



FACULTY OF SOCIAL AND POLITICAL SCIENCES
UNIVERSITY OF JEMBER
INDONESIA

PROCEEDINGS

INTERNATIONAL CONFERENCE on TOURISM

“Rebuilding Tourism for the Future:
Collaborative Innovation Strategies”

August 12nd - 14th, 2021, Jember - East Java - Indonesia



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Anggota APPTI No. 002.115.1.05.2020

Anggota IKAPI No. 127/JTI/2018

Jember University Press
Jl. Kalimantan 37 Jember 68121
Telp. 0331-330224, psw. 0319
E-mail: upt-penerbitan@unej.ac.id

ISBN 978-623-477-003-2



9 786234 770032



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PROCEEDINGS

ICT

International Conference on Tourism

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JAVA LOTUS HOTEL , JEMBER

August 12-14, 2021

UPT PENERBITAN

UNIVERSITAS JEMBER

2021

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ICT

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"Rebuilding Tourism for the Future: Collaborative Innovation Strategies"

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Publisher:

UPT Penerbitan Universitas Jember

Publisher address:

Jalan Kalimantan 37
Jember 68121
Phone: 0331-330224, Voip.0319
e-mail: upt-penerbitan@unej.ac.id

Distributor:

Jember University Press
Jalan Kalimantan No.37 Jember

Telp. 0331-330224, Voip.0319
e-mail: uvt-penerbitan@unej.ac.id

ISBN: 978-623-477-003-2

CETAKAN KE-1 : APRIL 2022

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Preface

The proceeding of Tourism International Conference consists of selected papers, by the theme collaborative innovation study. Tourism International Conference held on 12-14 August 2021 as a hybrid conference conducted by the Faculty of Social and Political Science, University of Jember, Indonesia.

This international conference aims to provide a platform where all stakeholders from academia, business, government, and society can interact through a series of academic research presentations, panel discussions, and keynote speeches. The theme of the International Conference 2021 is “**Rebuilding Tourism for the Future: Collaborative Innovation Strategies.**” We accepted papers in 5 thematic ideas with various methodologies and approaches. These include articles with the following topics: tourism marketing, tourism destination and sustainable tourism. More than 150 participants attended and 31 papers were submitted.

We would like to take this opportunity to express our sincere gratitude to:

1. Dr. Ir. Iwan Taruna, M.Eng. IPM (Rector of University of Jember)
2. Dr. Djoko Poernomo, M.Si (Dean of the Faculty of Soacial and Political Science, University of Jember)
3. Drs. Vinsensius Jemadu, MBA (Deputy Minister for Destination and Infrastructure Development Ministry of Tourism and Creative Economy)
4. Prof. Carlos Costa (University de Aviro Portugal)
5. David G Simmons, Ph.D (Professor Emeritus, Lincoln University, New Zealand)
6. Dr. Suyanto Waspo (Head of Bappeda Banyuwangi)
7. Wartono Salam (Operation Manager at Kalibaru Cottages Banyuwangi)
8. Panca Oktawirani, Ph.D (FISIP University of Jember)

for their excellent presentation as invited speakers in the International Conference of Tourism 2021.

We also would like to express our heartfelt thanks to our co-hosts and sponsors for their great support, the internal and external reviewers for providing valuable suggestions in the review process, the authors for contributing their research results to the conference, and UPT Penerbitan Universitas Jember as our publication partner. Lastly, we would like to thank the committees for their outstanding contribution to the conference success.

Hopefully, the next Tourism International Conference 2022 could provide excellent opportunities to develop the networking and important channels to share ideas and experiences, and these proceedings could be beneficial in providing further insights for the tourism recovery in the post pandemic era.

Conference chair

Pramesi Lokaprasidha, S.S., M.Par.

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PEMARASAN PARIWISATA

Rebuilding Tourism for the Future: Collaborative Innovation Strategies: The Role of Educational Institutions in the Revival of Tourism Sector

Andy Alfatih

The Faculty of Social and Political Sciences, Sriwijaya University

alfatihmpa@yahoo.com

Abstract Tourism sector plays essential roles in upgrading human prosperity. It makes job opportunity available, enhances economic activity, maintains and promotes culture, reduces mental tension, refreshes soul and mind, and entertains people. Therefore, this sector must be developed properly and successfully. In order to achieve that goal, there have been quite many concepts proposed and applied, betterment done, money spent, and resources enhanced. Some of the notions have been five strategic steps and MICE. This paper tries to propose something else rather than those two. That something else is called edu-tourism program. This concept talks about the meaning, the policy maker, the characteristics, the terms and conditions, the work mechanism, and the advantages. The empiric shows that this concept works effectively in advancing tourism industry.

Key words: edu-tourism program, meaning, policy maker, characteristics, terms and conditions, work mechanism, and advantages.

1. Introduction

Nowadays, there have been some concepts proposed and applied in order to advance tourism sector. Some of them are as follows. In her publication entitled ‘how to promote tourism in 5 strategic steps’, Claudia Bettiol [2020, in <https://discoverplaces.travel/en/how-to-promote-tourism-in-5-strategic-steps>,] suggested 5 strategic steps to attract tourists to our area.

Strategic Steps. They were:

1. Taking care of your place – with love

This first step suggests that tourism destinations should be well maintained. It means that they ought to be clean, safe, cool, and quiet. Moreover, it will be much conducive if the tourism officers, the residents, as well as other visitors in the surroundings of a tourism zone behave politely, friendly, and helpfully. The maintenance should be with pleasure and as best as possible.

2. Find the magic and ‘spirit of the place’

every region owns its peculiarities. These uniquenesses can be in forms of singularity buildings, natural occurrences that are rare or even non-existent elsewhere, or others. These can attract people to visit them. These are the magic and the spirit of the places. They can include sport and musical events, hobbies, design, passion, as well as food.

2. How to Excite the Tourists with Live Experience

In enjoying tourism objects, the tourists are not only going to see the beautiful scenery and lovely antique buildings. They want also to directly experience the local habits and local wisdom. This experience excites them to visit the places.

For example, Dubai is one of the exciting areas to go to. There, tourists can experience desert safari. With 250 US dollars, a tourist is able to enjoy desert adventure by jeep car,

camel riding, ala desert diner with Arabian belly dance for the entertainment. All of those activities are performed in the desert.

In Indonesia, Western tourists enjoy very much the the specific local tourism attraction, like experiencing Go to the rice fields, lead the ducks and see and pick up the eggs of the ducks lying around, bathe in the river, herd buffalo. They also excite with gunung merapi jeep adventure while seeing the remain of the vulcano explosion.

4. Organize the Business of ‘welcoming’ among the populace

Well preparation is one of the keys for the success of edu-tourism. Besides that, active public involvement is also determining, particularly when the tourism objects are less welknown. The service for the tourists should be perfect. Try the best not to happen bad things, like delay, confusion, accident, hurt, loss, and so on. When tourists come to a place, they are welcome with traditional dance by a group of people. Create a festive atmosphere, with traditional unique costumes, the hospitality of the local people, politeness, friendliness. When every thing runs well, the tourists will always remember this nice experience. They will tell others on this. They, even, wanna come again to this pleasing place.

5. Use the web, promote tourism on Social Media and by ‘word of mouth’

The last strategy of promoting tourism area has been by making use social media. This kind of means has extra ordinary power for promotion. It is very simple, ‘free of charge’, popular, and extremely wide reach. It can cover thousand of borderless people. Other advantages of using social media that this facility are various. They can be in forms of diverse applications - like WhatApps, Tweeter, Line, face book, Instagram, etc. – and Web. Web is devided into 2 kinds, sites and portals.

