

Flying Under Surveillance: Social Acceptance and Implementation Dynamics of Standard Screening Requirements in Indonesian Aviation Security

Dian Wahyudi¹, Muhammad Zilal Hamzah², Eleonoro Sofilda³

¹Program Doktor Ilmu Ekonomi, Universitas Trisakti, Jakarta, Indonesia

²Professor Ilmu Ekonomi, Universitas Trisakti, Jakarta, Indonesia

³Professor Ilmu Ekonomi, Universitas Trisakti, Jakarta, Indonesia

Article Info

Article history:

Received 2026-04-29

Revised 2026-05-06

Accepted 2026-05-30

Keywords:

Flying Under Surveillance
Human Resource Capacity
Social Acceptance
Standard Screening
Requirement (SSR)

ABSTRACT

Air transportation relies on Standard Screening Requirements (SSR) to ensure safety, inherently placing passengers under intensive surveillance. This research analyzes the implementation dynamics of SSR in Indonesia through an integrative qualitative approach. Primary data was gathered via Focus Group Discussions (FGDs) with key aviation stakeholders comprising regulators, airport operators, airlines, technology providers, and users, and analyzed using NVivo thematic coding. This was triangulated with a Systematic Literature Review (SLR) of 58 eligible articles to synthesize global perspectives on passenger surveillance. The findings demonstrate that SSR effectiveness depends heavily on aligning human resource capacity, standardized infrastructure, and stakeholder synergy. While the public broadly accepts these security measures when conducted seamlessly and professionally, significant challenges persist due to regional infrastructure disparities and capacity constraints across Indonesia's complex geography. Ultimately, this study contributes to the literature by proposing an integrative socio-technical framework, demonstrating that equitable infrastructure modernization and collaborative governance are essential to sustaining operational efficiency and promoting security-led economic growth.

This is an open-access article under the [CC BY-SA](#) license.



Corresponding Author:

Dian Wahyudi
Program Doktor Ilmu ekonomi, Universitas Trisakti, Jakarta
Email: dianwhy2014@gmail.com

1. INTRODUCTION

Air transportation has evolved into a strategic infrastructure within the global economic system, functioning not only as a mode of mobility but also as a key enabler of market integration, regional connectivity, and economic competitiveness [1], [2], [3]. From a transport economics perspective, this strategic value is reflected in the generation of consumer surplus and network externalities from air connectivity [4], [5]. However, despite its substantial contributions, the aviation sector remains a high-risk industry highly sensitive

to security and safety issues, thereby requiring complex, adaptable governance arrangements. Theoretically, aviation security can no longer be understood solely as a technical domain but must be framed as a socio-technical system involving interactions among technology, human factors, institutions, and policy environments [6], [7]. Within this socio-technical framework, the concept of social acceptance, defined as the willingness of individuals and groups to tolerate, comply with, and support regulatory measures despite their potentially intrusive nature, becomes paramount [8]. Specifically, this study examines the social acceptance of these measures across a spectrum of involved actors: primarily the passengers subjected to the screening, as well as the broader public, airport operators, regulators, airlines, and the security personnel responsible for implementing them [9], [10].

In this context, policy instruments such as the Standard Screening Requirement (SSR) should be positioned not merely as technical tools but as integral components of the broader governance architecture of aviation security [11], [12]. While technological advancements have significantly improved safety performance, the literature highlights a “security paradox”. Increasing reliance on technology introduces new vulnerabilities, suggesting that technology-driven approaches may lead to fragile systems if not complemented by strong institutional frameworks and human resource capacity [13], [14]. The stringent nature of SSR inherently subjects passengers to intensive surveillance, profoundly impacting the overall passenger experience. When security protocols are perceived as overly intrusive or poorly executed, they can easily erode public trust [15], [16]. Conversely, a seamless, professional, and equitable screening experience fosters public trust, a critical antecedent to the broader social acceptance of these surveillance measures.

