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**Effect of Homestay Management Style on Sustainable Community
Development in Lake Region Economic Bloc, Kenya**

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ABSTRACT

Purpose: This study sought to establish the effect of effect of homestay management style, on sustainable community development in Lake Region economic bloc, Kenya.

Methodology: The study employed a mixed method research design. The target population was 109 homestay operators, 14 County Directors of Tourism, 23,000 guests and 36,577 gazetted village elders. The stratified simple random sampling was used to select homestays operators, tourists (guests) and village elders. Krejcie and Morgan (1973) Table was used to select a sample of 384 guests and 384 village elders randomly. Data was collected using questionnaires and interviews. The questionnaire was tested for face and content validity using expert judgement, and for construct validity using Principal Component Analysis, with Cronbach's Alpha testing for reliability. Quantitative data analysed using descriptive (means and standard deviation) and inferentially using linear regression analysis.

Findings: The results indicated that homestay management style has a positive significant effect on sustainable community development ($\beta = 0.600$; $p < 0.05$). The study

concluded that homestay management style significantly increases sustainable community development in the Lake Region Economic Bloc. This finding underscores the critical role of quality homestay management in driving positive development within communities. This highlights the need for supportive policies and integrated approaches to tourism development.

Implications to Theory, Practice and Policy: The study was informed by the Social Exchange and Sustainable Development theories. In terms of practical contributions, governments, tourism authorities, and development agencies should prioritize initiatives that promote sustainable management practices among homestay operators, balancing economic viability with socio-cultural and environmental sustainability. Workshops can be held to provide a platform for stakeholders to collaborate, share insights, and co-create solutions, while public hearings can be held to offer opportunities for transparent decision-making and ensure that the voices of all stakeholders are heard.

Keywords: *Homestay, Management Style, Sustainable, Community and Development*

JEL Codes: Z32

INTRODUCTION

Sustainable Community Development involves capacity building, community social economic development process and social capital (Ahmad, 2017). The primary purpose of sustainability is to promote usage of those resources that are both efficient and responsible and offer a long-term benefit. In terms of business operation, the term sustainability refers to the way of using the resources so that the business continues for several years and makes profit consistently (Wise, 2011).

A sustainable community development has the potential to address all many of the economic, environmental and socio-cultural challenges that communities face. Precise benefits include preservation of cultural and natural heritage, increased training and capabilities in business development and tourism, education, increased economic diversification, enhanced environmental integrity, sharing of local culture, improved infrastructure, allowance of traditional ways of living in a sustainable way, and diminishment of existing social problems (Bhuiyan *et al.*, 2012).

In recent years, the tourism industry has witnessed a notable shift towards more sustainable and community-centric forms of travel. Among these approaches, homestay tourism has emerged as a promising model that not only offers travelers authentic cultural experiences but also fosters economic opportunities and social empowerment within local communities (Sawastuk *et al.*, 2018). As tourism destinations strive to balance economic growth with environmental conservation and social equity, understanding the role of management of homestay tourism and its effect on sustainable community development becomes increasingly imperative (Kayat, *et al.*, 2015).

Globally, governments are currently focusing considerable attention on homestay tourism as a means to diversify the tourism industry and actively manage economic activities to enhance the incomes of local communities (Nooripoor *et al.*, 2021). Among the sustainable rural tourism offerings, homestays stand out as an attractive option (Walter *et al.*, 2018). Janjua *et al.*, (2021), stated that one area where homestay tourism has impact is community development. It has been recognized as a form of sustainable tourism, serving as a model for advancing the economic, social, and environmental welfare of local communities through tourism initiatives (Agyeiwaah, 2019).

According to Rizal *et al.* (2021), a homestay involves a tourist, traveller, or student staying in a house hosted by a local family within the community. Homestays offer guests a sense of being at home, opportunities for interaction with the host family, firsthand experiences of local life, exposure to local culture, and affordable lodging options (Kuhzady *et al.*, 2020). The homestay sector operates within the larger framework of the tourism and hospitality industry, characterized by its unique attributes of intangibility, variability, and inseparability (Walter *et al.*, 2018).

