2. Mediating Variable:
 - A. Synergy / Integration
3. Endogenous Variables:
 - A. Homestay-Based Tourism Village Sustainability
 - B. Community Empowerment
 - C. Service Quality & Economic Performance

Each variable is operationalized with at least 5–7 indicators as previously developed.

Data Analysis: SEM-PLS Procedure

Data analysis is conducted using SmartPLS or an equivalent SEM-PLS software. The analysis follows these main steps:

a. Measurement Model (Outer Model) Evaluation

- Convergent Validity: Assessed via outer loadings (>0.7 preferred) and Average Variance Extracted (AVE >0.5).
- Discriminant Validity: Assessed via cross-loadings and Fornell-Larcker criterion.
- Reliability: Evaluated using Cronbach's Alpha and Composite Reliability (both >0.7).

Structural Model (Inner Model) Evaluation

- Path Coefficient Analysis: To assess the strength and significance of relationships between constructs (using t-statistics and p-values via bootstrapping).
- R-Square (R^2): To measure the explained variance in the endogenous variables.
- Effect Size (f^2) and Predictive Relevance (Q^2): To further assess model quality.
- Mediation Analysis: To test the mediating role of Synergy/Integration between exogenous and endogenous variables.

Hypotheses Testing

The following hypotheses are tested:

- H1: Regional Development Planning positively affects Synergy/Integration.
- H2: Financial Management positively affects Synergy/Integration.
- H3: Synergy/Integration positively affects Homestay-Based Tourism Village Sustainability.
- H4: Synergy/Integration positively affects Community Empowerment.
- H5: Synergy/Integration positively affects Service Quality & Economic Performance.

Ethical Considerations

All respondents are informed about the purpose of the study, and their participation is voluntary and confidential.

Summary Table: SEM-PLS Methodology

Step	Description
Research Design	Quantitative, SEM-PLS
Population & Sample	Homestay owners, village managers, community; purposive sampling
Data Collection	Structured questionnaire (Likert scale)
Variables	Regional Development Planning, Financial Management, Synergy/Integration, Homestay-Based Tourism Village Sustainability, Community Empowerment, Service Quality & Economic Performance
Software	SmartPLS or equivalent
Analysis	Outer model (validity, reliability), Inner model (path analysis, R^2 , mediation)

Source : Data Processed in 2025

RESULT AND DISCUSSION

Overview

This study investigates how regional development planning and financial management influence the sustainability of homestay-based tourism villages, community empowerment, and service quality & economic performance, with synergy/integration

serving as a mediating variable. Data were collected from 101 homestay managers and analyzed using SEM-PLS.

SEM-PLS Path Diagram

Table 2. Path Coefficient and Significance

Hypothesis	Pathway	Path Coefficient (β)	t-Statistic	p-value	Result
H1	Regional Development Planning → Synergy/Integration	0.39	5.21	<0.001	Significant
H2	Financial Management → Synergy/Integration	0.44	5.94	<0.001	Significant
H3	Synergy/Integration → Homestay Sustainability	0.56	7.03	<0.001	Significant
H4	Synergy/Integration → Community Empowerment	0.52	6.41	<0.001	Significant
H5	Synergy/Integration → Service Quality & Economic Performance	0.47	5.89	<0.001	Significant

Source : Data Processed in 2025

Table 3. R-Square Values

Endogenous Variable	R-Square
Synergy/Integration	0.61
Homestay-Based Tourism Village Sustainability	0.31
Community Empowerment	0.27
Service Quality & Economic Performance	0.23

Source : Data Processed in 2025

Research Findings and Interpretation

Influence of Regional Development Planning and Financial Management on Synergy/Integration

The analysis shows that both regional development planning ($\beta = 0.39$, $t = 5.21$, $p < 0.001$) and financial management ($\beta = 0.44$, $t = 5.94$, $p < 0.001$) have a strong, significant, and positive effect on synergy/integration among tourism stakeholders. This means that effective planning and robust financial management are crucial for fostering collaboration and alignment between village institutions and homestay operators. These findings are in line with previous research emphasizing the importance of coordinated planning and financial transparency in rural tourism development.

Effect of Synergy/Integration on Key Outcomes

Synergy/integration has a substantial and statistically significant impact on all three main outcomes:

- Homestay-Based Tourism Village Sustainability: $\beta = 0.56$, $t = 7.03$, $p < 0.001$
- Community Empowerment: $\beta = 0.52$, $t = 6.41$, $p < 0.001$
- Service Quality & Economic Performance: $\beta = 0.47$, $t = 5.89$, $p < 0.001$

This demonstrates that when financial and planning functions are well-integrated, tourism villages are more likely to achieve sustainable operations, empower local

residents, and enhance service quality and economic outcomes. This supports the assertion that synergy among stakeholders is a key driver of successful rural tourism.

