

Public Management of Tourism in Tourist Satisfaction at the Kuelap Archaeological Complex, Chachapoyas, 2024

Gestión pública del turismo en la satisfacción de los turistas en el complejo arqueológico de Kuelap, Chachapoyas 2024

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Abstract

The objective of this article was to establish the influence of public management of tourism in tourist satisfaction at the Kuelap Archaeological Complex, Chachapoyas, in the year 2024. In terms of justification, it is important to note that Kuelap has great potential as a tourist destination in Peru. However, it faces significant challenges in terms of infrastructure, cultural interpretation and coordination among the entities in charge of its management. Understanding how public management influences visitor satisfaction will allow us to identify areas for improvement and create effective plans to enhance the visitor experience. In terms of methodology, the research is basic, descriptive, and has a quantitative approach. The sample consisted of 89 tourists who were surveyed. The main conclusion reached is that public management of tourism has a significant influence on tourist satisfaction, as demonstrated by a significance value of 0.002 ($p < 0.05$). This confirms that efficient and well-planned management can significantly improve the tourism experience. In this sense, tourists in Kuelap highly value public management that focuses on improving infrastructure, the quality of services, and involving the local community, which is reflected in their level of satisfaction.

Keywords: public management of tourism, tourist satisfaction, Kuelap Archaeological Complex, quality of services, marketing.

Resumen

El presente artículo tuvo como objetivo establecer la influencia de la gestión pública del turismo en la satisfacción de los turistas en el Complejo Arqueológico de Kuelap Chachapoyas en el año 2024. En lo que respecta a la justificación, es importante señalar que Kuelap posee un gran potencial como destino turístico en Perú, sin embargo, enfrenta importantes retos en cuanto a la infraestructura, la interpretación cultural y la coordinación entre las entidades encargadas de su gestión. La comprensión de cómo la gestión pública influye en la satisfacción de los visitantes permitirá identificar áreas de mejora y crear planes efectivos para mejorar la experiencia del visitante. En cuanto a la metodología, el trabajo es básico, descriptivo, posee un enfoque cuantitativo. La muestra estuvo conformada por 89 turistas a los que se le aplicaron encuestas. La principal conclusión a la que se llegó es la gestión pública del turismo tiene una influencia significativa en la satisfacción de los turistas, como se demostró con un valor de significancia de 0.002 ($p < 0.05$). Esto confirma que una gestión eficiente y bien planificada puede mejorar considerablemente la experiencia turística. En ese sentido, los turistas en Kuelap valoran altamente una gestión pública que se enfoque en mejorar la infraestructura, la calidad de los servicios, y en involucrar a la comunidad local, lo que se refleja en su nivel de satisfacción.

Palabras clave: gestión pública del turismo, satisfacción de los turistas, Complejo Arqueológico de Kuelap, calidad de los servicios, mercadeo.

INTRODUCTION

La gestión pública del turismo en sitios Public management of tourism at archaeological sites faces significant challenges in terms of cultural heritage conservation and tourist satisfaction worldwide. Large numbers of visitors to iconic sites such as Petra in Jordan and Machu Picchu in Peru have raised concerns about heritage conservation and the quality of the visitor experience. An integral approach is needed to manage tourism at these sites, balancing heritage conservation with visitor satisfaction and the involvement of local communities in decision-making (UNESCO, 2018).

In 2021, 54 million tourists crossed international borders, representing 67% of the 2019 level (World Tourism Organization, 2021). The pandemic severely affected tourism, especially in Asia, with a 95% contraction in 2021. In the Americas, tourist inflows fell by 68%. The Latin American and Caribbean region lost US \$134,337 million in the tourism sector, affecting other sectors of the economy by US\$ 195,868 million (Zúñiga, 2021). However, the reopening of borders and the advancement of vaccination have contributed to the generation of confidence and mobility (UNWTO, 2021).

Tourism has grown significantly in recent decades, driven by globalization and increased interest in cultural exploration. Public management of tourism has become a topic of global interest, with countries seeking effective strategies to improve the tourist experience and maximize the economic and social benefits of tourism (Gutierrez & Perez, 2021).

In Peru, the management of archaeological sites such as Kuelap faces challenges in terms of access, infrastructure and visitor management. The lack of basic services and coordination among authorities has negatively affected the tourist experience and sustainable development in the region (Ministry of Culture, 2019; Ministry of Foreign Trade and Tourism, 2020). Despite its historical importance and tourism potential, Kuelap has experienced significant problems in its management.

