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Assessing the Drivers of Successful CSR-Based Mangrove Ecotourism: Evidence from PT Imbang Tata Alam, Malacca Strait

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Abstract: This research aims to examine the influence of ecotourism management competency, corporate social responsibility (CSR) strategies, and government policies on the development and sustainability of mangrove ecotourism programs at PT Imbang Tata Alam (ITA) in the Malacca Strait. The respondents consisted of CSR team members and ecotourism managers directly involved in the implementation of these programs. Data were collected through a structured questionnaire distributed via Google Forms and analyzed using Partial Least Squares Structural Equation Modeling (SEM-PLS). The results reveal that ecotourism management competency, CSR strategies, and government policies significantly affect the development of mangrove-based ecotourism programs. High managerial competency enhances program effectiveness, while strategic CSR initiatives focusing on environmental and community engagement further accelerate progress. In addition, government policy support in the form of regulations and incentives strengthens program sustainability. The study concludes that stakeholder collaboration and inclusive planning are essential to ensuring long-term ecological, social, and economic benefits of mangrove ecotourism.

Keywords: CSR Program and Strategy, CSR Program's Sustainability, Competence, Government's Policy, CSR Program's Development.

INTRODUCTION

Corporate Social Responsibility (CSR) in Indonesia, particularly as mandated by Company Law No. 40 of 2007, has transitioned from a voluntary initiative to a legal obligation, especially for companies operating in natural resource sectors (Murjiyanto et al., 2023). This regulatory approach is designed to ensure corporate accountability in addressing social and environmental issues, promoting structured contributions toward sustainable development goals. Empirical evidence highlights that CSR programs—particularly those focusing on community development—have led to tangible improvements in local welfare through job creation and capacity building (Hadi & Prabawani, 2020). Environmental outcomes are also evident in initiatives promoting sustainable practices such as waste reduction and resource

conservation (Hadi & Prabawani, 2020). Moreover, CSR is increasingly regarded as a strategic business imperative that strengthens corporate reputation, enhances employee morale, and fosters customer loyalty (Kadagishvili, 2024). Despite these benefits, persistent challenges include unclear sanctions for non-compliance, financial limitations, and stakeholder coordination (Ramadhan et al., 2024; Eksanti & Sisdianto, 2024). To move beyond mere legal compliance, CSR in Indonesia must be positioned as a collaborative platform for aligning corporate actions with broader development objectives. This requires overcoming barriers such as greenwashing and regulatory ambiguity to enhance CSR's effectiveness in fostering inclusive and sustainable growth (Eksanti & Sisdianto, 2024).

The integration of Corporate Social Responsibility (CSR) in mangrove-based ecotourism offers a strategic pathway for companies, particularly in environmentally sensitive industries like oil and gas, to align business operations with sustainability goals while supporting local communities. CSR programs in this context emphasize environmental protection through mangrove conservation efforts that preserve biodiversity and mitigate climate change (Gumilang et al., n.d.). Equally important is community engagement, where participatory approaches ensure that CSR initiatives respect local cultural values and meet the needs of residents (Islam & As, 2025). Economically, mangrove ecotourism generates employment and stimulates infrastructure development, contributing to improved local livelihoods (Islam, 2019). However, critics argue that CSR in tourism may sometimes be superficial—more focused on corporate image than genuine sustainability—underscoring the importance of transparency and measurable impact (Buckley & Pegas, 2013). Therefore, while CSR in mangrove ecotourism holds great promise, its success relies on sincere environmental stewardship and inclusive collaboration with communities.