From a public policy perspective, SSR implementation faces classical challenges in policy implementation theory, particularly the gap between policy design and implementation realities [17], [18]. In aviation security, these challenges are further intensified by the multi-actor nature of the system, necessitating a collaborative governance approach [19], [20]. Furthermore, a significant gap persists in the literature regarding the integration of aviation security and economic dimensions, even though security has direct implications for operational efficiency and sectoral competitiveness [21], [22], [23]. In developing countries such as Indonesia, the complexity of SSR implementation is further exacerbated by archipelagic geography, infrastructure disparities, limited human and technological capacities, and fiscal constraints [24], [25]. Despite these structural challenges, there is a distinct research gap regarding how these stringent security measures are socially received [26], [27], [28]. Existing empirical studies have largely overlooked the dynamics of public and stakeholder acceptance of aviation security screening in Indonesia, failing to comprehensively examine how geographical disparities and capacity constraints shape perceptions of legitimacy, passenger experience, and overall acceptance of SSR.

Addressing these gaps, this study seeks to develop an integrative approach to analyzing SSR implementation by situating it within a complex, multidimensional aviation security system. To guide this investigation, the study formulates the following explicit research questions: (1) how is the social acceptance of intensive passenger surveillance and SSR constructed among passengers, security personnel, and broader aviation stakeholders in Indonesia? (2) how do infrastructural disparities, human resource capacities, and

stakeholder synergy influence the passenger experience and the implementation of SSR? (3) in what ways does public trust mediate the relationship between strict security surveillance and the social acceptance of aviation security protocols?.

2. METHOD

Primary data were generated through Focus Group Discussions (FGDs) conducted both online and offline to capture the complexity of SSR implementation. The study employed a purposive sampling technique, prioritizing depth of information and expertise over representativeness [29], [30]. A total of eight key informants were selected and categorized into four primary stakeholder groups to ensure a comprehensive evaluation [31]. The regulators' group consisted of four participants: the Director General of Civil Aviation, the Secretary of the Transportation Policy Agency, the Director of Aviation Security, and a representative from Bappenas, who provided perspectives on policy formulation, national integration, and regulatory harmonization [32]. One participant represented the operator perspective: the Executive General Manager of Minangkabau International Airport, who provided insights into the practical implementation of SSR, operational efficiency, and airport-level infrastructure readiness. The user group included two participants, the Head of the Rendani Manokwari Airport Authority and the Director of Facilities & Airport Operations at Lion Group, highlighting the direct impacts of SSR on airline operations, geographical disparities, and the passenger experience. Finally, the industry group was represented by the CEO of Rapiscan System Indonesia, who contributed technical expertise on the latest screening technologies, including APIDS and C3 standards, as well as equipment certification. The FGD sessions were recorded and systematically converted into structured transcripts for subsequent analysis [33], [34].

The transcribed FGD data were analyzed using NVivo software through a systematic, two-cycle thematic coding procedure. The first cycle, known as open coding, involved descriptive and in vivo coding, in which data segments were broken down and labeled using the exact terminology and descriptive themes emerging from the stakeholders' transcripts. In the second cycle, or axial coding, these initial codes were aggregated into broader conceptual categories and themes, generating hierarchy maps and comparative diagrams. This process established dominant nodes such as "Efficiency," "Synergy," "Integration," "Human Resources," and "Trust". To ensure the coding process's credibility and validity, source triangulation was applied. This involved cross-verifying emerging themes across stakeholder categories, specifically comparing the perspectives of regulators, operators, users, and industry representatives, to mitigate bias and establish coherent justifications.

Although this study adopts a qualitative approach, the analytical process can be formalized mathematically to strengthen methodological transparency. The Focus Group Discussion (FGD) data were analyzed using NVivo for thematic coding, including data reduction, node formation, coding frequency, thematic clustering, and interpretation. This process is consistent with the dissertation methodology, which emphasizes open coding, axial coding, hierarchy analysis, matrix coding, comparative diagrams, and triangulation. The coding process can be expressed as:

$$C_{ij} = f(T_i, N_j)$$

where C_{ij} represents the coding relationship between transcript segment T_i and node N_j , the frequency of each node is calculated as:

$$F_j = \sum_{i=1}^n C_{ij}$$

where F_j indicates the total frequency of references assigned to node j , the thematic strength of each theme is then formulated as:

$$TS_j = \frac{F_j}{\sum_{j=1}^m F_j}$$

where TS_j represents the relative dominance of a theme within the overall qualitative dataset. To synthesize global evidence and situate the empirical findings, a Systematic Literature Review (SLR) was conducted following the PRISMA 2020 guidelines utilizing the Scopus database. The literature search was executed using the TITLE-ABS-KEY function with three primary search strings: "AVIATION SECURITY", "AVIATION SAFETY + ECONOMIC", and "AVIATION + VIOLATION". The search was strictly limited to academic articles published in English between 2019 and 2024, and the research areas were refined to include Transportation, Business Economics, Operations Research, Management Science, and Government Law. During the identification phase of the PRISMA process, the initial database search yielded 597 records, comprising 474 for Aviation Security, 64 for Aviation Safety + Economic, and 59 for Aviation + Violation. In the subsequent screening phase, a total of 539 records were systematically excluded based on the established criteria, where 406 were outside the publication year range, 54 were non-article document types, 4 were non-English, and 75 fell outside the relevant research areas. This rigorous screening process resulted in a final dataset of 58 eligible articles, which were then subjected to full-text assessment for bibliometric clustering and thematic synthesis to corroborate the qualitative FGD findings.

3. RESULTS AND DISCUSSION

3.1. Results

The results of this study are divided into two main parts to clearly distinguish empirical qualitative findings in the field from the findings of the global literature synthesis. The first part presents the results of the *Focus Group Discussion* (FGD), which were analyzed using NVivo, while the second part describes the results of the PRISMA-based Systematic Literature Review (SLR) and the *bibliometric analysis*.

Based on the coding of the first and second cycles of the FGD transcript involving representatives of regulators, operators, service users (airlines), and industry, a number of dominant themes were identified that influenced the implementation of the *Standard Screening Requirement* (SSR). The table below summarizes the main themes, the percentage of references, representative citations, and their interpretations.

Table 1. Summary of NVivo's Main Themes in SSR Implementation

Theme Name	Coding References	Theme Strength (%)	Informant Representative Quotes	Interpretation
Efficiency	6	75%	"With the condition that fewer goods are issued... passenger movement will be faster so that operations are more helpful and optimal." (CEO Rapiscan System)	SSR supported by modern technology speeds up inspection flows, breaks down queues, and improves airport uptime management.
Synergy & Integration	6	75%	"The probability of the security event is high, and this is what I think should be our joint commitment to implement security... regarding implementation and commitment." (Director of Lion Group)	The success of SSRs relies heavily on cross-sectoral collaboration between regulators, airport operators, airlines, and local security authorities.
Human Resources (HR)	6	75%	"Our main problem in security is inconsistency... this is the need to increase our human resources in the implementation of security-related regulations." (Head of Rendani Airport Authority)	The capacity, competence, and consistency of AVSEC officers in the field are core elements that determine the quality of aviation safety.
Trust	5	63%	"The full implementation of SSR aims to instill trust in service users... With declining trust, tourist visits also decreased." (EGM Minangkabau Airport)	The application of strict surveillance standards directly shapes the perception of safety in passengers, which has the potential to be a prerequisite for air mobility.
Infrastructure & Disparities	5	63%	"We are very difficult to place employees... It is not necessarily that the area also has electricity. This is a challenge for the 3T area." (Head of Rendani Airport Authority)	The disparity in the availability of basic security facilities and equipment between regions (especially in remote areas) hinders the uniformity of the implementation of SSR nationally.

To synthesize global empirical evidence and complement the qualitative findings, this study uses the SLR method guided by the PRISMA 2020 flow. An initial search of the Scopus database yielded 597 articles using three keyword combinations. A rigorous selection process is implemented to ensure the quality and relevance of the literature, with the following details:

PRISMA Selection Process:

Initial Identification: A total of 597 articles were identified (*Aviation Security*: 474; *Aviation Safety + Economic*: 64; *Aviation + Violation*: 59). Screening (Exclusion Criteria): A total of 539 articles were systematically excluded with the following details:

- 406 articles were outside the set publication year range (2019–2024).
- 75 articles were from irrelevant areas of study (outside of Transportation Science, Business Economics, Government Law, etc.).
- 54 documents are not peer-reviewed journal articles (e.g., *book chapters*, proceedings without full format).
- 4 articles are not published in English.