Those are the five strategic steps proposed by Claudia Bettol to develop the tourism sector. Another opinion which has also been populer is mice.

MICE

There is also another notion of promoting the advancement of tourism sector. That is MICE. In <https://hospitalityinsights.ehl.edu/what-is-mice>, EHL Insights discusses about MICE. According to the site, MICE stands for Meetings, Incentives, Conferences, and Exhibitions.

Meetings

Reviving tourism industry can also be through meetings. For comfort and a supposed conducive atmosphere, business people sometimes have also a business meeting in a certain area. It is usually held in a hotel conference room or at convention center. In this way, meeting participants feel more comfortable, so that fresh ideas about business flow smoothly.

Having attended the meeting that makes the participants tired, the participants tend to relax themselves by, one of them, visiting tourist attractions in the area where the meeting is held. In this way, the meeting participants are having self refreshing.

Incentives

The second principle is incentive. Merriam-Webster dictionary defines incentive as something that incites or has a tendency to incite to determination or action. While, according to Cambridge English Dictionary, incentive is something that encourages a person to do something. Thus, in general, incentive means an encouragement [for people] to do a job better. So, it is a kind of a motivation.

In this context, incentive is understood as a reward. This reward is in forms of travelling. Companies where their employees can achieve the set business targets will usually provide incentives in the form of excursion to certain tourist destinations. The outstanding employees are given a chance to stay in a resort, well known hospitality venue, or hotel at

company's expense. These incentives usually include transportation - whether by air, land, or sea -, accommodation, meals, and pocket money. During the trip, of course, the travellers have fun by doing visits, enjoying culinary, taking pictures, and buying some souvenirs. This is what is called tourism. This award can foster employee loyalty.

Conferences

This term is usually popular among academicians or other professionals. The definition of conference, in Collins English dictionary, has been a meeting, often lasting a few days, which is organized on a particular subject or to bring together people who have a common interest.

In common, a conference is often understood as an activity for academicians, professionals, or people who share similar interests. They give each other information and discuss certain subject matter. It is often heard that professional associations, such as IDI and IAPA, hold a conference. In there, they talk about certain agreed subject matters. After the talk, they usually enjoy themselves by having tourism sight seeing, enjoying local specific food, and shopping. It is also a kind of doing tourism. The more it happens, the more advanced tourism industry will be.

The last strategy of MICE is exhibitions.

Exhibitions

Exhibition refers to trading fairs. At this event, public can see flagship products and services which businesses produce. Here, sellers and buyers meet and conduct business transactions. During the exhibition, sales and profits usually increase.

During their being in the area where the exhibition takes place, the people do other things, such as, visiting tourism attractions, both the natural objects, like mountains or beaches, and the modern one, for example shopping mall, as well as social-cultural performings.

It means that tourism activities are occurring. It is very conducive to support the progress of tourism industry because the people who gather are staying in hotels, renting vehicles, ordering souvenirs, eating at restaurants, and so on. So many other aspects are involved an exhibition and give useful benefits.

That is MICE, a tourism sector advancement design. The last concept relating to tourism development that will be discussed in this paper has been Edu-tourism Program.

3. Methode

The third way to promote tourism sector discussed in this paper is edu-tourism program. It is the concept that the author proposes to apply through this paper.

The author has just realized that the concept of edu-tourism has been existing in tourism industry. This concept has been mentioned in **travel industry dictionary**. **Other scholars**, in the work of Bello Yekinni Ojoa and Raja Nerina Raja Yusofub [2013], **such as** Fernández [1978], Jiménez [1986], and Ritchie [2003] also talked about this. So, this concept, to some extent, has been popular. Any Wijayanti et al [2018] stated that “the concept of educational tourism developed as a consequence of the saturation of applying learning methods in a rigid and formal room”. Akhmedova [2020] claimed that edu-tourism was the sector of the economy that is developing fast and is acquiring more and more popularity nowadays.

Nevertheless, the concept of edu-tourism that the author proposes in this paper is quite different from those above ones.

In this context, the concept is called **edu-tourism program**. It is a program because it is a means purposely designed through a certain policy in order to accomplish some certain

objectives of the policy, namely to highten the quality of human resources and to advance the tourism sector.

Definitions

Edu-tourism program is a policy which is initiated and formulated by a policy maker to implement in an educational institution.

Public policy is whatever government choose to do or not to do [Thomas R. Dye, 2017]

Program is a way to accomplish policy goals. It is a part of a policy itself [Andy Alfatih, 2010]

Edu-tourism Program

A policy maker of an educational institution can be the Head Master, the Dean or the Head of Study Program or Department. He or she makes a policy that is able to be in forms of Decree or letter of assignment from the Head Master, the Dean, or the Head of Study Program or Department.

The Characteristics of Edu-tourism Program, among them:

1. educational institution policy -based implementation
2. For the sake, mainly, of the educational institution [accreditation interests and prestige]
3. collaboration between related institutions [educational, bureacratic, or private business institutions]
4. Well organized [small committee: person in chaarge and supervisors, official lettter, clear schedule of activities, and mandatory for students]
5. The main objectives to increase knowledge, broaden experience, establish net-working, theory application, self refresh, to advance tourism sector, and to highten human resource quality.
6. Activities in forms of seminar, study tour, field trip, discussion
7. benefit recipients: educational institution, students, lecturers, teachers, education staffs, work partners, business in tourism sector, and other stake holders.
8. Tourism objects visit [before, in between, or after the academic activities]
9. individually student needs-based budget.

Work Mechanism of Edu-tourism program

Before implementing edu-tourism program, there are some actions that should be taken by an educational institution. Namely:

1. A high rank policy maker of an educational institution makes an academic-activity policy facilitating edu-tourism program
2. Making and signing MoU and MoA with other institutions or at least making initial contact and obtain visit approval from the prospective host
3. Socializing the policy to teaching staffs in the institution
4. Each Head of Study Program follows the policy by making technical matters in detail
5. Informing the students about the program together with the requirements
6. technical meeting on edu-tourism program implementation [the Head of Study Program, student-participants, admistrative staff, and other related sides]
7. Edu-tourism program implementation [visiting the intended institutions – the student-participants usually wear uniform/batik/alma mater jacket - , official welcome by the host, short reply greetings, a lengthy explanation of the duties and obligations of the host institution or seminar, and ends with a discussion or question and answer – on the same or another day, the edu-tourism program student-participants can do other academic activities as have been planned.

8. On the same or the other days, the edu-tourism program student-participants visit tourism objects in the intended areas, and last but not least, souvenir buying up, and taking fun pictures for mememory.
9. Well-go back home.

3. Result and Discussion

This is the way how edu-tourism program work. This concept, edu-tourism program, is a function. This function works very well to advance tourism sector. Brent W. Ritchie – in Bello Yekinni Ojoa and Raja Nerina Raja Yusofub [2013] - views educational tourism as both a product, process, and function. When it is considered as a product, the focus is on learning experience outcome. If it is treated as a process or a function, the point lies on the means to an end.