PT Imbang Tata Alam (PT ITA), a contractor operating under the supervision of SKK Migas in the Meranti and Siak districts of Riau Province, Indonesia, exemplifies this integrated approach. Since 2015, PT ITA has initiated and supported mangrove conservation programs that evolved into a broader CSR-driven mangrove ecotourism initiative. This initiative reflects a deliberate shift towards environmentally conscious operations and shared value creation. The development of mangrove ecosystems into ecotourism zones represents an alternative, sustainable land-use strategy that not only supports biodiversity and coastal protection but also generates income for local communities. Such programs are particularly vital in the Selat Malaka (Malacca Strait), a region that is ecologically fragile yet economically significant. Through its CSR-based mangrove ecotourism program, PT ITA demonstrates a dual commitment: reducing the environmental footprint of its operations and creating socio-economic opportunities for the communities residing near its operational zones. This synergy between corporate interests and community welfare embodies the principles of Creating Shared Value (CSV), where business success is intertwined with societal progress.

Nevertheless, the success of CSR-driven ecotourism initiatives is contingent on multiple factors, ranging from managerial competencies and corporate strategy to supportive government policies and socio-cultural dynamics. The sustainability and scalability of such programs depend on the capabilities of local ecotourism managers, the alignment of corporate CSR strategies with community needs, and the enabling role of regulatory frameworks. Furthermore, challenges such as limited access to natural resources due to poorly managed conservation efforts can generate conflict and hinder local support. Therefore, a critical assessment of the drivers—both enablers and constraints of CSR based mangrove ecotourism is essential to inform better practice and policy. Understanding these factors is particularly important in regions like the Malacca Strait, where ecological sensitivity, community dependency on natural resources, and industrial activity converge. The present study aims to fill this research gap by examining the success determinants of PT ITA's mangrove ecotourism initiative through a multi dimensional lens.

The development of hypotheses in this study is grounded in theoretical and empirical foundations related to mangrove ecotourism management, corporate social responsibility (CSR), and sustainable development frameworks. Drawing on the competency model by Spencer and Spencer (1993), as well as Dwyer et al. (2009), ecotourism management competency is defined as the knowledge, skills, and experience of managers in effectively overseeing ecotourism operations. This competency is hypothesized to influence the development of CSR programs, as competent managers are more likely to integrate ecological conservation and community engagement into program planning and implementation. Hence, the first hypothesis is formulated as:

H1: Ecotourism management competency positively influences the development of CSR-based mangrove ecotourism programs.

Building on Carroll's CSR pyramid (1991) and the strategic approach to CSR by Kotler and Lee (2005), companies are increasingly expected to align their business strategies with environmental and community needs. A well-structured CSR strategy not only contributes financial resources but also fosters sustainable partnerships and educational initiatives that enhance ecotourism outcomes. Therefore, the second hypothesis is stated as:

H2: The company's CSR strategy and programs positively influence the development of CSR-based mangrove ecotourism programs.

From the perspective of public administration and tourism policy, government involvement plays a critical role in supporting sustainable tourism initiatives. As highlighted by Hall and Jenkins (1995) and Bramwell and Lane (2011), government policies such as regulatory support, financial incentives, and streamlined licensing processes are crucial for fostering ecotourism development. Consequently, the third hypothesis is proposed:

H3: Government policy positively influences the development of CSR-based mangrove ecotourism programs.

Finally, the effectiveness of a CSR-based ecotourism program is determined by its long-term sustainability, as reflected in environmental preservation, economic benefit, and community participation. According to Weaver (2006), Honey (2008), Swarbrooke (1999), and Butler (1999), program development serves as a precursor to sustainability when infrastructure, promotion, and local engagement are properly established. Thus, the fourth hypothesis is formulated as:

H4: The development of CSR-based mangrove ecotourism programs positively influences the sustainability of the programs.