The screening process resulted in 58 final articles that were eligible for *full-text analysis*. The overall 58 final articles are distributed into three main clusters representing the aerial surveillance ecosystem:

- The Aviation Security cluster contributed 32 articles.
- The Aviation Safety + Economic cluster contributed 10 articles.
- The Aviation + Violation cluster accounts for the remaining 16 articles.

Metadata analysis shows a decrease in global publication volume in certain clusters during the 2019–2024 period. The *Annual Growth Rate* calculation generated by bibliometrix software recorded -7.79% for *Aviation Security* and -41.52% for *Aviation Safety + Economic*. This decline in trend (calculated by comparing the number of publications from the base year 2019 to the end of the observation period) reflects a shift in the focus of global research during and after the COVID-19 pandemic, where the priority of academic publications shifted drastically from aviation operational and economic issues to public health issues and airline sustainability crises instantly.

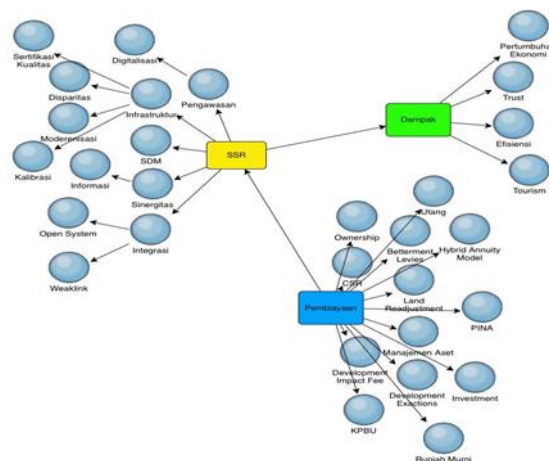


Figure 1. Concept Mapping

To understand the economic dimension of aviation security, Figure 2 visualizes a network of *co-occurrence* keywords. In the visualization:

- a) **Node Size (Dot):** Indicates the frequency of occurrences. Keywords such as *profitability* and *aviation safety* have the largest nodes, indicating that these two topics dominate the discourse.
- b) **Borders:** Indicates that the keyword is discussed simultaneously in a single article. The strong relationship between *profitability* and *airline safety* confirms that management's decisions related to safety are greatly influenced by budget conditions.
- c) **Cluster Colors:** The red color (grouping *profitability*, *product quality*, *determinants*) indicates sub-themes that focus on the economic pressures of the industry and the quality of services. The green color (grouping *aviation safety* and *management*) highlights the governance and operational sub-themes. This clustering concludes that spending on security systems (such as SSRs) is often controlled by airline or airport budget constraints, which reinforces the FGD's findings on the importance of financing innovations to sustain security infrastructure.

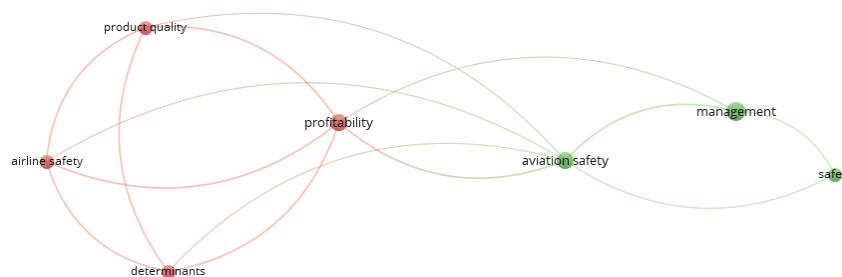


Figure 2. "Aviation Safety + Economic" Keyword Network

Overall, the SLR results demonstrate that aviation security literature remains fragmented across technical, economic, and regulatory dimensions. This fragmentation underscores the need for an integrative approach to understand better the multidimensional relationships among security, operational performance, and economic outcomes within the aviation system.