Table 1
Some Information on The Edu-Tourism Program That Has Been Implemented By The Faculty of Social and Political Sciences of Sriwijaya University

No	The Study Program	Remarks
1	Master degree students in Public Administration	The program has been implemented yearly since 2004. It is compulsory. The intended institutions; Bureaucratic offices/universities in Malaysia and Thailand. Once, we visited Malaysia’s Prime Minister Office and Putra Jaya Hospital in Putra Jaya complex. There, we were warmly welcomed, got an explanation of their duties and responsibilities as well as their working mechanism, did discussion [question and answer], were served Malaysian specialties [laksa and kue Melayu], and had sight-seeing the beautiful and modern office complex.
2	Department of Public Administration [S1]	Occasionally. House of Representative, Ministry, or Universities, mainly, in Jakarta or other cities.
3	Department of Sociology	Field trips in other cities to see the theory application, increase knowledge, or broaden students’ insights. To industries, community centres, or natural spot.
4	Department of Communication Science	Students taking the courses of event management or media relation are often taken to visit event organizer office or TV Stations or Media offices in Jakarta to see the theories application.
5	Department of Public Administration [S1]	Students who take the course of entrepreneurship. Visiting business centres or craft factories in other cities.

Source: The Faculty of Social and Political Sciences of Sriwijaya University, 2021.

Each program implementation is usually followed by, at least, between 50 and 120 participants. If one person spends – on average – Rp. 2.000.000,- for the travel, the budget allocated for the tourism industry will be quite a lot.

The more often edu-tourism programs are carried out, the more advanced the tourism industry will be. This program is very beneficial and makes many sides happy. Therefor, it is very much recommended.

The three concepts of tourism sector progress discussed above are believed can be implemented effectively. However, if there are weaknesses or in circumstances which are

considered "abnormal", then it is necessary to make adjustments or empowerment. Those adjustment or empowerment can be in forms as follows, as suggested by Sulaiman, Adhi Iman; Chusmeru; Adi, Tri Nugroho; Jati, P. Imam Prawoto; Runtiko, Agus Ganjar; Sutikna, Nana [2020]

Tabel 2
Empowerment Program Design in Educational Tourism (Edutourism)

No	Problem Identification	Management of Employment Program
1	The declining of tourist visit and entrepreneur group and society income due to Covid 19 pandemic.	1.1 Providing counseling and training in health protocols to maintain personal, family, community, environmental and activities as well as educational tourism activities from the dangers of Covid 19 1.2 Providing training on how to make hand sanitizer, disinfectant fluid, masks and face shields to prevent Covid 19 and continue health protocols in new normal times 1.3 Forming a health protocol task force (Satgas) team at the tourist site
2	Agro-tourism only relies on natural beauty and artificial game tourism facilities	2.1 Providing motivation and self-management training to shape the characteristics of creative, innovative and productive entrepreneurship by maintaining local wisdom and preserving natural beauty 2.2 Identifying and create strategies for the formation of educational community development that provide knowledge, experience and cultural skills and agricultural cultivation
3	Food security products are still managed conventionally to meet daily needs, post-harvest entrepreneurship groups are no longer active and there is no sustainability of post-harvest processed product.	3.1 Providing inspirational training and motivating successful entrepreneurs in the field of postharvest processing innovation 3.2 Conducting entrepreneurship training for post-harvest products that can be used as souvenirs for agro-tourism as well as a post-harvest educational facilitator for visitors (tourists). 3.3 Product label design training and packaging techniques, halal labeling and product sales licensing procedures with hygienic and clear official standards for the composition of nutritional content and expiration limits. 3.4 Making a mini market of horticulture and postharvest products as souvenirs for typical visitors and tourists
4	Educational tourism has not been managed by a digital tourism, promotion and marketing management team	4.1 Identifying, analyzing and selecting the potential, interests and abilities of the village's young generation to become an educational tourism team 4.2 Forming educational tourism teams with various specialties, ranging from administrative and financial management teams, information management and tourism service teams, creative and entertainment management teams, horticultural cultivation teams,

		<p>postharvest processing innovation teams, soft skill training teams with outbound and digital promotion and marketing teams.</p> <p>4.3 Training on making and managing information media, promotion and marketing such as on social media, online shops, market places, video blogging (Vlogs), YouTube and educational sites</p>
5	The empowerment program has not been integrated into a partnership management program between stakeholders	<p>5.1 The government, private sector, educational institutions, and tourism activists carry out an integrated and synergetic empowerment program as well as providing assistance to certify edu-tourism expertise.</p> <p>5.2 Creating an edu-tourism curriculum which guides the educational tourism team providing information and training on the cultivation of horticultural tourism, post-harvest product processing innovations and soft skill training and outbound</p> <p>5.3 Making regulations not to build artificial tourism game facilities that will damage the environment and the beauty of nature that is beautiful and natural.</p> <p>5.4 All stakeholders make and formalize the pilot study area as a center for training and tourism education, agricultural cultivation and postharvest product processing innovations.</p> <p>5.5 Establishing a natural school based on food security and horticultural cultivation, post-horticultural product innovation and educational tourism. Managers, instructors, facilitators, and facilitators of natural schools in the short term can work together with the government and educational institutions as well as the private sector, but in the long term they can be maximally managed by village communities, especially the younger generation</p>

Source: Journal of Economics and Management Sciences; Vol. 3, No. 3; 2020 ISSN 2576-3008 E-ISSN 2576-3016 <https://doi.org/10.30560/jems.v3n3p1>

Table 2 above indicates that there needs various works which should be taken to succeed edu-tourism. They range from counselling, training, facilities betterment to partnership program.

4. Conclusion

Educational institutions can play their role to revive tourism sector. The tourism sector revival can be carried out through several ways in which one of them is edu-tourism program. Not only does it work for tourism sector revival, but also for human resource quality improvement as well the improvement of the people's economy.

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Post

Pandemic Covid 19; Journal of Economics and Management Sciences; Vol. 3, No. 3;

2020 ISSN 2576-3008 E-ISSN 2576-3016 <https://doi.org/10.30560/jems.v3n3p1>

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Festival 3 Gunung Sebagai Terobosan Baru Pemerintah Kabupaten Lembata dalam Melakukan 'City Branding' Untuk Peningkatan Kualitas Pariwisata

Arlan Alexzand Bessie

Universitas Nusa Cendana, Fakultas Ilmu Sosial & Ilmu Politik, Program Studi Ilmu Administrasi Bisnis, Kupang, Nusa Tenggara Timur, Indonesia

arlandbessie@gmail.com

Abstract. Lembata district is often known by many people for its whale catching processions. This small district in East Nusa Tenggara, which is rarely highlighted, turns out to have a lot of extraordinary and unique tourism potential. Unfortunately, Lembata district does not yet have a solid and strong identity, city image, or brand in the eyes of domestic and foreign tourists such as Bali, and other tourism areas, which makes it rarely an option for traveling. In 2019 the Lembata district government introduced an event in Kuta, Bali named "3 Mountains Festival" as an effort to introduce Lembata to the eyes of domestic and foreign tourists. Through this research, researchers will connect the concept of 'city branding' with this "Festival 3 Gunung" event. Researchers will also analyze the steps and process of implementing city branding according to Andrea Insch and link them to the government's efforts in conducting this 3 mountains festival.

Keywords : city branding, Lembata, 3 mountains festival

1. Pendahuluan

Kabupaten Lembata merupakan salah satu kabupaten yang terletak di provinsi Nusa Tenggara Timur (NTT), dengan luas 1.266,40 km². Saat mendengar tentang kabupaten ini, banyak orang yang akan langsung teringat akan prosesi perburuan ikan paus di desa Lamalera, bahkan banyak juga yang belum pernah tahu atau mendengar tentang kabupaten ini sama sekali.