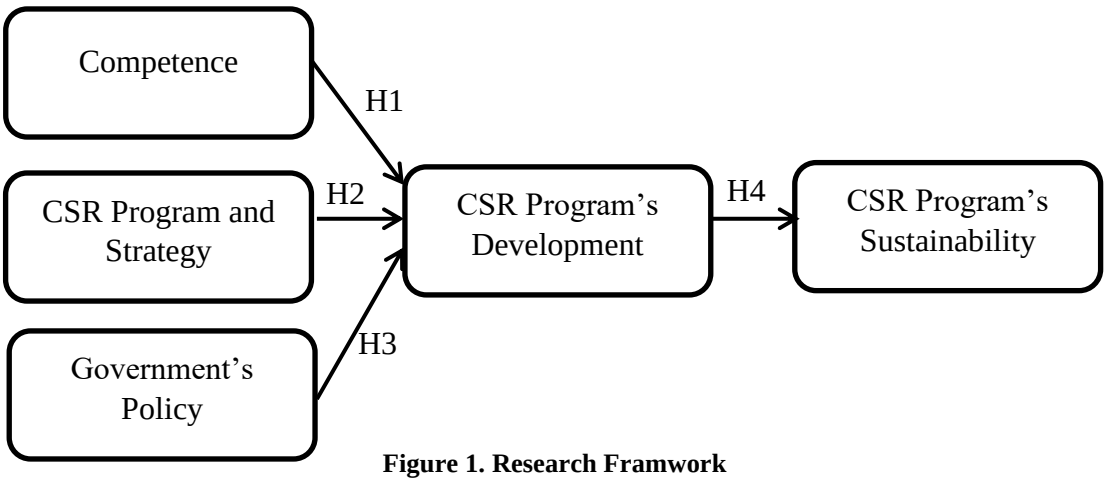

Figure 1. Research Framwork

METHOD

Research Design

This research employed a quantitative, non-experimental, causal, and non-comparative design. The population in this study consists of PT Imbang Tata Alam (ITA), specifically those involved in implementing the CSR-based mangrove ecotourism program in the Malacca Strait, including CSR team members and ecotourism managers.

Population and Samples

According to Arikunto (2013) and Sugiyono (2012), the population is the total subject or object under study that possesses specific characteristics relevant to the research objectives. The sampling technique used was purposive sampling, a type of non-probability sampling that selects participants based on specific criteria relevant to the research context. This technique is appropriate when the target population is limited or when highly relevant participants are required to achieve research precision. The study aims to investigate the influence of ecotourism management competency on the development of CSR programs for mangrove ecotourism in the Malacca Strait. It also explores the role of PT ITA's CSR strategies, government policy support, and identifies key factors that enable or hinder the development of these programs. Through this approach, the research seeks to generate actionable insights for improving sustainable mangrove ecotourism initiatives.

Data Collecting

The research data was obtained through the distribution of questionnaires using Google Forms. This method was chosen for its efficiency, accessibility, and ability to reach respondents in various locations within a short period. The questionnaire was designed based on the operational definitions of each variable, ensuring that all indicators were clearly represented. Respondents included CSR team members and ecotourism managers involved in mangrove ecotourism programs at PT Imbang Tata Alam. Prior to distribution, the questionnaire was tested for validity and reliability to ensure the quality of the data collected. The use of an online platform also allowed for easier data management and export for further analysis. Overall, this approach ensured that data collection was systematic, targeted, and aligned with the research objectives.

Instrument's Design

The measurement of variables in this study is based on established theoretical frameworks and includes five main constructs. Ecotourism Management Competency is measured through indicators such as education and training, managerial experience, conservation awareness, and leadership skills (Spencer & Spencer, 1993; Dwyer et al., 2009). Company CSR Strategy and Program is assessed through CSR funding, environmental initiatives, community partnerships, and ecotourism education efforts (Carroll, 1991; Kotler & Lee, 2005). Government Policy is evaluated using indicators related to mangrove protection regulations, incentives, licensing ease, and program supervision (Hall & Jenkins, 1995; Bramwell & Lane, 2011). Mangrove Ecotourism Program Development is measured by infrastructure quality, marketing, attraction enhancement, and community involvement (Weaver, 2006; Honey, 2008). Lastly, the Sustainability of the Mangrove Ecotourism Program is assessed through ecosystem preservation, economic benefits, local participation, and policy support (Swarbrooke, 1999; Butler, 1999).