3.2. Discussion

The findings of this study demonstrate that the implementation of Standard Screening Requirement (SSR) in Indonesia cannot be adequately understood through a purely technical or regulatory lens; rather, it reflects a complex socio-technical and governance system shaped by multidimensional interactions among human, institutional, technological, and economic factors. Empirical evidence from FGDs and NVivo coding confirms that the effectiveness of SSR is fundamentally contingent on the alignment of three core pillars: human resource capacity, infrastructure readiness, and stakeholder integration. This aligns with the broader theoretical argument that high-risk systems, such as aviation security, are inherently systemic, in which failures are rarely isolated but emerge from structural misalignments within the system architecture.

A key contribution of this study lies in demonstrating that stakeholder synergy functions as a central mechanism driving SSR effectiveness. The multi-actor nature of aviation security, encompassing regulators, airport operators, airlines, technology providers,

and users, requires not only formal coordination but also relational trust and institutional coherence. The findings reveal that fragmentation in governance, particularly across regions with varying capacities, creates asymmetrical implementation outcomes, thereby reinforcing the notion that policy effectiveness is context-dependent. This is particularly evident in Indonesia's archipelagic context, where disparities in infrastructure and human capital constrain uniform enforcement of policies.

Furthermore, the study identifies a critical tension between technological advancement and institutional capacity. While the adoption of advanced screening technologies (e.g., X-ray systems, detection devices, and digital monitoring) enhances detection capabilities, it simultaneously introduces new vulnerabilities, particularly in terms of over-reliance on automation and insufficient human oversight. This finding reinforces the "security paradox" perspective, suggesting that technological sophistication alone does not guarantee system robustness. Instead, it must be complemented by continuous capacity building, training, and adaptive governance mechanisms. From an economic perspective, the results extend the conventional understanding of aviation security by positioning SSR as a form of regulatory intervention that generates both direct and indirect economic impacts. Improved security standards contribute to operational efficiency, cost reduction, and enhanced public trust, which in turn stimulate demand and support broader economic activities such as tourism and trade. This supports the concept of security-led growth, where investments in security infrastructure yield long-term economic returns rather than merely constituting operational costs. The study thus bridges a critical gap in the literature by integrating security and economic dimensions into a unified analytical framework.

Another important finding relates to the role of financing mechanisms in sustaining SSR implementation. The study highlights the need for diversified funding strategies, including public financing, public-private partnerships (PPPs), and innovative instruments such as development-based levies and asset management schemes. This reflects the reality that aviation security systems require continuous investment, not only for initial deployment but also for maintenance, calibration, and technological upgrading. Overall, this study advances the discourse by proposing that SSR should be conceptualized as an integrated governance system rather than a standalone regulatory instrument. The convergence of empirical findings and SLR analysis indicates that fragmented approaches, whether technological, institutional, or economic, are insufficient to address the complexity of aviation security systems. Therefore, future policy design should emphasize systemic integration, adaptive governance, and context-sensitive implementation strategies to ensure both effectiveness and sustainability in aviation security.

From the perspective of Social Research and Opinion, the implementation of the Standard Screening Requirement (SSR) cannot be separated from the dynamics of public opinion and the social construction of stakeholders. The main finding of this study, which highlights the importance of synergy and public trust, is highly consistent with the theory of collaborative governance, where opinion and the level of trust among policy actors are often the main determinants of the success or failure of a socio-technical system. As noted in previous literature on governance and policy implementation, coordination failures are often rooted in a lack of mutual trust and differing perceptions among institutions [37].

The use of the Focus Group Discussion (FGD) method in this research directly applies the fundamental principles of social research by exploring socially constructed perspectives within the complex aviation security system. This demonstrates that the reality of SSR implementation on the ground is heavily shaped by opinions, shared meanings, and acceptance from actors ranging from regulators and airport operators to service users. Furthermore, positive public opinion regarding aviation security and safety will directly impact operational efficiency and enhance the competitiveness of the transportation sector [38], [39].