Carneiro and Eusébio (2015) argue that homestay tourism not only facilitates tourism activities in a given area but also empowers local residents by involving them in decision-making processes that influence tourism development in their region. This perspective emphasizes that homestay tourism grants local communities a sense of ownership over the tourism resources in their area, aiming to foster sustainable utilization of these resources Janjua *et al.*, (2021). In essence, homestay tourism endeavours to create a symbiotic relationship between tourism development and local empowerment, promoting a sustainable and inclusive approach to tourism management.

Tourism stands as one of Kenya's most significant socio-economic sectors (Kimaiga & Kihima, 2018). One of the areas where the program is expected to fit is sustainable community development. The attention homestay concept received from stakeholders and its prioritization in Kenya's economic blueprint is a clear indication of the opportunities it presents in raising the standards of the living of the local people through employment creation, both directly and indirectly (Kimaiga *et al.*, 2015).

While a number of studies have been conducted on homestay tourism in Kenya (Kimaiga & Kihima, 2018; Kimaiga *et al.*, 2015; Ogucha *et al.*, 2015; Kihima, Oluoch & Kathurima, 2022), the studies are either generally descriptive of the influence of homestay facilities on tourist satisfaction (Ogucha *et al.*, 2015), or evaluate the effect of homestay tourist accommodation as a tool for socioeconomic well-being of rural communities (Kimaiga & Kihima, 2018). Elsewhere, studies such as that by Kihima, Oluoch & Kathurima (2022) evaluate the institutional frameworks for homestays in Kenya.

According to Affizah, Melissa and Muhammad (2017), homestay tourism management entails a holistic approach to orchestrating homestay experiences in a manner that not only enhances the economic viability of local communities but also fosters social cohesion and environmental stewardship. For instance, Sawastuk *et al.* (2018) who conducted a study to explore the factors influencing the sustainable success of Community-Based Tourism in Thailand concluded that corporate governance practices constituted the cornerstone of homestay business success. Affizah, Melissa and Muhammad (2017)'s study in Malaysia showed that emotional, experiential, and functional factors significantly influence perceived value, which in turn impacts visitors' satisfaction levels with homestay tourism.

Regionally, Kayat, *et al.* (2015) conducted an interpretive exploratory analysis of a community-based tourism project in South Africa. In a similar study, Juma and Khademi-Vidra (2019) investigated the perceptions of local residents regarding CBT as a sustainable development approach in rural Kenya and reported that management style has an insignificant effect on tourism adoption. Extant empirical literature on the effect of management style on tourism shows a mixture of results. Notably, most of the studies have been conducted outside Kenya using limited samples or different methodologies. Specific studies evaluating the effect of homestay management style on sustainable community development in Lake Region economic bloc are limited.

The Lake Region economic bloc stands as a microcosm of Kenya's diverse cultural heritage and environmental richness (Ogucha *et al.*, 2015). The region serves as a focal point for tourism development efforts in Kenya, with homestay tourism emerging as a prominent alternative tourism model in the region (Ministry of Tourism, Wildlife and Heritage, 2022). Statistics indicate a steady increase in tourist arrivals to the Lake Region economic bloc over recent years, reflecting its growing prominence as a tourism destination. For instance, data from the Kenya Tourism Board (KTB, 2022) reveals that the region attracted increasing numbers of international tourists in the past decade. Such trends underscore the significance of homestay tourism management in driving tourism growth and stimulating homestay tourism.

Consequently, the sector was earmarked as a key player in realizing the objectives of Kenya's Vision 2030 project, which aims to propel the nation towards a highly industrialized economy and ensure a high standard of living for its populace (Kihima, Oluoch & Kathurima, 2022). Kimaiga

et al., (2015) observe that the project's Medium-Term Plan identified homestay tourism as a means to foster community involvement in tourism and a platform for local residents to directly benefit from the tourism industry.