Selain prosesi perburuan pausnya yang unik, Lembata ternyata memiliki banyak sekali harta karun tersembunyi yang jarang diketahui oleh wisatawan dalam negeri maupun manca negara. Dengan keunikan pada gunung apinya, pantainya, lautnya, daratannya, hingga budayanya, menjadikan Lembata sebuah paket lengkap bagi para wisatawan yang ingin menikmati beragam pengalaman wisata di satu tempat yang sama.

Pada April 2019 pemerintah kabupaten Lembata meluncurkan Festival 3 Gunung, yang diresmikan langsung oleh bupati Lembata, Eliasar Yentji Sunur, ST, MT di Kuta, Bali, tepatnya di Lippo Mall Kuta, yang nantinya akan berlangsung dari tanggal 26 hingga 31 Agustus 2019, sebagai upaya city branding yang dilakukan oleh Pemkab Lembata. Festival ini diberi nama "Festival 3 gunung" Karena Lembata merupakan tuan rumah dari 3 gunung berapi yang masih aktif hingga sekarang yakni Ile (gunung) Werung, Ile Batutara, dan Ile Lewotolok, yang sempat Meletus pada April 2021 lalu, setiap gunung ini memiliki keunikannya masing-masing, seperti Ile Batutara yang erupsi setiap 20 menit sekali dan dapat dilihat langsung dari dekat dengan jarak 50 meter, yang dinobatkan sebagai tempat wisata gunung berapi ter- unik nomor 2 di Indonesia pada tahun 2017, Ile Lewotolok yang memilikih kawah yang luas pada puncaknya serta berpasir putih dan dapat digunakan untuk bermain sepakbola, lalu Ile Werung yang di dalam gunungnya memiliki goa serta terowongan yang

menuju hingga pantai serta wisata sarang walet. peluncuran festival ini ditandai dengan pertunjukan seni budaya serta promosi tempat-tempat pariwisata di kabupaten Lembata.



Gambar 1. Logo Festival 3 Gunung
Sumber : Twitter (@festival3gunung)

Sebenarnya Festival ini sudah dimulai sejak tahun 2018, tetapi alasan dipilihnya Bali sebagai tempat peluncuran festival ini pada tahun 2019 adalah karena Bali merupakan pusat pesona wisata Indonesia yang dapat dimanfaatkan untuk memperkenalkan serta menyajikan potensi pariwisata daerah lain ke kacamata wisatawan asing. "kami berharap festival ini mampu meningkatkan kualitas pariwisata dan menghadirkan wisatawan lebih banyak lagi ke Lembata" jelas Eliasar Yentji Sunur dalam wawancara dengan awak media, Rabu (24/4/2019).

City Branding sendiri merupakan upaya dari pemerintah suatu daerah untuk membangun citra positif yang sesuai dengan ciri khas serta karakteristik dari daerah tersebut, yang membedakannya dengan daerah lain, dengan harapan dapat semakin menarik perhatian baik secara regional maupun global. City branding sebenarnya bukan lagi suatu hal yang baru di Indonesia. Sudah banyak daerah-daerah di Indonesia yang menerapkan sistem ini dan banyak juga yang berhasil, seperti "Paris Van Java" sebagai julukan kota Bandung, "The Sunrise of Java" sebagai julukan bagi kota Banyuwangi, "Shinning Batu" untuk kota Batu, dan istilah lainnya. Bahkan ada juga yang sampai dapat mengalahkan kepopuleritasan Indonesia itu sendiri di kancah Internasional, tak lain dan tak bukan, Bali "The island of gods" itu sendiri.



Gambar 2. Contoh logo city branding dari berbagai kota di Indonesia
Sumber : id.pinterest.com

City Branding pertama kali dikemukakan oleh Simon Ahlot, melalui bukunya dengan judul "*Brand New Justice*" tahun 2003. Melalui buku ini Simon menjelaskan bahwa city branding merupakan gagasan atau upaya pengaplikasian sebuah identitas (brand) yang biasa digunakan pada sebuah produk, menjadi identitas (brand) suatu daerah atau tempat, sehingga menjadi nilai tambah di mata wisatawan (sebagai konsumen). Dan city branding ini tidak hanya akan menguntungkan para wisatawan sebagai konsumen, namun masyarakat daerah tersebut juga yang dapat dirasakan melalui peningkatan ekonomi, pelayanan publik dan sosial, hingga kesehatan

Andrea Insch mengemukakan empat langkah atau proses dalam penerapan city branding disuatu daerah :

2. Identity, melakukan identifikasi akan identitas, atribut, serta asset dari suatu kota
 3. Objective, mendefinisikan serta menentukan alasan utama dari penerapan city branding secara jelas
 4. Communication, melakukan komunikasi baik secara daring (online) maupun luring (offline) kepada setiap pihak yang berperan serta berkepentingan dengan kegiatan yang dilaksanakan, dan kota atau daerah tersebut
- a) Coherence, proses implementasi city branding dengan memastikan bahwa segala bentuk program dari kota tersebut menyampaikan pesan yang sesuai, terintegrasi serta konsisten

Dalam menerapkan city branding melalui Festival 3 gunung ini, Pemkab Lembata sudah merencanakan banyak event menarik yang tidak hanya akan memperkenalkan tentang 3 gunung di lembata itu sendiri tetapi juga keunikan, potensi wisata, dan budaya dari kabupaten Lembata diantaranya adalah lomba pentas seni daerah lembata yang diikuti oleh siswa siswi dari SD hingga SMA, Lembata Youth music & Film Festival, lomba Tracking di gunung Ile Lewotolok dan Ile Werung, pesta kacang Ile Ape, International Heritage Walk yang diisi dengan upacara adat "Ahar" atau kegiatan memberi makan roh-roh leluhur oleh masyarakat desa Atadei, dan juga kegiatan "Hadok" yakni olahraga tinju tradisional masyarakat Lembata desa Atadei, serta Demonstrasi Prosesi penangkapan Ikan Paus (Lamalera Whale Catching Adventure) di desa Lamalera. Tak cuma sampai disitu saja, ada juga event "NTT Fashion Carnival", lomba melukis serta festival payung tradisional Lembata, lomba paralayang tingkat internasional, hingga lomba Layang – layang.

Semua kegiatan serta event ini merupakan bentuk usaha serta proses yang bertujuan untuk membentuk serta memperkenalkan sebuah Brand yang solid yang memiliki ciri khas tersendiri dari kabupaten Lembata kepada para pengunjung dan wisatawan baik lokal maupun mancanegara sebagai konsumen pariwisata dengan harapan agar semakin menarik banyak pengunjung dan wisatawan lokal hingga global, yang nantinya juga dapat menjadi pendorong bagi masyarakat dan pemerintah Lembata untuk semakin berkembang dan maju baik dalam bidang ekonomi, pelayanan publik, kesehatan, dan sebagainya.

2. Metode Penelitian

Dalam penelitian ini, peneliti menggunakan metode deskriptif kualitatif dengan paradigma pragmatisme. Metode penelitian deskriptif kualitatif ini dipilih oleh penulis dengan tujuan untuk mendeskripsikan serta menggambarkan kondisi serta fenomena yang ada, baik alamiah maupun rekayasa manusia, dengan lebih memperhatikan keterkaitannya antar kegiatan, kualitas, hingga karakteristiknya. Metode deskriptif kualitatif sesuai dengan namanya merupakan metode yang bersifat deskriptif dan analitis, yang fungsinya menggambarkan fenomena yang sedang terjadi atau sedang berjalan, maupun fenomena di masa lampau. Hasil penelitian yang ditonjolkan adalah prosesnya.