Therefore, integrating social research and opinion into the evaluation of SSR reaffirms that aviation security is not merely a top-down technical instrument. Public perception and the opinions of street-level implementing actors are necessary to bridge the gap between security policy design and implementation realities, particularly in navigating the geographical complexities and disparities in human resource capacity in Indonesia. The integration of this social perspective ultimately reinforces the concept of *security-led growth*, in which strong public confidence and favorable opinions toward security standards catalyze long-term economic and tourism growth [40], [41].

4. CONCLUSION

This study concludes that the effective implementation of Standard Screening Requirements (SSR) in Indonesia transcends technical compliance; it is a complex socio-technical endeavor that hinges on the synergy between human resource capacity, standardized infrastructure, and collaborative governance. When executed professionally and seamlessly, SSR effectively transforms intensive passenger surveillance into a foundation for public trust, operational efficiency, and security-led economic growth. However, persistent regional disparities, financing constraints, and varying infrastructural capacities across the archipelago remain significant barriers to achieving a uniform and equitable security experience. A primary limitation of this study is its reliance on the perspectives of institutional stakeholders and industry experts through Focus Group Discussions, rather than on direct empirical data from passengers subjected to these measures. Consequently, the findings regarding "social acceptance" and "public trust" are based on a managerial perspective rather than on direct user experiences. To address this gap, future research should employ quantitative surveys to directly measure passenger acceptance, perceived fairness, and tolerance of SSR protocols. Additionally, comparative studies across various airport tiers in different Indonesian regions are highly recommended to understand better how geographic and infrastructural inequalities distinctly impact the passenger security experience. Finally, as aviation security becomes increasingly automated, further studies must critically examine passenger perceptions of privacy and the ethical implications of advanced digital surveillance technologies in airport screening.

ACKNOWLEDGEMENTS

The author would like to express his deepest gratitude to the Directorate General of Civil Aviation, the Directorate of Aviation Security, and the Transportation Policy Agency for their assistance in completing this research.