Statement of the Problem

Within the Lake Region economic bloc, various challenges underscore the imperative for sustainable community development initiatives. Statistics reveal a significant portion of the basin's population grapples with poverty, with 40 percent living below the poverty line. Additionally, unemployment compounds these economic woes, with 20 percent of the population facing joblessness, particularly among the youth demographic (KNBS, 2022). Moreover, environmental degradation compounds these challenges, with deforestation and pollution on the increase. Habitat loss exacerbates ecosystem fragility, threatening biodiversity and jeopardizing the livelihoods of communities' dependent on natural resources.

Community-based adaptation initiatives also showcase innovative responses to environmental and socio-economic shocks, underscoring the potential for grassroots-driven solutions to foster resilience. Homestay tourism, where local residents host tourists in their homes, offers an opportunity for economic empowerment, cultural exchange, and community development. However, while the adoption of homestay tourism is increasing in the Lake Region, there is a significant research gap regarding its extent and impact on sustainable community development in the area.

Existing studies have examined the effects of various factors on the sustainable community development. Kayat, *et al.*, (2015) exploratory analysis of a community-based tourism project in South Africa, while Juma and Khademi-Vidra (2019) investigated the perceptions of local residents regarding CBT as a sustainable development approach in rural Kenya. Yet, most research has focused on different contexts, such as community-based tourism or women-owned enterprises, and much of it has been conducted outside of Kenya, which may not be directly applicable to the Lake Region economic bloc. This study therefore aimed to address these research gaps by examining how homestay management style influence sustainable community development in Lake Region economic bloc.

LITERATURE REVIEW

Theoretical Review

The study was anchored on the Social Exchange and Sustainable Development theories.

Social Exchange Theory

This study will be informed by social exchange theory developed by Peter Blau in 1964. Blau (1964) developed a general framework for analysing macro structures and processes based on an extension of his micro-level theory of social exchange processes. In the tourism industry, SET is applicable when hosts and visitors exchange resources that are valued to both parties (Hritz and Ross, 2010). Since SET involves the exchange of resources between individuals and groups in an interactive situation, the findings from previous studies revealed that the residents who perceived they would benefit from tourism activities were likely to agree with positive tourism impacts.

Support towards development of tourism industry can be determined by investigating the tourism impacts perceived by the residents, specifically by identifying the benefits and costs resulting from the tourism industry (Zhou *et al.*, 2013). The community supports and participate in the exchange activities with visitors if they are benefiting. However, if the activities cost more than benefits, they are to oppose this activities or program development (Lee, 2012). Social exchange theory has been used to assess the influence of community participation to the sustainable homestay program. This theory was used to explain the homestay management style variable.

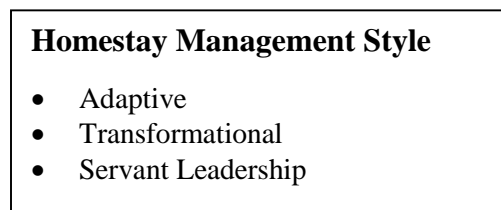
Sustainable Development Theory

Sustainable Development Theory were introduced by Herman Daly in 1990 (Ukaga, Maser & Reichenbach, 2011). It stipulates that renewable resources ought to be harvested at a rate that allows for their sustainable replenishment, ensuring that the rate of harvest does not surpass the rate of regeneration (Lander, 2017). Sustainable development has garnered significant attention across academic, governance, planning, and development intervention spheres, with a multitude of governmental and non-governmental entities embracing it as a pertinent development paradigm. Previous studies that have used the theory note that social sustainability hinges on factors such as robust health systems, peace, human rights, decent work, gender equality, education, and the rule of law, while economic sustainability relies on appropriate production, distribution, and consumption practices. Environmental sustainability is driven by sound physical planning, land use practices, and the conservation of biodiversity. As observed by Lander (2017), public participation is crucial for translating sustainability development principles into actionable outcomes, as the commitment of individuals is essential for its success. Integration of economic, social, and environmental sustainability is essential to arrest negative synergies, foster positive ones, and realize meaningful sustainability development. The theory was used to anchor the variable sustainable community development in Lake Region economic bloc.