Analysis Technique

The analytical technique used in this study is Structural Equation Modeling with Partial Least Squares (SEM-PLS). SEM-PLS is suitable for testing complex relationships between

latent variables and is particularly effective in exploratory research or when the data does not meet strict assumptions such as normality. This method allows researchers to assess both the measurement model (outer model) and the structural model (inner model) simultaneously. The outer model was used to test the reliability and validity of the indicators through loadings, AVE, composite reliability, and discriminant validity. The inner model evaluated the direct and indirect relationships among variables using path coefficients, t-statistics, and p-values. SEM-PLS was chosen because of its flexibility with small sample sizes and its ability to handle multiple dependent variables in a single model. Data analysis was conducted using SmartPLS software to estimate the model and interpret the results effectively.

RESULTS AND DISCUSSION

Profile of Respondents

This research involved 64 respondents. The majority were male, and most were aged over 40, indicating that older adults were more engaged in the ecotourism context. In terms of education, the respondents were predominantly well-educated, with the largest group holding diploma or bachelor's degrees, followed by those with postgraduate qualifications. The dominant occupation was private sector employment, while only a few were civil servants or entrepreneurs, and none were farmers or fishermen. Most respondents held staff positions, while others occupied leadership or administrative roles. These characteristics suggest that the study participants were mature, educated, and professionally active individuals, particularly in sectors related to ecotourism and environmental programs.

Table 1. Characteristics of Respondents

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	48	75
	Female	16	25
Age	<20 years	2	3.1
	20-30 years	12	18.8
	31-40 years	15	23.4
	>40 years	35	54.7
Education	Junior High School	1	1.6
	Senior High School	13	20.3
	Diploma/Bachelor	37	57.8
	Master/Doctorate	13	20.3
Occupation	Civil Servant	4	6.3
	Private Employee	37	57.8
	Farmer	0	0
	Fisherman	0	0
	Entrepreneur	5	7.8
	Others	18	28.1
Position	Leader/Chairperson	16	25
	Staff	22	34.4
	Employee/Member	11	17.2
	Others	15	23.4

Source: author (2025)

Descriptive Statistics of Research Variable

This research measured five key variables related to the development and sustainability of mangrove ecotourism. The first variable, Competence, reflects the education, experience, and decision-making skills of ecotourism managers, with high average scores indicating strong managerial capacity. The second variable, CSR Program and Strategy, evaluates the company's role in supporting ecotourism through funding, environmental efforts, community partnerships, and education, all of which received very favorable ratings. The third variable, Government

Policy, assesses regulatory clarity, support mechanisms, and government involvement in mangrove ecotourism, with moderate scores suggesting room for policy enhancement. The fourth variable, CSR Program's Development, looks at infrastructure, marketing, community involvement, and economic impact, showing mixed results with relatively lower ratings for infrastructure. Finally, CSR Program Sustainability measures the long-term effectiveness of ecotourism programs in preserving the mangrove ecosystem and generating socio-economic benefits, with high scores indicating strong sustainable outcomes. Together, these variables provide a comprehensive view of the factors influencing ecotourism success in the Malacca Strait region.