REFERENCES

- [1] Button, K., & Yuan, J. (2013). Airfreight transport and economic development: An examination of causality. *Urban Studies*, 50(2), 329–340. <https://doi.org/10.1177/0042098012446999>.
- [2] Graham, A. (2018). *Managing airports: An international perspective* (5th ed.). Routledge.
- [3] International Civil Aviation Organization. (2023). *Annual report of the Council*. ICAO.
- [4] Brueckner, J. K. (2003). Airline traffic and urban economic development. *Urban Studies*, 40(8), 1455–1469. <https://doi.org/10.1080/0042098032000094388>
- [5] Klopheus, R. (2009). Frequent flyer programs: Impact on demand and competition. *Journal of Air Transport Management*, 15(6), 348–352. <https://doi.org/10.1016/j.jairtraman.2008.11.007>
- [6] Price, J., & Forrest, J. (2016). *Practical aviation security: Predicting and preventing future threats*. Butterworth-Heinemann.
- [7] Bourrier, M. (2011). *The legacy of the theory of high reliability organizations: A critical analysis*. Springer
- [8] Leveson, N. (2011). *Engineering a safer world: Systems thinking applied to safety*. MIT Press.
- [9] Dekker, S. (2014). *The field guide to understanding 'human error' (3rd ed.)*. CRC Press.
- [10] Reason, J. (1997). *Managing the risks of organizational accidents*. Ashgate Publishing.
- [11] Martins, M. R., Maturana, M. C., & Rocha, R. (2014). Automation and aviation safety: Impacts on human performance. *Safety Science*, 70, 305–312. <https://doi.org/10.1016/j.ssci.2014.06.012>
- [12] Shah, S., Patel, R., & Mehta, K. (2024). Safety management systems in air traffic operations. *Journal of Aviation Management*, 11(1), 22–34.
- [13] Endsley, M. R. (2017). From here to autonomy: Lessons learned from human–automation research. *Human Factors*, 59(1), 5–27. <https://doi.org/10.1177/0018720816681350>
- [14] Kirschenbaum, A. (2015). Generic sources of vulnerability in complex systems. *Reliability Engineering & System Safety*, 134, 30–36. <https://doi.org/10.1016/j.ress.2014.10.003>
- [15] Pressman, J. L., & Wildavsky, A. (1984). *Implementation: How great expectations in Washington are dashed in Oakland* (3rd ed.). University of California Press.
- [16] Hill, M., & Hupe, P. (2009). *Implementing public policy: An introduction to the study of operational governance* (2nd ed.). SAGE Publications.
- [17] Lipsky, M. (1980). *Street-level bureaucracy: Dilemmas of the individual in public services*. Russell Sage Foundation.
- [18] Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory*, 18(4), 543–571. <https://doi.org/10.1093/jopart/mum032>
- [19] Emerson, K., Nabatchi, T., & Balogh, S. (2012). An integrative framework for collaborative governance. *Journal of Public Administration Research and Theory*, 22(1), 1–29. <https://doi.org/10.1093/jopart/mur011>
- [20] Boin, A., & Lodge, M. (2016). Designing resilient institutions for transboundary crisis management: A time for public administration. *Public Administration*, 94(2), 289–298. <https://doi.org/10.1111/padm.12264>
- [21] Gillen, D., & Lall, A. (2004). Competitive advantage of low-cost carriers: Some implications for airports. *Journal of Air Transport Management*, 10(1), 41–50. <https://doi.org/10.1016/j.jairtraman.2003.10.005>
- [22] Forsyth, P., Gillen, D., Müller, J., & Niemeier, H. M. (2019). *Airport competition: The European experience*. Routledge.
- [23] World Bank. (2020). *Air transport and development in emerging economies*. World Bank Publications
- [24] OECD. (2019). *Enhancing connectivity in archipelagic countries*. OECD Publishing.
- [25] Lohmann, G. (2013). Financial sustainability in aviation industry. *Journal of Air Transport Management*, 27, 1–5. <https://doi.org/10.1016/j.jairtraman.2012.10.006>
- [26] Mwangi, J. W. (2013). Impact of inflation on airline performance. *International Journal of Economics and Finance*, 5(3), 199–210.
- [27] Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). SAGE Publications.
- [28] Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). SAGE Publications.
- [29] Nyumba, T. O., Wilson, K., Derrick, C. J., & Mukherjee, N. (2018). *The use of focus group discussion methodology*. *Methods in Ecology and Evolution*.
- [30] Moleong, L. J. (2016). *Metodologi penelitian kualitatif*.
- [31] Raco, J. R. (2010). *Metode penelitian kualitatif*.
- [32] Tranfield, D., Denyer, D., & Smart, P. (2003). *Towards a methodology for developing evidence-*

- informed management knowledge. *British Journal of Management*.
- [33] Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches*.
- [34] Creswell, J. W., & Plano Clark, V. L. (2018). *Designing and conducting mixed methods research*.
- [35] Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77–101. <https://doi.org/10.1191/1478088706qp063oa>
- [36] Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). SAGE Publications.
- [37] Sekgweleo, T., Makovhololo, P., & Iyamu, T. (2017). The connectedness in selecting socio-technical theory to underpin information systems studies. *Journal of Contemporary Management*, 14(1), 1097-1117.
- [38] Weisbrod, G., & Reno, A. (2009). Economic impact of public transportation investment (pp. 1-7). Washington, DC: American public transportation association.
- [39] Avrilianda, D. (2025). Sumbangsih Pendidikan Non Formal Melalui e-Branding Pariwisata Untuk Keberdayaan Masyarakat Banyuwangi. *Jurnal Pendidikan Nonformal*, 20(1), 1-12.
- [40] Ishom, M., Raharjo, K. M., Avrilianda, D., & Fatihin, M. K. (2021, December). The role of facilitators in community empowerment based on learning community to improve vocational skills. In *International Conference on Information Technology and Education (ICITE 2021)* (pp. 156-159). Atlantis Press.
- [41] Muarifuddin, M., Avrilianda, D., Wahzudik, N., Ifriza, Y. N., & Anggareta, D. S. (2025). Peningkatan Kapasitas Pokdarwis sebagai Pengelola Rintisan Desa Wisata Timpik Kabupaten Semarang. *Jurnal Bina Desa*, 7(3), 450-462.
-