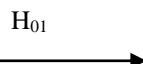
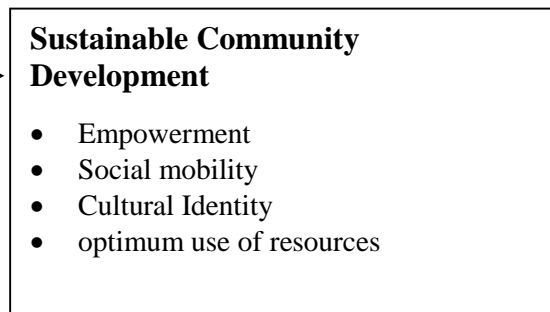
Conceptual Framework

The conceptual framework shows the link between independent variable (homestay tourism) and the dependent variable Sustainable community development indicated by, empowerment, social mobility, cultural identity and optimum use of resources. The conceptual framework that guided the study is shown in Figure 1.

Independent variable



Dependent variable



Sawastuk *et al.*, (2018) conducted a study to explore the factors influencing the sustainable success of Community-Based Tourism (CBT). The primary objective was to advocate for optimal corporate governance practices in managing homestays in Mae Kam Pong, Chiang Mai, Thailand.

The research employed seven criteria, namely clear strategy, effective risk management, discipline, fairness, transparency, social responsibility, and self-evaluation, to assess governance. These characteristics were straightforward, measurable, and aligned with management functions. The study utilized convenience sampling, targeting homestay owners, the village head serving as the manager, and leaders of homestay businesses as key respondents. The findings highlighted that the CBT leader successfully embraced and executed good corporate governance principles in homestay management. The study concluded that corporate governance practices constituted the cornerstone of homestay business success. The study specifically focused on community-based tourism in Thailand.

Acharya and Halpenny (2013) conducted a study which sought to investigate the effect of homestays as an alternative tourism product for sustainable community development with a special focus on homestays as a pro-women tourism opportunity that promotes sustainable community development by fostering gender equality. The study was premised on the hypothesis that female ownership of homestay businesses secures women's avenues for income generation and involves them in mainstream development. The study was conducted in Barpaki community in rural Nepal using data obtained qualitatively from community-based action research and evaluation methods, drawing upon firsthand experiences gathered from ethnographic observations and semi-structured interviews. The study's results revealed that the homestay business are mostly managed by the indigenous ethnic women of local communities and that community tourism has the potential to encourage extensive collaboration among various public and private entities, service providers, local residents, and tourists hence impacting positively on sustainability. Unlike the present study that focus on all homestay businesses in the Lake Region economic bloc, the study focused on women-owned businesses in rural Nepal which limits its generalizability.

Affizah, Melissa and Muhammad (2017) conducted a study Malaysia which sought to investigate how tourists perceive the value of community-based homestay tourism. Using a survey involving 150 visitors to homestays in Kuching, Sarawak, the study was conducted to explore different dimensions of perceived value in the tourism context. Statistical analysis and a structural equation model were employed to assess the reliability and validity of the scales used. The study measured satisfaction levels based on established perceived value dimensions, including emotional value, experiential value related to host-guest interaction and activities, cultural experiences, and knowledge, as well as functional value aspects like the establishment, pricing, and services. The results indicated that emotional, experiential, and functional factors significantly influence perceived value, which in turn impacts visitors' satisfaction levels with homestay tourism. The study's methodology focused on the visitors. The findings may therefore be biased.

Kayat, *et al.* (2015) conducted an interpretive exploratory analysis of the Kwam Makana homestay initiative in South Africa, which is a community-based effort with the potential to bring about economic and social transformations. Through the use of mixed methodologies, the study focused on the limitations of the initiative while also providing insights and recommendations for improving future developments in community-based tourism homestays in South Africa. The study revealed that challenges stem from various sources, including the historical legacy of Apartheid, characteristics of the beneficiaries, the organizational structure of the homestay system, policies at the ministerial levels, and a lack of entrepreneurial direction. The study concluded that while the initiative holds promise for community development, there is a crucial need for a shift

in paradigms among stakeholders to ensure the sustainability of such projects. The study however focused on one community-based tourism homestays in South Africa and not Kenyan context. The present study will focus on homestays in the Lake Region economic bloc.