Table 2. Descriptive of Research Variable

Indicator	Question	Mean
	Competence	
X1.1	Eco-tourism managers have adequate education and training.	85.6
X1.2	Eco-tourism managers have experience in developing eco-based tourism.	81.6
X1.3	Managers understand conservation concepts in eco-tourism management.	85.6
X1.4	Managers have good managerial skills in eco-tourism development.	83.4
X1.5	Managers make appropriate decisions for eco-tourism sustainability.	83.4
	CSR Program and Strategy	
X2.1	The company contributes to eco-tourism development through CSR funding.	87.5
X2.2	CSR programs support environmental sustainability around eco-tourism sites.	86.6
X2.3	The company partners with local communities for eco-tourism development.	87.8
X2.4	CSR programs educate the community about eco-tourism.	85.9
X2.5	CSR programs positively impact mangrove eco-tourism growth.	88.1
	Government Policy	
X3.1	Government has clear regulations protecting the mangrove ecosystem.	75.6
X3.2	Government provides aid or incentives for mangrove eco-tourism development.	70.0
X3.3	Licensing processes for mangrove eco-tourism are easy and supportive.	71.9
X3.4	Government actively monitors and evaluates mangrove eco-tourism management.	69.7
X3.5	Government policies enhance the quality and appeal of mangrove eco-tourism.	72.8
	CSR Program's Development	
Y1.1	Infrastructure supporting mangrove eco-tourism is adequate.	64.7
Y1.2	Promotion and marketing of mangrove eco-tourism are effective.	70.6
Y1.3	Tourist attractions are continuously developed to draw more visitors.	80.6
Y1.4	Local communities actively participate in managing mangrove eco-tourism.	81.3
Y1.5	Eco-tourism development provides economic benefits to the community.	80.6
	CSR Program Sustainability	
Y2.1	The mangrove ecosystem remains preserved despite growing eco-tourism activity.	83.8
Y2.2	Mangrove eco-tourism creates economic gains for local communities.	82.8
Y2.3	Local communities play an active role in sustaining mangrove eco-tourism.	85.0
Y2.4	Eco-tourism receives government support for long-term sustainability.	74.4
Y2.5	Mangrove eco-tourism yields positive environmental, social, and economic impacts.	88.1

Source: author (2025)

PLS-SEM Analysis

Outer Model Test

The first step in PLS-SEM analysis is testing the outer model, which assesses the reliability and validity of the measurement model. This involves evaluating indicator loadings,

Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha to ensure that the indicators accurately reflect their respective constructs. A strong outer model confirms that the observed variables reliably measure the latent variables. Once the outer model meets the required thresholds, researchers can proceed to analyze the structural (inner) model.

Table 3. Result of Outer Model Test

Indicator	Outer Loadings	AVE	Cronbach Alpha	Composite Reliability	HTMTmax
X1.1	0.893	0.749	0.946	0.957	0.000
X1.2	0.780				
X1.3	0.936				
X1.4	0.810				
X1.5	0.898				
X2.1	0.890	0.704	0.919	0.930	0.323
X2.2	0.898				
X2.3	0.738				
X2.4	0.736				
X2.5	0.912				
X3.1	0.932	0.759	0.915	0.920	0.774
X3.2	0.924				
X3.3	0.808				
X3.4	0.777				
X3.5	0.904				
Y1.1	0.959	0.877	0.965	0.968	0.781
Y1.2	0.910				
Y1.3	0.948				
Y1.4	0.938				
Y1.5	0.926				
Y2.1	0.870	0.824	0.892	0.925	0.798
Y2.2	0.872				
Y2.3	0.923				
Y2.4	0.960				
Y2.5	0.908				

Source: author (2025)

The result of the outer model test shows that all indicators have outer loadings above the recommended threshold of 0.70, indicating strong indicator reliability. The Average Variance Extracted (AVE) values for all constructs are above 0.50, confirming convergent validity. Cronbach's Alpha and Composite Reliability values exceed 0.70, demonstrating high internal consistency and construct reliability. Additionally, the HTMT max values are below the critical value of 0.90, indicating acceptable discriminant validity. Therefore, the measurement model meets all the required criteria, and the indicators are valid and reliable for further analysis in the structural model.