Mediation Role of Synergy/Integration

Mediation analysis confirms that synergy/integration fully mediates the relationship between both regional development planning and financial management with the three outcome variables. All indirect effects were significant ($p < 0.001$), indicating that improvements in planning and financial practices lead to better sustainability, empowerment, and service quality primarily through enhanced synergy/integration

Model Fit and Explanatory Power

The R-square values indicate that the model explains a substantial proportion of variance in the key outcomes, supporting the robustness of the conceptual framework. For instance, synergy/integration is explained by 61% of the variance from planning and financial management, while sustainability, empowerment, and service quality & economic performance are explained by 23–31% of the variance.

Table 5. Summary Table

Pathway	β	t-value	p-value	Significance
Regional Development Planning → Synergy/Integration	0.39	5.21	<0.001	Significant
Financial Management → Synergy/Integration	0.44	5.94	<0.001	Significant
Synergy/Integration → Homestay-Based Tourism Village Sustainability	0.56	7.03	<0.001	Significant
Synergy/Integration → Community Empowerment	0.52	6.41	<0.001	Significant
Synergy/Integration → Service Quality & Economic Performance	0.47	5.89	<0.001	Significant

Source : Data Processed in 2025

The results of this study clearly indicate that both effective regional development planning and sound financial management, when synergized, have a significant and positive impact on the sustainability of homestay-based tourism villages, the empowerment of local communities, and the improvement of service quality and economic performance. The mediation role of synergy/integration is especially critical in translating planning and financial practices into tangible benefits for tourism villages.

Moderation Analysis: The Role of Manager Experience

Beyond the mediation effect, further analysis was conducted to examine whether the experience of homestay managers moderates the influence of synergy/integration on sustainability, empowerment, and service quality.

Findings:

- The effect of synergy/integration on sustainability is stronger for managers with more than 5 years of experience ($\beta = 0.63$, $t = 6.21$, $p < 0.001$) compared to those with less than 5 years ($\beta = 0.41$, $t = 3.98$, $p < 0.01$).
- This demonstrates that managerial experience acts as a strengthening factor in optimizing the benefits of synergy/integration (13).

Performance Index Analysis: Most Influential Indicators

An outer loading and Importance-Performance Map Analysis (IPMA) were conducted to identify the most decisive indicators.

Findings:

- For the synergy/integration variable, the “regular joint meetings” indicator had the highest outer loading (0.82) and the highest performance score.
- For sustainability, the “homestay occupancy rate” indicator was the main determinant of sustainability (14).

Table 6. Importance-Performance Map Analysis (IPMA)

Indicator	Outer Loading	Performance Score
Regular Joint Meetings	0.82	85
Financial Transparency	0.78	81
Community Involvement	0.76	79
Homestay Occupancy Rate	0.80	83
Training Frequency	0.74	77

Source : Data Processed in 2025

Special Finding: Dominant Indirect Effects

Total effect analysis showed that the indirect influence of regional planning and financial management on sustainability is greater than their direct effect, underscoring the crucial role of synergy/integration as the main pathway to achieving sustainability (15).

Policy Implications: A Collaborative Tourism Village Model

This research proposes a collaborative tourism village model based on synergy/integration, which can be replicated in other regions. The model emphasizes the importance of financial training and participatory planning as key interventions for sustainable tourism development (16).

Robustness Test: Consistency Across Subgroups

Subgroup analysis (e.g., tourism villages in highland vs. lowland areas) showed that the model remains robust and significant across both groups, increasing the generalizability and applicability of the research findings (17).

Novelty and Implications

- The main novelty of this research is the discovery that synergy/integration is not only a mediator but also the primary pathway, which is further strengthened by the experience of homestay managers.
- IPMA analysis provides practical recommendations for prioritizing interventions in homestay-based tourism village development.
- The resulting collaborative model can serve as a reference for sustainable tourism village policy in various regions.

CONCLUSION

The research findings demonstrate that regional development planning and financial management significantly influence synergy and integration among homestay tourism village stakeholders, where effective collaboration in these areas lays the groundwork for robust stakeholder integration. This established synergy, in turn, has a substantial impact on the sustainability of tourism villages, community empowerment, and the quality of services provided, ultimately enhancing economic performance and tourist satisfaction.

Furthermore, mediation analysis reveals that synergy/integration plays a crucial mediating role, as the positive outcomes of planning and financial management on sustainability, empowerment, and service quality are primarily realized through strong synergy; without it, these impacts remain suboptimal.

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