In a study on the role of Community-Based Tourism (CBT) in promoting sustainable development in rural areas of Kenya, Juma and Khademi-Vidra (2019) investigated the perceptions of local residents regarding CBT as a sustainable development approach in rural Kenya. The research employed a descriptive research design with 395 respondents drawn from the tourism professional social media networks in Kenya. The findings indicate that integrating agriculture and other economic activities with tourism can foster sustainable development in rural areas, leveraging the region's abundant resources suitable for CBT. The study also found that poor CBT management threatens the sustainability of CBTEs and the benefits they portend to the sustainability of rural and/or marginalized communities and regions. The study's findings cannot however be generalized to Lake Region economic bloc.

Sawastuk *et al.* (2018) conducted a study to explore the factors influencing the sustainable success of Community-Based Tourism in Thailand. The study concluded that corporate governance practices constituted the cornerstone of homestay business success. However, the study specifically focused on community-based tourism. Acharya and Halpenny (2013) evaluated the effect of homestays as an alternative tourism product for pro-women tourism businesses in Nepal. Unlike the present study that focus on all homestay businesses in the Lake Region economic bloc, the study focused on women-owned businesses which limits its generalizability.

Affizah, Melissa and Muhammad (2017) conducted a study Malaysia which sought to investigate how tourists perceive the value of community-based homestay tourism. The results indicated that emotional, experiential, and functional factors significantly influence perceived value, which in turn impacts visitors' satisfaction levels with homestay tourism. The study's methodology focused on the visitors and not hosts. The current study will focus on all stakeholders.

Kayat, *et al.* (2015) conducted an interpretive exploratory analysis of a community-based tourism project in South Africa. The study however focused on one homestay tourism initiative which may have introduced bias. The present study will focus on homestays in the Lake Region economic bloc. Juma and Khademi-Vidra (2019) investigated the perceptions of local residents regarding CBT as a sustainable development approach in rural Kenya. The study also found that poor CBT management threatens the sustainability of CBTEs and the benefits they portend to the sustainability of rural and/or marginalized communities and regions. The homestay owners vary from one region to another.

Several studies have attempted to link homestay management to sustainable community development; Acharya and Halpenny, 2013 focus on homestays as a pro-women tourism opportunity in Nepal; Affizah, Melissa and Muhammad (2017) investigate how tourists perceive the value of community-based homestay tourism in Malaysia; Sawastuk *et al.*, (2018) factors influencing the sustainable success of Community-Based Tourism (CBT) in Thailand; Kayat, *et al.*, (2015) focused community-based effort with the potential to bring about economic and social transformations in South Africa; Juma and Khademi-Vidra (2019) investigated the perceptions of local residents regarding CBT as a sustainable development approach in rural Kenya. The study's findings cannot be generalized since homestay owners vary from one region to another. Therefore,

to fill this gap the study sought to establish the effect of homestay management style on sustainable community development in Lake Region economic bloc.

MATERIAL AND METHODS

This study adopted positivist research paradigm, where the researcher maintains independence from the observed phenomena during the study. The study sought to explore causal relationships between homestay tourism adoption and community development, the positivist research philosophy was adopted.

This study applied a mixed methods research design to effectively address the research questions by integrating both quantitative and qualitative data. Creswell (2017) also emphasizes that mixed methods provide a systematic way to gather, analyze, and merge diverse data, thereby enhancing the depth of insights into the research problem beyond what either method could achieve alone.

The study was conducted in Lake Region economic bloc in Kenya. This region was selected because of the tourist attractions, which include art and culture, which have not been exposed, promoted and exploited by the country's tourist industry. The current study targeted homestays operators, tourists (guests), village elders and County directors of tourism.

The target population will be 109 registered homestays operators, 23,000 guests, 36,577 gazetted villages (Airbnb Directory (<https://www.airbnb.com/kenya/stays>; 2022). The County Directors of Tourism for each of the 14 counties in the LREB were included in this study because they oversee tourism policies and initiatives within the region.