Dalam penelitian ini peneliti menggunakan Teknik pengumpulan data observasi, studi pustaka dan studi dokumen. Untuk Teknik analisis datanya, penulis menggunakan Teknik

analisis content (content analysis) dengan menganalisis data-data dengan konteks tertentu, yang berkaitan dengan budaya serta atribut mereka, sesuai penjelasan Krippendorff (1989:403).

3. Hasil & Pembahasan

Seperti yang sudah dijelaskan sebelumnya, terdapat empat (4) langkah atau proses dalam penerapan city branding menurut Andrea Insch, yaitu Identity, Objective, Communication, dan Coherence.

Identity

Pada tahun 2018 Pemerintah mulai melaksanakan “Festival 3 Gunung” dengan tujuan untuk memperkenalkan Kabupaten Lembata dengan keunikannya, 3 gunungnya, budaya dan tradisinya, serta berbagai potensi pariwisata khususnya. Kemudian pada tahun 2019 pemerintah kabupaten Lembata mulai memperkenalkan festival ini secara global di Kuta, Bali, sekaligus menetapkan brand serta identitas yang solid di mata wisatawan nasional hingga global.

Objective

Alasan Pemerintah kabupaten Lembata melaksanakan Festival 3 gunung ini adalah untuk menaikan pengunjung serta wisatawan baik lokal maupun global agar pada akhirnya dapat memajukan kabupaten lembata dalam berbagai bidang dari ekonomi, pelayanan publik dan sosial, hingga kesehatan.

Communication

Pemerintah kabupaten Lembata resmi memperkenalkan Festival 3 gunung pada tahun 2018 di Gedung Kementerian Pariwisata, yang dihadiri oleh Deputi Bidang Pengembangan Pemasaran I Kementerian Pariwisata (Kemenpar) I Gede Pitana, Bersama Bupati Kabupaten Lembata, Eliasar

Yentji Sunur, Yang akan dilaksanakan mulai dari tanggal 22 – 29 September 2018. Kemudian Festival ini mulai diperkenalkan secara global di Kuta, Bali pada tahun berikutnya, tahun 2019.

Coherence

Pada tahun 2018 pemerintah kabupaten Lembata mulai melaksanakan Festival 3 Gunung, yang dilaksanakan dari tanggal 22 – 29 September 2018, yang kemudian mulai diperkenalkan secara global pada tahun 2019 di Kuta, Bali. Pada Festival ini pemerintah Lembata tidak hanya memperkenalkan tentang keunikan 3 gunung itu saja, tetapi juga keunikan, potensi wisata, hingga budaya dan tradisi dari kabupaten Lembata yang jarang diketahui oleh masyarakat lain. Event yang dilaksanakan dalam festival ini antara lain adalah lomba pentas seni daerah lembata yang diikuti oleh siswa siswi dari SD hingga SMA, Lembata Youth music & Film Festival, lomba Tracking di gunung Ile Lewotolok dan Ile Werung, pesta kacang Ile Ape, International Heritage Walk yang diisi dengan upacara adat “Ahar” atau kegiatan memberi makan roh-roh leluhur oleh masyarakat desa Atadei, dan juga kegiatan “Hadok” yakni olahraga tinju tradisional masyarakat Lembata desa Atadei, serta Demonstrasi Prosesi penangkapan Ikan Paus (Lamalera Whale Catching Adventure) di desa Lamalera. Tak cuma sampai disitu saja, ada juga event “NTT Fashion Carnival”, lomba melukis serta festival payung tradisional Lembata, lomba paralayang tingkat internasional, hingga lomba Layang – layang.

Sampai saat ini pemerintah kabupaten Lembata belum menetapkan brand yang pasti untuk kabupaten ini, oleh sebab itu penulis mencoba memaparkan konsep City branding yang dibuat oleh penulis sesuai pandangan penulis akan kabupaten Lembata. Nama yang dipilih oleh penulis sebagai City Branding dari Lembata adalah “Enchanting Lembata”. Nama ini dipilih karena kata “Enchanting” selain berarti ‘Mempesona’, kata ini menggambarkan sesuatu yang menyihir atau memikat dalam artian yang magis. Dan dilihat dari budaya serta tradisi kuno yang masih kental pada masyarakat Lembata, dan keunikan dari gunung, daratan,

pantai hingga lautnya, penulis merasa nama ini cocok untuk dijadikan sebagai brand dari kabupaten Lembata, karena dengan segala keunikannya, Lembata akan 'menyihir' anda sebagai wisatawan untuk datang dan turut menikmati keindahan dari kabupaten ini



Gambar 3. Konsep logo branding kabupaten Lembata

Pada Logo tersebut terdapat 2 elemen utama yang menurut penulis sangat menggambarkan identitas kabupaten Lembata. Yang pertama adalah gambar ikan paus, yang terinspirasi dari prosesi penangkapan ikan paus yang terkenal, oleh masyarakat Lembata, tepatnya desa Lamalera. Dan yang kedua, terdapat gambar 3 gunung, yang masing-masing menggambarkan ketiga gunung berapi yang ada di Lembata, yaitu gunung Ile Lewotolok, Ile Batutara, dan Ile Werung, yang dimana seperti sudah dijelaskan sebelumnya, bahwa ketiga gunung ini masing-masing memiliki keunikannya tersendiri.

a) Kesimpulan

Berdasarkan hasil penelitian, serta rumusan masalah pada penelitian ini, dapat ditarik kesimpulan bahwa, Festival 3 gunung yang diadakan oleh pemerintah kabupaten Lembata sejak Tahun 2018 ini, merupakan suatu permulaan yang baik dalam membentuk identitas serta citra kota yang solid dan kokoh, yang mencerminkan setiap keunikan dan keindahan dari kabupaten Lembata. Dan juga hal ini menjadi pendorong bagi kabupaten Lembata agar semakin maju. Terbukti dari data "NTT Dalam Angka" yang disediakan oleh Badan Pusat Statistik (BPS) Nusa Tenggara Timur, bahwa sampai tahun 2017 kabupaten Lembata belum memiliki Hotel. Dan pada akhir tahun 2018 tercatat sudah terdapat 6 hotel yang ada di Lembata, dan jumlahnya terus meningkat sejak saat itu. Begitu pun dengan jumlah restoran yang ada di Lembata. Hal ini menjadi pondasi yang kuat bagi perkembangan sektor pariwisata di Lembata, serta menjadi dasar bagi City Branding yang solid di kaca mata wisatawan baik domestik maupun mancanegara.

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Discipline of the Planning and Cooperation Bureau of in the Perspective of Office Tourism

**Sitti Hardiyanti Arhas¹, Riskawati², Sirajudin Saleh³, Haedar Akib⁴, and
Suprianto⁵**

^{1,2,3,4}Universitas Negeri Makassar

⁵Universitas Borneo Tarakan

*hardiyantiarhas@unm.ac.id

Abstract. One of the benchmarks for the success of an agency's goals can be seen from the discipline of its employees. This is because employees play an important role in the sustainability of an agency where employees are the main movers in achieving organizational or agency goals. Apart from being the main mover, every employee must always apply discipline in carrying out his work. Data collection techniques using observation, interviews, and documentation. The results of this study indicate that employee discipline is in the moderately disciplined category. Viewed from the aspect of attendance frequency, it shows that the employees of the Planning and Cooperation Bureau of Makassar State University are still less than optimal in the attendance level indicator. The indicators for the level of alertness, adherence to work standards, compliance with work regulations, and work ethics are good. The inhibiting factors for employee work discipline are influenced by employee self-awareness factors. Meanwhile, the supporting factors for employee discipline are sufficient job satisfaction and work spirit.