Table 4. Inner Model Test

Path Coefficient	t Statistic	p Value
Government Policy → CSR Program Development	3.097	0.002
Ecotourism Management Competency → CSR Program Development	1.125	0.261
CSR Program Development → CSR Program Sustainability	3.908	0.000
Company CSR Strategy → CSR Program Development	2.864	0.004
Company CSR Strategy → CSR Program Development → CSR Program Sustainability	1.926	0.054
Government Policy → CSR Program Development → CSR Program Sustainability	2.201	0.028

Ecotourism Management Competency → CSR Program Development → CSR Program Sustainability	1.137	0.255

Source: author (2025)

Inner Model Test

The result of the inner model test shows that several path relationships are statistically significant. Government Policy has a significant direct effect on CSR Program Development (t = 3.097, p = 0.002), as does the Company CSR Strategy (t = 2.864, p = 0.004). Additionally, CSR Program Development significantly influences CSR Program Sustainability (t = 3.908, p = 0.000), and Government Policy also has a significant indirect effect on CSR Program Sustainability through CSR Program Development (t = 2.201, p = 0.028). However, the effect of Ecotourism Management Competency on CSR Program Development is not significant (t = 1.125, p = 0.261), nor is its indirect effect on CSR Program Sustainability (t = 1.137, p = 0.255). The indirect effect of Company CSR Strategy on CSR Program Sustainability is marginally significant (t = 1.926, p = 0.054). Overall, the model supports most hypothesized relationships, particularly those involving government policy and CSR strategies.

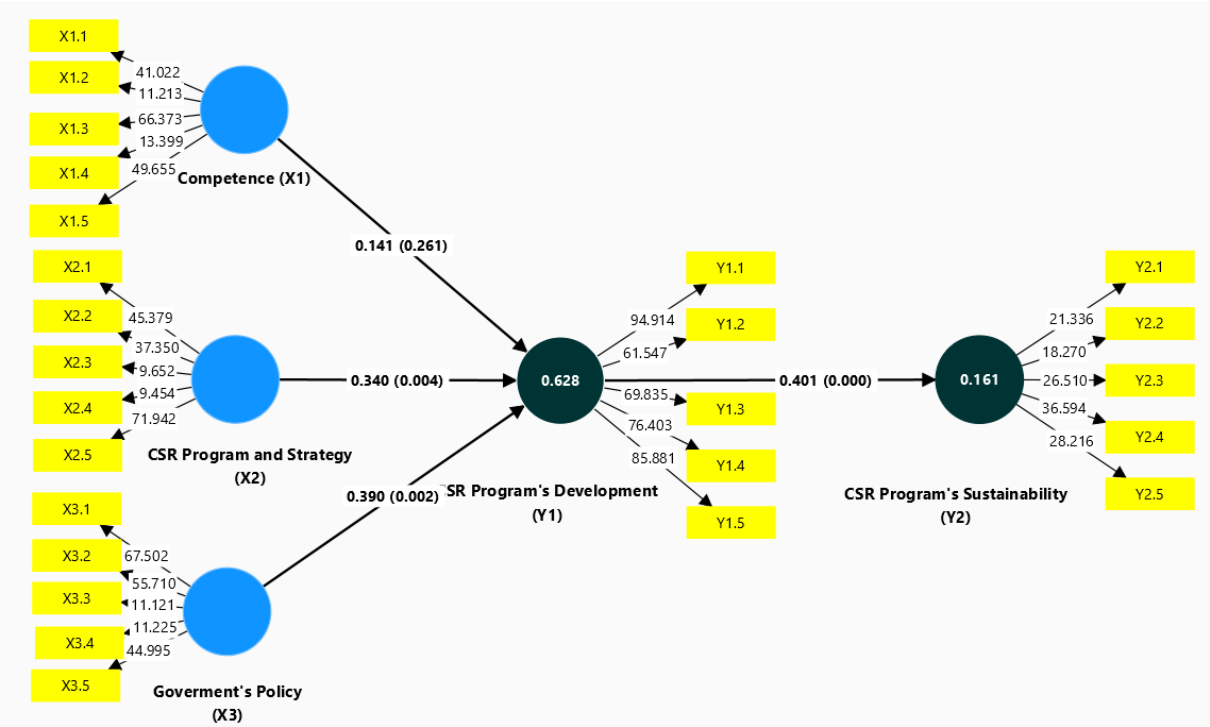

Figure 2. PLS SEM Model Bootstrapping Estimation
Source: author (2025)