The multi-stage sampling design was used to determine the sample size for each sub-category. The Lake Region economic bloc was stratified into 14 and each of them forming a stratum. From each stratum simple random sampling was used to select homestays operators, tourists (guests) and village elders. Stratified proportionate sampling was used to select respondents. Krejcie and Morgan (1973) Table was used to select a sample of 384 guests and 384 village elders who were selected randomly. Census was used to select all the County Directors of Tourism for each of the 14 counties in the LREB were included in this study since their population was small.

In this study, primary data was collected using a five-point Likert scale closed-ended questionnaire, for homestay owners, guests and village elders. Additionally, interviews with county directors of tourism and county trade officers were conducted for triangulation.

To validate and ensure the reliability of the questionnaire, a pilot study was carried out with a sample representing 10% of the sample population (Kothari, 2012). Since the sampled population was 384 for the guests and the village elders and 109 for the homestay owners, a total of 88 questionnaires (10 percent of 877) were electronically distributed to gather feedback on the questions and identify any areas where changes were deemed necessary. This population was selected randomly from each county.

In the current study, the research items underwent scrutiny for face and content validity through expert opinion, while construct validity was evaluated using factor analysis and the Principal Component Analysis methodology. The expert opinion, which was offered by the study supervisors indicated that the questionnaire met the face validity criterion. Moreover, based on the experts' opinion on the content of the questionnaires. Factor analysis and Principal Component

Analysis (PCA) approaches was used in identifying the underlying latent constructs that contribute to the observed variance in the data.

Cronbach’s alpha was used to test reliability in this study. Cronbach's alpha produces a coefficient that ranges from 0 to 1, where higher values indicate greater internal consistency. This simplicity and interpretability make it a convenient and widely used measure for reporting the reliability of a scale. Moreover, it assumes unidimensionality, implying that all items in the scale measure a single underlying construct which aligns well with many measurement situations.

Quantitative data was subjected to descriptive analysis, employing measures such as the mean and standard deviation. For quantitative data, inferential statistics were employed, encompassing linear regression analysis to formulate a mathematical model establishing the relationship between independent and dependent factors. To answer the research hypotheses, the study employed linear regression analysis. The model is as follows;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon, \dots\dots\dots \text{Equation 1}$$

Where:

Y= Sustainable Community Development

X₁= Homestay Management Style

β₀ = The Y-intercept

β₁= regression coefficient of four independent variables

ε =error term

FINDINGS

The objective was to establish the effect of homestay management style on sustainable community development in Lake Region economic bloc. To test the (H₀₁) hypothesis, simple linear regression was used to test the effect of homestay management style on sustainable community development. The results are presented in Tables 1.

Table 1: Effect of Homestay Management on Sustainable Community Development

SCDVP	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
HSMGT	0.600	.028	21.27	0.00	0.545	0.656	***
Constant	1.203	.101	11.90	0.00	1.005	1.402	***
Mean dependent var	3.205		SD dependent var		1.153		
R-squared	0.466		Number of obs		520		
F-test	452.301		Prob > F		0.000		
Akaike crit. (AIC)	1300.036		Bayesian crit. (BIC)		1308.544		

*** $p < .01$, ** $p < .05$, * $p < .1$

The results in Table 1 above with a coefficient for homestay management (HSMGT) of 0.600, with a standard error of 0.028, indicates a significant positive effect of homestay management (HSMGT) on sustainable community development (SCDVP), which suggests that for every one-unit increase in the quality or effectiveness of homestay management, sustainable community development is expected to increase by 0.600 units, holding other factors constant. The t-value of 21.27 and a p-value of 0.00 indicate that this relationship is statistically significant at the 1% level ($p < 0.01$), meaning there is strong evidence to reject the null hypothesis that there is no relationship between homestay management and sustainable community development. The 95% confidence interval for the coefficient of homestay management ranges from 0.545 to 0.656, further reinforcing the precision and reliability of this estimate.