Keywords: Planning, Office Tourism

1. Introduction

Employees are one of the important factors in achieving the goals of government agencies effectively and efficiently (Kruyen & Van Genugten, 2020; Suprpto, Pomalingo, & Akib, 2018; Yeshiwas, Kiflie, Zeleke, & Kebede, 2018). In addition, employees are the driving force or determinant of the running of an organization. Civil Servants are the backbone of the government in carrying out national development (de Lange & Homburg, 2017; Yeshiwas et al., 2018). The role of civil servants is as termed in the military world which reads "not the gun, the man behind the gun", that is, it is not the weapon that is important but the man who uses the weapon. Modern weapons have no significant meaning if the people who are trusted to use the weapons do not carry out their obligations properly.

Based on Law No. 5 of 2014 article 1 paragraph 3 concerning the State Civil Apparatus, it is stated that "Civil servants, hereinafter abbreviated as PNS, are Indonesian citizens who meet certain requirements, are appointed as State Civil Apparatus (ASN) permanently by the Civil Service Supervisor for occupying government positions."

It is a reality that every work environment expects all employees to always participate in directing their best abilities. However, working is not optimal without being accompanied by discipline as one of the elements that determine the achievement of organizational goals. Discipline has a broad and different meaning. Work discipline is a way to raise awareness for subordinates to carry out the tasks that have been assigned (Hu & Liu, 2020; Ritter, Wehner, Lohaus, & Krämer, 2020; Waris, 2015). Discipline is an attitude of respect for the rules and regulations of the organization, which exist within employees, which causes them to be able to conform voluntarily to company rules and regulations (Goncharenko & Khadaroo, 2020;

Schleu & Hüffmeier, 2020). Discipline is the willingness of someone who arises with the self-awareness to follow the rules that apply in the organization.

A work discipline is a tool that can be used by leaders to communicate with their employees so that they are willing to change behavior to increase awareness and willingness to comply with all organizational regulations and applicable social norms. Based on Government Regulation No. 53 of 2010 article 1, it is stated that: civil servant discipline is the ability of civil servants to comply with obligations and avoid prohibitions specified in laws and regulations and or official regulations which if not obeyed or violated are subject to disciplinary punishment and disciplinary violations are any words, writings or actions of civil servants who do not comply with obligations and or violate the prohibition of the provisions of civil servant discipline, whether carried out inside or outside working hours. In the Civil Service Disciplinary Regulations, discipline violations are discussed, namely any words, writings, or actions of civil servants that violate the provisions of the Civil Service Disciplinary Regulations both inside and outside working hours.

The level of discipline of a person is different from others (Niswaty, Juniati, Darwis, Salam, & Arhas, 2019; Sari, Jamaluddin, Saleh, & Arhas, 2020). This different level of discipline will be seen when someone works. The difference in the level of discipline because everyone has different obstacles in working. according to (Hasibuan & Silvy, 2019) stated that there are several factors related to work discipline including goals and abilities, exemplary leaders, remuneration, justice, supervision, sanctions, assertiveness, and human relations.

According to (Sumali, Simatupang, & Wicaksana, 2019) In general, the barriers to work discipline are divided into 2 (two) factors, namely, first, the personality factor consisting of goals and abilities, exemplary leadership, remuneration, and justice. However, some people recognize the need for external discipline to aid their self-discipline. Effective discipline should be directed to the behavior, not to the employee personally because the reason for discipline is to improve performance.

The Universitas Negeri Makassar Planning and Cooperation Bureau is the implementing elements of the UNM administration which provides technical and administrative services to all elements within UNM. Based on initial observations made since early August 2020, it shows several phenomena of UNM Planning and Cooperation Bureau employees such as employees who always come late to the office, leave the office, not on time, and some employees play games during working hours. The discipline that is being studied in this study is a discipline in work that includes the frequency of attendance, level of vigilance, adherence to work standards, adherence to work regulations.

Based on several opinions that have been described previously, the discipline aspect is one of the factors that can influence employee performance. The same is true for employees of the UNM Planning and Cooperation Bureau. Based on the phenomena that have been described previously, the researchers are interested in researching with the title "Discipline of Planning and Cooperation Bureau of Makassar State University".

2. Methods

This study uses a qualitative approach, (Sugiyono, 2016) defines that a qualitative approach is a research method based on the philosophy of postpositivism, used to examine the condition of natural objects, (as opposed to an experiment) where the researcher is the key instrument, the sampling of data sources is carried out purposively and snowballing. The data collection techniques in this study are using observation, interview, and documentation techniques. Data analysis techniques in this study are data collection, data condensation, data presentation, and data verification or conclusions.

3. Results and Discussion

3.1. Discipline

Attendance frequency. Attendance level is one of the right measurements to see employee discipline. In addition, the punctuality of employees arriving and leaving the office is also an important thing to note. Although the attendance rate of employees is high, if the punctuality of coming and going home is not following the rules, it can be said that the employee still needs to improve discipline. Based on the results of interviews that have been carried out, it can be concluded that the employees of the Planning and Cooperation Bureau of Makassar State University have obstacles to arrive on time to the office because each employee is influenced by employee personal factors. This is also supported by the results of observations made which show that most employees do come late to the office, and some employees leave the office, not on time. However, the employees have reasons and ask for permission first from the leadership if the employee concerned is late for entry or does not come to the office. From the results of the absent recapitulation documentation for January, February, and March 2021 obtained, it can be seen that the attendance level of the Makassar State University Planning and Cooperation Bureau employees is at a high-frequency level. But from the observations made, most of the employees come to the office, not on time.

Level of vigilance, employees who in carrying out their work are always full of calculation and accuracy have a high level of vigilance towards themselves and their work. Accuracy of employees in using office facilities and equipment following procedures to avoid work accidents as well as for maintenance of office facilities and equipment. Based on the results of interviews conducted, it can be concluded that the level of vigilance of the Makassar State University Planning and Cooperation Bureau employees includes accuracy in using office facilities and equipment following procedures, and employees play a good role in maintaining the office facilities and facilities provided, such as turning off the laptop or computers when not in use/when returning from work, and employees always pay attention to cleanliness while working. The results of observations made also indicate that employees use office facilities and equipment following procedures and employees understand that office facilities and facilities provided must be properly maintained.

Adherence to work standards. All types of work have their respective work standards and employees as implementers must be able and obedient to the work standards that have been previously set. Guidelines and work standards for employees are not used as a form of pressure or force, but employees must understand that work guidelines and standards are a system or part of an agency that must be obeyed. Based on the results of interviews that have been carried out and obtained information that in working the employees of the Planning and Cooperation Bureau of the Makassar State University have met the work standards applied such as completing a job on time and with satisfactory results. So it can be concluded that the employee's adherence to work standards which include carrying out work following standard operating procedures (SOPs) is good. This is also following the results of observations made which show that employees work following work standards.

Obedience to work regulations is intended for comfort and smooth working. Comfort and smoothness in working are not only seen from one employee but also the comfort and smoothness of working among other employees. Compliance with work regulations includes employees working according to their respective competencies and expertise and dressing neatly with complete attributes. Based on the results of interviews that have been conducted with several informants and obtained information that employees of the Planning and Cooperation Bureau of Makassar State University, in general, have obeyed office rules such as wearing uniforms and dressing neatly at the office. However, from observations, it is known that there are still employees who go to the office not wearing attributes such as

identification. Some employees wear sandals at the office because employees are more flexible. In terms of work, each employee works according to their competence and expertise.