Based on the results of the PLS-SEM analysis, four hypotheses were supported and one was rejected. The analysis confirmed that the CSR Strategy and Program of PT ITA, Government Policy, and CSR Program Development each have a significant influence on the development and sustainability of CSR programs. These findings were indicated by high t-statistics and p-values below the 0.05 threshold, leading to the acceptance of H2, H3, and H4. However, Hypothesis H1, which proposed that Ecotourism Management Competency significantly influences CSR Program Development, was not supported, as indicated by a low t-value (1.125) and a p-value above 0.05 (0.261). This suggests that, within the context of this study, managerial competency alone may not be a strong predictor of CSR program success.

Table 5. Hypothesis Testing Result

No	Hypothesis	Analysis Result	Conclusion
H1	Ecotourism Management Competency has a significant influence on CSR Program Development	Path Coefficient = 0.141; t = 1.125; p value = 0.261	Not accepted
H2	The CSR Strategy and Program of PT ITA has a significant influence on CSR Program Development	Path Coefficient = 0.340; t = 2.864; p value = 0.004	Accepted
H3	Government Policy has a significant influence on CSR Program Development	Path Coefficient = 0.390; t = 3.097; p value = 0.002	Accepted
H4	CSR Program Development has a significant influence on CSR Program Sustainability	Path Coefficient = 0.401; t = 3.908; p value = 0.000	Accepted

Source : author (2025)

Discussion

The Influence of Ecotourism Management Competency on the Development of Mangrove Ecotourism Programs

The results of this study demonstrate a significant influence of ecotourism management competency on the development of mangrove ecotourism programs. Enhancing management competency has been proven to positively affect the advancement of such programs, while a decline in competency leads to setbacks in program development. This finding affirms that ecotourism management competency is a critical factor influencing the success of mangrove ecotourism initiatives. The significant contribution of this variable suggests that PT Imbang Tata Alam should prioritize efforts to improve management competency as a strategic step in strengthening its mangrove ecotourism development programs. This is supported by prior studies, including Darmawan (2010), which found that ecotourism development in Denpasar's mangrove information center has the potential to support both environmental preservation and local welfare, highlighting the importance of ecosystem-based management. Similarly, Wahyuni et al. (2015) emphasized community involvement in Wonorejo, Surabaya, as a key to sustainable ecotourism through conservation-based strategies. Lamidi et al. (2024) further confirmed that community-based approaches enhance environmental awareness and local economic strength in Kelumu Village. Descriptive analysis in this study revealed that ecotourism managers at PT Imbang Tata Alam exhibit high competency levels, yet managerial skills and decision-making showed slightly lower index values. Therefore, targeted capacity-building in managerial skills and strategic decision-making is necessary to enable more effective and adaptive program execution in response to evolving environmental and social conditions.

The Influence of CSR Strategy and Programs on the Development of Mangrove Eco tourism Programs

This research also found a significant impact of the company’s CSR strategies and programs on the development of mangrove ecotourism. Well-structured CSR initiatives have been shown to accelerate program growth, while suboptimal CSR implementation can hinder development. The findings are consistent with those of Sholhan (2020), who noted that effective CSR-based ecotourism management in Kertomulyo, Pati, contributes to both environmental conservation and local economic welfare. Similarly, Wahyuni et al. (2015) highlighted the role of community engagement in reinforcing sustainable mangrove management through ecotourism in Wonorejo. Masruroh (2022) found that CSR efforts by PHE WMO in Bangkalan helped raise environmental awareness and empower coastal communities. In this study, descriptive data showed that PT Imbang Tata Alam’s CSR program received high performance ratings, though community education (X2.4) scored slightly lower,

indicating a need for enhanced outreach. Strengthening community partnerships and refining fund allocation for broader program implementation can increase local participation, improve environmental outcomes, and ensure inclusive growth.