Peru has twelve UNESCO World Heritage Sites, such as Machu Picchu, which is one of the most important tourist destinations worldwide. However, the pandemic reduced the number of

tourists in the country, significantly affecting the sector. In 2019, Machu Picchu received 1.56 million tourists, while other destinations such as the Colca Valley and the Kuelap Archaeological Complex also saw a decrease in visits. Between 2010 and 2019, tourism contributed significantly to Peru's economic growth, increasing by an average of 9% annually in inbound tourists and 9.3% in foreign exchange earnings (Inter-American Finance Bank, 2021).

In 2023, Kuelap received 46,007 visits, an increase of 15.2% over 2022, although still 55.8% below 2019, Reporte Regional de Turismo, Año 2023-Amazonas, del Ministerio de Comercio Exterior y Turismo (Regional Tourism Report from the Ministry of Foreign Trade and Tourism, Year 2023-Amazonas). Specific challenges in Kuelap include the lack of adequate infrastructure and coordination between responsible entities, affecting both public tourism management and tourist satisfaction (Torrejón, 2020; Rodríguez & Martínez, 2020; Chávez, 2019).

The general problem posed is: How does public management of tourism influence tourist satisfaction in the Kuelap Archaeological Complex, Chachapoyas in 2024? The general objective is to establish this influence, with the hypothesis that there is a significant influence of public management of tourism on tourist satisfaction in Kuelap.

Several studies in the last five years have examined the impact of public management and public-private partnerships on tourism satisfaction. López and Sánchez (2021) showed that effective public policies can improve the tourist experience in beach destinations in Spain. Martínez and García (2020) highlighted the role of public-private partnerships in improving satisfaction in urban destinations. Hernández and Rodríguez (2020) identified strategies that integrate cultural heritage protection and community participation to improve visitor satisfaction. Gutiérrez and Pérez (2021) concluded that cooperation between local communities and tourism stakeholders can significantly enhance the visitor experience and promote sustainable tourism.

The theory of public management of tourism involves coordination between public and private sectors to improve the living conditions of local communities and respond to their needs (UNWTO, 2001). According to Vegas (2017), this management is based on strategic dimensions

such as planning, socioeconomic development, investments and marketing, aimed at creating a sustainable and satisfactory tourism environment for visitors.

Tourist satisfaction is a key indicator that influences loyalty and the intention to recommend a destination (Martínez Caro et al., 2021). Sánchez and López (2021) demonstrated that DMOs can improve tourist satisfaction in coastal destinations through cultural promotion strategies, infrastructure improvement, and environmental sustainability programs. These studies underline the importance of integrated and collaborative management in tourism, highlighting the need for well-designed policies and the active participation of local communities to achieve balanced and sustainable tourism development.

METHODOLOGY

The type of research is basic, since it develops knowledge and studies relationships between variables, with a quantitative approach. Valderrama (2015) states that basic research increases theoretical and scientific knowledge without applying the results to practical problems (p. 38). According to Hernández and Mendoza (2018), the quantitative approach collects data to test hypotheses through numerical measures and statistical analysis, allowing to identify patterns of behavior and test theories.

The quantitative approach is characterized by its objectivity, replicability, generalizability, identification of causal relationships and possibility of advanced statistical analysis (Hernández and Mendoza, 2018). The design is non-experimental, correlational-causal and cross-sectional, describing the relationship between public tourism management and customer satisfaction in the Kuelap Archaeological Complex, Chachapoyas, 2024. Hernández, *et al* (2014) argue that the non-experimental cross-sectional design collects data during a specific period to examine the association of variables.

The population was composed of 103 tour operators (39 lodging companies, 43 travel agencies, 21 restaurants) and 127 tourists who demand tourism services in Kuelap. According

to Hernández *et al.* (2018), a population is a group of elements subject to research to derive conclusions aligned with the established objectives. The sample consisted of 89 tourists, selected through non-probabilistic convenience sampling. Hernandez *et al.* (2018) define sampling as an instrument to determine representative units to collect data and infer about the population under study.

The technique used was the survey, which allows the collection and standardization of information about the variables. The survey was used as a technique to explore and collect data through questions asked to the analysis population. The instrument was the questionnaire. Hernández *et al.*, (2018) argues that the questionnaire is the means to collect and record information. Two questionnaires were used: one with 24 items to evaluate the public management of tourism and another with 30 items for tourist satisfaction.