The implementation of duties and functions for employees is not enough if it is not supported by employee ethics at work. Employees at work are not only required for their skills but are also required to act with good ethics. This is intended to create a harmonious atmosphere at work, and mutual respect between fellow employees. Based on the results of the interviews obtained, it can be concluded that the work ethic of the employees of the Planning and Cooperation Bureau of Makassar State University which includes good cooperation and harmonious relations between fellow employees can be said to be good. This is also supported by the results of observations and documentation carried out which show that the cooperative relationship among employees is very well established and fellow employees respect and respect each other so that employees feel that the environment in which they work can make them comfortable and relaxed.

3.2. Obstacle factor

The implementation of discipline in work is strongly influenced by several factors, both inhibiting factors and supporting factors for employee work discipline. From the results of interviews conducted, it is known that employees of the Planning and Cooperation Bureau of Makassar State University before going to the office have busy things to do first so that they prevent employees from coming to the office on time. This illustrates that the level of self-awareness of employees to come to the office on time is still lacking. From the observations made, it is known that employees often come late to the office. Some employees go home from work not yet at the appointed time to go home. However, employees who arrive late or do not come to the office or leave the office early will seek permission first from the Section Coordinator. This research documentation is carried out when employees come to the office and leave the office.

3.3. Supporting Factor

Discipline in work is not only influenced by inhibiting factors but also influenced by supporting factors. The factors supporting the discipline of the Makassar State University Planning and Cooperation Bureau employees were found from the results of the interviews, namely that employees were more enthusiastic in working if there was a bonus/honor given when carrying out a job outside of their duties and functions. In addition, employees of the Planning and Cooperation Bureau of the Makassar State University also get a performance allowance or allowance where employees get remuneration that is more in line with their respective grades. This shows that the remuneration provided to employees has a very important role to carry out discipline at work. From the observations made during the research, it is known that it is not the only remuneration that makes employees disciplined at work, but a comfortable work environment, mutual respect between fellow employees encourages employees to work well.

4. Discussion

4.1 Discipline

Based on the results of the analysis of the data obtained, it can be seen that the employees of the Planning and Cooperation Bureau of Makassar State University are always present at the office. However, most employees come to the office, not on time. Employee delays are caused by obstacles or personal reasons or reasons for additional work carried out by employees. However, the employee's delay in entering the office due to personal reasons is the dominant factor and if the employee is late or does not come to the office, then the employee asks for permission first. The regulation on working hours for the Planning and

Cooperation Bureau of the Makassar State University refers to the Circular Letter Number: 6125/UN36/KP/2013 concerning Changes in the Working Hours of Civil Servants at the Makassar State University. In the circular letter, the Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 107 of 2013 concerning Performance Allowances for Employees in the Ministry of Education and Culture Article 6 paragraph (2) states that the working days and hours as referred to in paragraph (1) are as follows::

- a. Monday to Thursday 07.30 – 16.00
Break time 12.00 – 13.00
- b. Friday at 07.30 – 16.30
Break time 11:30 – 13:00

Siswanto (Sinambela, 2016) argued that the frequency of attendance is one of the benchmarks to determine the level of employee discipline. The higher the frequency of attendance or the lower the absenteeism rate, the employee has high work discipline. This is a sign that the frequency of employee attendance, especially the frequency of attendance on time to come and go home from work, can be said to be quite disciplined.

Employees in carrying out work duties in the office are required to always be careful in their work, such as using office facilities and equipment following procedures as well as maintaining and properly maintaining the office facilities and equipment provided. Based on the results of the analysis of the data obtained, it is known that the employees of the Planning and Cooperation Bureau of Makassar State University use office facilities and equipment following their procedures and functions and employees work carefully. In addition, employees also play a role and are responsible for caring for and maintaining office facilities and facilities provided.

According to Siswanto (Sinambela, 2016) argues that the level of vigilance, employees who in carrying out their work are always full of calculation and accuracy have a high level of vigilance towards themselves and their work. This shows that the level of vigilance of the Makassar State University Planning and Cooperation Bureau employees while working can be said to be disciplined.

Based on the results of the data analysis obtained, it is known that employees at work understand and work according to work guidelines so that employees can complete their tasks and functions with satisfactory results. This indirectly means that employees will work following the work standards set. Adherence to work standards is important to achieve one of the specific goals of work discipline as stated by Siswanto (Rizal & Radiman, 2019) argues that "the work is carried out as well as possible and can provide maximum service to certain parties with an interest in government agencies following the work assigned to them."

According to Siswanto (Sinambela, 2016) argues that adherence to work standards, in carrying out their work, employees are required to comply with all work standards that have been set following work rules and guidelines so that work accidents do not occur or can be avoided. Based on the results of observations/observations, and interviews that have been conducted, it shows that adherence to the work standards of the Makassar State University Planning and Cooperation Bureau employees while working can be said to be disciplined.

One of the obligations that must be carried out by every employee is to obey work regulations. This is intended for the implementation of office tasks with comfortable conditions and smooth working, the rules at work are also intended for employees to be disciplined and obedient to work regulations. Based on the results of data analysis obtained, it is known that employees work following their functions and competencies and dress neatly when going to the office, but there are still employees who do not wear identification when going to the office, and there are also employees who work wearing sandals because to be more flexible, but if the employee has an interest that requires him to leave the office, the employee replaces it by wearing shoes again. In addition, employees are also dressed neatly

according to applicable regulations such as (Monday in white clothes, Tuesday in blue clothes, Wednesday with orange clothes, Thursday in shirts, and Friday with batik clothes. In addition, with Employees obey the work rules that are set to create a comfortable atmosphere and smooth work will be achieved.

Siswanto (Sinambela, 2016) argues that adherence to work regulations is intended for comfort and smoothness in work. This shows that obedience to the work regulations of the Makassar State University Planning and Cooperation Bureau employees while working can be said to be quite disciplined.

It is important for every employee to always pay attention to his ethics at work. Ethics is a rule or norm that is used as a guide for good behavior among others. Mutual respect between fellow employees and establishing good cooperative relationships can create a harmonious working atmosphere which is a manifestation of good ethics. Based on the analysis of the data obtained, it is known that the employees of the Planning and Cooperation Bureau of Makassar State University always apply good ethics at work. Respect and respect for fellow employees, as well as establishing good cooperation is always carried out by every employee and also among fellow employees sometimes joking with each other to lighten the atmosphere. This shows that fellow employees have a harmonious relationship at work.

According to Siswanto (Sinambela, 2016) argues that work ethics are needed by every employee in carrying out their work to create a harmonious atmosphere, mutual respect between fellow employees. This shows that the work ethic of the Makassar State University Planning and Cooperation Bureau employees at work can be said to be disciplined.

High discipline, able to make the organization have value in society and other organizations. With the value created, it is able to make other organizations use it as best practice, so that it gets many visits for comparative studies of other organizations (office tourism). Office tourism is an activity carried out to obtain best practices from an office. With this activity, the advantages of an organization can be an inspiration for others.

4. 2 Inhibiting Factors

The inhibiting factors for employee work discipline are things that become a barrier so that employees cannot carry out discipline. Based on the results of the analysis of the data obtained, it can be seen that the inhibiting factor for the work discipline of the Makassar State University Planning and Cooperation Bureau employees is due to the self-awareness factor of each employee. Employees know that discipline is very important to apply at work but not all employees have awareness of this. The lack of self-awareness in question is that employees still often arrive late to the office and leave the office not on time because of the personal affairs of each employee. Apart from personal matters, a factor that also causes employees to tend to be late in entering the office is because office work is not too urgent to be completed immediately so that employees assume that the work can be done at a later time.