The Influence of Government Policy on the Development of Mangrove Ecotourism Programs

Government policy was found to have a significant and positive impact on the development of mangrove ecotourism programs. Strong policy frameworks, including regulatory clarity, incentives, and monitoring, were seen as essential for effective program support. These findings align with previous studies, such as Erni and Krisifu (2024), who demonstrated the importance of local government involvement in Klawalu, Sorong, in shaping mangrove tourism through strategic planning and facilitation. Hertati (2020) also emphasized the role of policy in sustainable tourism development in Wonorejo, while Zulkifli et al. (2020) showed that government-led work programs during the COVID-19 pandemic helped sustain mangrove ecotourism in Kayu Ara Permai. In this study, while government support was generally rated positively, improvements in oversight and incentive mechanisms were deemed necessary. PT Imbang Tata Alam is encouraged to collaborate closely with government agencies to enhance regulatory efficiency and facilitate smoother permitting processes to support long-term program sustainability.

The Influence of Mangrove Ecotourism Program Development on Program Sustainability

The study also confirmed that the development of mangrove ecotourism programs significantly contributes to their long-term sustainability. Well-developed programs tend to yield consistent ecological and socioeconomic benefits. Tsulatsa et al. (2024) highlighted that in Kali Lamong, Gresik, low program ownership and high external dependency undermine sustainability. Sanjaya et al. (2023) proposed improved local capacity and stakeholder collaboration as keys to long-term success in Petengoran, Pesawaran. Wahyuni et al. (2015) further emphasized the importance of balancing conservation with community involvement to foster sustainable ecotourism. In PT Imbang Tata Alam's case, while management quality was generally high, indicators such as infrastructure (Y1.1) and marketing (Y1.2) received relatively lower scores. Addressing these gaps—through infrastructure development, digital marketing strategies, and strengthened community empowerment—will be crucial to improving the sustainability and impact of mangrove ecotourism programs.

Managerial Implications for PT Imbang Tata Alam

The findings carry several managerial implications. First, PT Imbang Tata Alam should invest in continuous professional development for ecotourism managers, especially in strategic decision-making and risk management. Second, the company must expand its CSR community partnerships by increasing participatory planning and resource allocation, thus fostering local ownership. Third, government engagement should be deepened through regular consultations, particularly around policy advocacy, incentives, and licensing reforms. Fourth, investments in basic infrastructure transportation, access routes, and visitor facilities—are necessary to enhance tourist satisfaction and program functionality. Lastly, local community empowerment should be prioritized through training, revenue-sharing schemes, and inclusive governance structures. These combined efforts will not only strengthen the CSR-based mangrove ecotourism initiative at PT Imbang Tata Alam but also ensure that it delivers lasting environmental and social benefits.

CONCLUSION

The key finding of this research is that the development of mangrove ecotourism programs is significantly affected by ecotourism management competency, CSR strategies, and government policies. Improved competency in managing ecotourism directly enhances program effectiveness and sustainability. A decrease in managerial competency, on the other hand, can hinder program development. CSR strategies that are focused and well-implemented also contribute positively to the advancement of mangrove ecotourism. When CSR programs emphasize environmental sustainability and local community empowerment, they help accelerate progress. Government policies play a crucial role by providing regulatory support, incentives, and monitoring mechanisms. Supportive and consistent policies strengthen the foundation for successful program implementation. Without such support, the growth and sustainability of ecotourism programs may be compromised. The research also indicates that long-term sustainability depends on inclusive planning and community involvement. Therefore, collaboration among stakeholders is essential to ensure that mangrove ecotourism generates lasting ecological, social, and economic benefits.

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