The validity of the instruments was determined by expert judgment, who concluded that the questionnaires adequately measure the dimensions of the variables studied. Villasis *et al.* (2018) describe validity as the evaluation of a tool to determine how well it measures the variable under study. Reliability was 0.92 for public management of tourism and 0.87 for tourist satisfaction, indicating a high level of internal consistency. Hernandez *et al.* (2018) consider reliability as the statistical comparison between the scores given by the participants on each item of the questionnaire.

RESULTS AND DISCUSSION

Table 1.
Percentage distribution of the public management of tourism variable.

Levels	Frequencies	Percentages
Beginning	45	50.4
Process	41	46.0
Achieved	3	3.5
Total	89	100.0

It is observed that the perception of public management of tourism is mostly in the “beginning” and “process” stages. The majority of respondents (50.4%) believe that public management of tourism is in the “beginning” stage. This shows that tourism policies and strategies implemented by national authorities are still in their infancy, indicating recognition that the activity has begun.

Table 2.

Percentage distribution of the tourist satisfaction variable.

Levels	Frequencies	Percentages
Dissatisfied	21	23.6
Average	24	27.0
Satisfied	44	49.4
Total	89	100.0

The results of the survey of tourists regarding their satisfaction with the Kuelap Archaeological Complex show that 23.6% of those surveyed were dissatisfied with their experience, while 27.0% rated it as average, indicating that their minimum expectations were met but not outstanding. In contrast, a majority of 49.4% of those surveyed were satisfied, reflecting that almost half of the tourists perceive that the services and experiences offered exceeded their expectations.

This study investigated the influence of public management of tourism on tourist satisfaction in the Kuelap Archaeological Complex, Chachapoyas, in the year 2024.

The general objective of this research is to establish the influence of the public management of tourism on the satisfaction of visitors to the Kuelap archaeological complex. In the “process” stage, 50.4% of respondents stated that management is “at the beginning”. This shows that the policies and strategies implemented by the public authorities are still in their infancy and recognizes that tourism activity has begun, but is not yet fully consolidated. Only a small portion (3.5%) believe that the strategic objectives of the public management of tourism have been fully achieved. In terms of tourist satisfaction, the survey results showed that 23.6% of respondents were dissatisfied with their experience in Kuelap,

while 27.0% were moderately satisfied, indicating that although their minimum expectations were met, they did not leave a particularly deep impression. On the other hand, 49.4% of respondents expressed satisfaction, indicating that almost half of the tourists believe that the services and experience exceeded their expectations.

When comparing these results with previous studies, we found significant similarities and differences. Lopez and Sanchez (2021) also found a significant correlation between the implementation of effective public policies and higher tourist satisfaction in their study “Effects of public policies on tourist satisfaction: a case study of Spanish beach destinations”. Their findings highlight the importance of carefully designing and implementing policies to optimize the visitor experience that meet Kuelap’s need to go beyond the “start-up” phase to improve visitor satisfaction.

Similarly, Martínez and García (2020) in their article “The Role of Public-Private Partnerships in Improving Tourist Satisfaction: A Comparative Analysis of Urban Destinations” highlight the effectiveness of public-private partnerships in improving tourist satisfaction in urban destinations. Through comparative analysis, they show that the best practices implemented by these partnerships ensure high quality tourism services and experiences.

These partnerships not only improve public management of tourism, but also fit within the context of global integration and collaborative governance models. The adoption of these practices can be beneficial for Kuelap, suggesting that more collaboration between the public and private sectors can help accelerate progress in the management of tourism, thereby increasing the satisfaction of visitors.

The results obtained from the study conducted in Kuelap show that, although it is recognized that the national management of tourism has begun, it is still in its infancy and needs further development and consolidation. The link between public administration and visitor satisfaction is clear and supported by previous research. The implementation of effective policies and the promotion of public-private partnerships became key strategies to improve visitor experience and thereby increase visitor satisfaction with the archaeological complex in Kuelap.

From inferential test to general hypothesis:

Table 3.

Report of model fit for general hypotheses.

Model	Logarithm of the likelihood -2	Chi-square	gl	Sig.
Only intersection	519.360			
Final	449.206	70.154	40	.002

The table shows the results of the likelihood ratio test report, noting that the significance value is less than 0.05 ($0.002 < 0.05$), indicating that the model fits to explain the existence of influence of the public management of tourism variable.