The constant term is 1.203, with a standard error of 0.101, and is also statistically significant, with a t-value of 11.90 and a p-value of 0.00. This constant represents the expected value of sustainable community development when the homestay management variable is zero. Generally, the model explains approximately 46.6% of the variance in sustainable community development ($R\text{-squared} = 0.466$), indicating a moderate level of explanatory power. The F-test value of 452.301, with a corresponding p-value of 0.000, suggests that the overall model is statistically significant and provides a good fit for the data. The regression model fitted from the output is:

$$\text{Sustainable Community Development} = 1.203 + 0.600 * \text{Homestay Management}$$

Practically, these results highlight the importance of enhancing homestay management to drive sustainable community development. The significant positive relationship between homestay management and sustainable community development suggests that by improving management practices, such as adopting better leadership styles and enhancing guest services, communities involved in homestay tourism can experience substantial benefits. As demonstrated by Acharya and Halpenny (2013), when policymakers, community leaders, and tourism operators focus on investing in training and capacity-building for homestay managers, these efforts directly contribute to the overall development of the community. Furthermore, the strong statistical significance of this relationship indicates that homestay management should be a focal point in strategies aimed at sustainable community development in the Lake Region Economic Bloc. This means that practical efforts to develop sustainable tourism should prioritize well-managed homestay programs to maximize their positive impact on the community.

Theoretically, these findings support leadership and management theories that emphasize the role of effective leadership in driving sustainable outcomes. In line with findings by Kayat, *et al.* (2015), the significant positive relationship between homestay management and sustainable community development aligns with the idea that management styles, such as adaptive, transformational, or servant leadership, which can significantly contribute to sustainable community outcomes. The findings underscore the importance of integrating sustainable management practices in tourism as a strategy for achieving broader community development goals (Affizah, Melissa & Muhammad, 2017).

Results in this study seem to collaborate those in previous studies (Sawastuk *et al.*; 2018; Acharya and Halpenny, 2013; Affizah, Melissa and Muhammad, 2017). Specifically, Sawastuk *et al.* (2018) who conducted a study to explore the factors influencing the sustainable success of Community-Based Tourism (CBT) in Thailand. The study found out that management style was an important

element in the success of tourist programmes. Even though the study's outcomes cannot be generalized to those in the Lake Region economic bloc, the studies seem to indicate that that management constituted the cornerstone of homestay business success.

On the other hand, Affizah, Melissa and Muhammad (2017) who conducted a study Malaysia which sought to investigate how tourists perceive the value of community-based homestay tourism reported results that indicated that management understanding of the drivers of tourism satisfaction was important for homestay businesses' survival. These studies suggest that effective management practices, including a deep understanding of tourist satisfaction drivers, are essential for the survival and prosperity of homestay businesses. By focusing on management style and aligning services with tourist expectations, homestay operators can enhance customer satisfaction, attract more visitors, and contribute to the overall success of community-based tourism.

CONCLUSION AND RECOMMENDATION

Conclusion

The results showed that homestay management style significantly increases sustainable community development in the Lake Region Economic Bloc when other factors are held constant. This finding underscores the critical role of quality homestay management in driving positive development within communities. Effective management practices, such as strategic planning and stakeholder engagement, are crucial for achieving beneficial outcomes. Furthermore, enhancing homestay management capabilities through training and support initiatives presents a significant opportunity for improving sustainable development.

Recommendations

From a policy perspective, organizations can advocate for supportive policies and integrated approaches to tourism development. Governments, tourism authorities, and development agencies should prioritize initiatives that promote sustainable management practices among homestay operators, balancing economic viability with socio-cultural and environmental sustainability. These policy contributions are crucial in creating an environment that is conducive for quality homestay management in driving positive development within communities

In terms of practical contributions, organizations should focus on designing and implementing tailored stakeholder engagement that initiatives that align with their specific goals, values, and cultural context that promote development of homestay tourism initiatives. For instance, community meetings should be organized to gather input from local residents, tourism operators, government officials, and other relevant stakeholders regarding the design of homestay programs and their potential impacts.

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