Table 4.

Pseudo R2 for general hypotheses.

Cox y Snell	.545
Nagelkerke	.546
McFadden	.114

The pseudo R2 value determines through the Nagelkerke coefficient (0.546) that the public management of tourism has a 54.6% influence on tourist satisfaction.

The results obtained by means of ordinary logistic regression statistics demonstrate the general hypothesis put forward in this research, showing that public management of tourism has a 54.6% influence on the satisfaction of tourists to the Kuelap archaeological complex in Chachapoyas, which supports or endorses the hypothesis of the study

Ho: The public management of tourism does not influence tourist satisfaction in the Archaeological Complex of Kuelap, Chachapoyas in 2024.

H1: The public management of tourism influences tourist satisfaction in the Archaeological Complex of Kuelap, Chachapoyas in the year 2024.

This suggests that the public management of tourism plays a crucial role in visitor experience and satisfaction with this important

archaeological site. Comparing these results with the study by Ramos (2020) on urban tourism management and its impact on sustainable tourism, we observe significant correlations between the variables studied. The Spearman coefficient found by Ramos is 0.861, indicating a strong relationship between urban tourism management and sustainable tourism. This finding complements our findings and highlights the importance of effective governance at the local level to promote sustainable tourism development.

Table 5.

Pseudo R2 for specific hypotheses.

	HE1	HE2	HE3	HE4
Cox y Snell	.576	.495	.895	.114
Nagelkerke	.578	.498	.710	.124
McFadden	.154	.130	.691	.017

The Pseudo R2 value determines through the Nagelkerke coefficient that the planning dimension significantly influences the satisfaction of tourists in the Archaeological Complex by 57.8%. The socio-economic development dimension has a significant influence of 49.8% on the satisfaction of tourists in the Archaeological Complex. The investments and projects dimension has a significant influence of 89.5% on the satisfaction of tourists in the Archaeological Complex. And the marketing dimension has a 12.4% influence on tourist satisfaction.

The management of archaeological sites such as Kuelap faces similar challenges to other Peruvian archaeological centers in terms of infrastructure, access and inter-institutional coordination. Lack of basic services and lack of coordination among different levels of government hinder

the sustainable development of tourism in the region. These questions correspond to the problems identified by Peru's Ministry of Culture and Ministry of Foreign Trade and Tourism, underscoring the urgent need to improve public management of tourism in places like Kuelap. The findings confirm that effective public tourism management is critical to visitor satisfaction at the Kuelap Archaeological Complex. Comparing these findings with the Ramos study and taking into account the national context of Peru, it is clear that effective management at the local and national level is essential to promote sustainable tourism and ensure a positive visitor experience at archaeological sites of historical and cultural importance.

Comparing these results with Luna's (2019) study on the relationship between tourist satisfaction and service quality, we find similarities in the importance of satisfying tourist needs for positive experiences. Luna emphasized that lack of integral services and gaps in the quality-of-service delivery will lead to tourist dissatisfaction and ultimately reduce opportunities for long-term sustainable development of the tourism industry. This is consistent with our findings, which emphasize the need for comprehensive tourism planning to meet tourist expectations and ensure service quality in tourism destinations such as Kuelap.

The infrastructure problems noted by Torrejón (2020) and the lack of cultural interpretation and trained guides mentioned by Rodríguez and Gómez (2020) are related to the Kuelap Archaeological Complex. The challenges encountered were consistent. Lack of basic services and limited cultural interpretation can negatively impact the visitor experience and diminish the educational and cultural value of the area. These questions emphasize the importance of adequate planning that not only satisfies the basic needs of tourists, but also takes into account cultural and educational aspects to improve the quality of the tourist experience. The findings, supported by Luna's work and the problems identified by Torrejón and Rodríguez & Gómez, highlight the urgent need for comprehensive tourism planning in the Kuelap Archaeological Complex; to guarantee visitor satisfaction and promote tourism in the sustainable development of the region.

Comparing these findings with Mendoza's (2018) study about the relationship between tourist satisfaction and community tourism management, we found that it is important to consider socioeconomic development to ensure a satisfactory tourist experience. Mendoza concluded that there is a statistically significant relationship between tourist satisfaction and rural tourism management since the Spearman coefficient determined a 0.635, reinforcing the idea that socioeconomic development affects tourist satisfaction. These findings are consistent with our findings and highlight the importance of addressing socioeconomic aspects in tourism management to improve the visitor experience.

Sustainable and responsible tourism is becoming increasingly important in the public management of tourism. Garcia & Lopez (2019) stated that public management of tourism plays a vital role in protecting cultural heritage and ensuring a satisfactory tourism experience for tourists. It is not only about developing tourism infrastructure, but also about promoting the socioeconomic development of local communities to ensure that they benefit equitably from tourism. Our findings support this notion and show that socioeconomic development has a significant impact on visitor satisfaction at the Kuelap archaeological complex. The findings, supported by Mendoza's work and the principles of sustainable tourism, emphasize the importance of addressing socioeconomic development issues in tourism management to ensure a satisfactory visitor experience and promote sustainable tourism in the region.

Comparing these results with previous studies, López and Sánchez (2021) and Martínez and García (2020) also found that effective public policies and public-private partnerships improve tourism satisfaction. Structured and collaborative management, as well as the integration of local communities, are key to improving tourist satisfaction and promoting sustainable tourism development. For the first specific objective, the influence of planning on visitor satisfaction was evaluated. 31.5% of respondents believe that planning is "in the beginning" and 56.2% "in progress", while only 12.4% believe that the objectives have been achieved. Studies by Hernandez and Rodriguez (2020) and Gutierrez and Perez (2021) also stress the importance of destination management and community participation for tourism satisfaction.

Regarding the second specific objective on socioeconomic development, 44.9% of respondents believe that it is in the “start-up phase” and 51.7% “in process”. Only 3.4% believe that the objectives have been achieved. Emre and Kulakoğlu (2021) and the World Tourism Organization (UNWTO, 2021) emphasize the importance of socioeconomic development and coordination among different tourism stakeholders for visitor satisfaction. The third specific objective focused on investment and projects, with 70.8% of respondents believing that they are in the “start-up” phase and only 2.2% considering that the objectives have been achieved. Studies by Gonzalez (2019) and Sancho (2019) indicate that effective investment and project management are crucial for tourism satisfaction. For the fourth specific objective regarding the impact of marketing, 70.8% believe that investments and projects are in the initial stage and only 2.2% consider that the objectives have been achieved. Eva Martínez Caro *et al.* (2021) highlight the importance of customer satisfaction in the tourism industry, while UNWTO (2001) and Hernández and Bojórquez (2009) emphasize the importance of effective public management to improve the visitor experience.

The statistical results, including the Pseudo R2 and the Nagelkerke coefficient, support the general hypothesis that public tourism management significantly influences tourist satisfaction in Kuelap. Comparing these results with studies by Ramos (2020) and others highlights the importance of effective governance in promoting sustainable tourism development.

Public management of tourism in Kuelap is still in its infancy and needs further development and consolidation. The implementation of effective policies, the promotion of public-private partnerships, and the improvement of infrastructure and intersectoral coordination are essential to improve visitor satisfaction and promote sustainable tourism development in the archaeological complex of Kuelap.

CONCLUSIONS

The public management of tourism has a significant influence of 54.6% on the satisfaction of tourists in the Archaeological Complex of Kuelap in Chachapoyas in the year 2024, since the degree of significance was 0.001 ($p < 0.05$) according to the Pseudo R2 value.

The planning dimension significantly influences by 57.8% the satisfaction of tourists in the Archaeological Complex of Kuelap in Chachapoyas in the year 2024, since the degree of significance was 0.001 ($p < 0.05$) according to the Pseudo R2 value.

The socio-economic development dimension has a significant influence of 49.8% on the satisfaction of tourists in the Archaeological Complex of Kuelap in Chachapoyas, since the degree of significance was 0.018 ($p < 0.05$) according to the Pseudo R2 value.

The investments and projects dimension has a significant influence of 89.5% on the satisfaction of tourists in the Archaeological Complex of Kuelap in Chachapoyas in the year 2024, since the degree of significance was 0.001 ($p < 0.05$) according to the Pseudo R2 value.

The marketing dimension has a 12.4% influence on tourist satisfaction in the Archaeological Complex of Kuelap in Chachapoyas in the year 2024, since the degree of significance was 0.032 ($p < 0.05$) according to the Pseudo R2 value.

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