This is following the results of the study (Sumali et al., 2019) In general, the barriers to work discipline are divided into 2 (two) factors, one of which is the personality factor from the aspect of goals and abilities. Goals and abilities also influence the level of employee discipline. The objectives to be achieved must be clear and ideally defined as well as challenging enough for the ability of employees. This means that the work assigned to an employee must be following the ability of the employee concerned so that he works seriously and is well disciplined to do it. In addition, the Coordinator of the Planning and Cooperation Section of the Makassar State University has not been maximal in giving directions to be more disciplined at work. Self-awareness of discipline in work can develop if it is supported by a conducive work situation and environment such as treatment from the leadership and regulations from the agency itself. The results of research conducted by (Hasibuan & Silvya, 2019) shows that the factors that also affect work discipline are leadership, organizational

culture, and communication have a positive and significant effect on work discipline. This shows that the leadership's ability to apply leadership, the importance of an organizational culture that is able to instill disciplinary values and norms and support changes for the better, and the importance of communication that leads to the formation of an effective communication system to establish and improve work discipline. This shows that employee discipline also greatly influences the leadership factor.

4.3 Supporting Factors

Based on the results of the analysis of the data obtained, it can be seen that the supporting factors of the discipline of the Makassar State University Planning and Cooperation Bureau employees are influenced by job satisfaction and work spirit. The job satisfaction factor in question is fairness. Discipline in work is also manifested by fairness between fellow employees so that every employee feels he is important and needed in completing work. In addition to justice, there are also several other supporting factors in job satisfaction which include adequacy in terms of wages or salaries, provision of performance allowances, and side dishes. This is supported by the opinion of (Nabawi, 2020) who argues that job satisfaction is the feeling of employees towards their work in an agency or organization, whether happy or not happy, this is the result of employee interaction with their work environment and employee evaluation of their work. Employees' feelings towards work reflect attitudes and behavior at work. Then according to

From the description of the opinions described previously, it can be concluded that job satisfaction is very influential on the level of employee discipline at work. The job satisfaction obtained encourages employees to carry out office work well and discipline in work is getting better too. The existence of employee morale in carrying out office tasks because employees are comfortable with their respective duties and functions. The existence of comfort in work also supports the implementation of discipline. Passion for work encourages employees to always work with discipline and full responsibility.

5. Conclusions

Based on the discussion and research results that have been described previously, it can be concluded that the discipline of the Makassar State University Planning and Cooperation Bureau employees is categorized as quite disciplined. Seeing the focus in this study, namely the frequency of attendance in the fairly disciplined category, the level of alertness in the discipline category, obedience to work standards in the discipline category, obedience to work rules in the discipline category, and work ethics in the discipline category.

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Quality of Integrated Administrative Services at the Tamalate District Office, Makassar City

**Muhammad Darwis¹, Nahdha Aulya Lumaela², Selfi Budi Helpiastuti³,
Jamaluddin⁴, Perwira Anshory Simamora⁵**

^{1,2,4}Universitas Negeri Makassar

³Universitas Negeri Jember

⁵STAI-YAPNAS Jenepono

*muh.darwis@unm.ac.id

Abstract. The Tamalate District Office in Makassar City is one of the government offices that provides public services to the community with the District Integrated Administrative Service policy or abbreviated as PATEN. This research is a quantitative descriptive study that aims to find out how the quality of online ID Integrated Administration Services at the Tamalate District Office, Makassar City. The population of this study was 700 respondents with a sample of 100 respondents using a non-probability sampling technique with accidental sampling. Data collection techniques used are observation, questionnaires, and documentation. The data analysis technique used is a descriptive analysis of percentages and distributions. The results of the analysis in the appendix show that the quality of integrated administrative services at the Tamalate District Office, Makassar City is included in the quite satisfactory category, which is viewed from the indicators of the simplicity of integrated administrative services related to online ID management, clarity and certainty of procedures/procedures for the service process, security service processes, the openness of service processes, efficient integrated administrative services, economical integrated administrative services, equitable justice during the service process, and timeliness of the process.

Keywords: Administrative Service, District Office

1. Introduction

As an autonomous region that has broad freedom to regulate and manage the interests of the community in obtaining quality public services, every citizen has the right to be served and the government is responsible for meeting these needs (Nasrullah, Siraj, & Arhas, 2020; Padatu & Akib, 2018; Panayiotou & Stavrou, 2021; Wang & Teo, 2020) The government in providing public services does not only create effective services but also how to do so that services can be carried out without differentiating the status of the community and can create fair and democratic services.

Public service is a service or provision to the community in the form of the use of public facilities, both services and non-services carried out by public organizations, in this case, is a government (Steel, Pierce, Berman, & Taylor, 2017; Tiglao, De Veyra, Tolentino, & Tacderas, 2020; Yusriadi & Farida, 2019). The government as a public service provider is responsible for providing the best service to the community. The lack of quality of public services provided by government officials creates a bad image in the eyes of the public. Some people complain and are disappointed with the services provided, there are some people who until now have low regard for the performance of the bureaucracy.

Service will be good if it meets service quality standards that foster customer satisfaction with the services that have been provided. Therefore, the government is expected

to provide excellent service to the community. Excellent service is the best service in meeting customer expectations and needs that meet quality standards to foster customer service satisfaction, (Barata, 2003; Rangkuti, 2017; Semil, 2018). Service quality is the level of excellence that is consistently provided to meet consumer expectations.

The sub-district is a regional government that provides public services to the community. The services provided must be following the sub-district integrated administration service policy (PATEN). Sub-district integrated administrative services are the implementation of public services in the sub-district from the application stage to the issuance stage of documents in one place. Integrated sub-district administrative services include licensing and non-licensing services. The purpose of implementing PATEN is to be able to make the sub-district a community service center and become a service node for an integrated service office or agency in a district or city. PATEN has a goal to improve the quality of service to the community.

On March 15, 2020, the President of the Republic of Indonesia officially announced that Indonesia was experiencing an outbreak of the Corona Virus Disease 19 (Covid-19) pandemic. Therefore, the President of the Republic of Indonesia issued an appeal that all agencies, both public and private, avoid direct contact and avoid crowds of people, then work from home, a study from home, and worship from home. Following up on the president's appeal, several local governments have begun to issue policies such as limiting activities involving the public.

The Tamalate Subdistrict Office of Makassar City has also implemented this policy by changing the integrated administrative service system from manual to an integrated online administrative service system, especially in KK and KTP management services. The sudden change from the manual system to an online system for KK and KTP management services made most people not understand the procedures/procedures for services through this online system. This is due to many influencing factors.

Seeing the reality that is happening today, there are several problems encountered in the service department. It can be seen that there are still people who do not understand the service procedures/procedures that have been converted into online-based services so that people have to repeatedly ask the employees about these procedures/procedures. The community also complained about the limitation of the number of services per day which was limited to only 20 people per day. This shows that socialization regarding procedures/procedures has not been carried out thoroughly to the Tamalate District community.

2. Methods

This research is descriptive research that seeks to describe carefully, clearly, and objectively. To measure this variable using a questionnaire instrument (questionnaire) using an ordinal scale which is based on variable indicators. (Suharsimi, 2013) suggested that the population is the entire research subject, the total population in this study was 700 respondents. The sample is part or representative of the population under study or part of the subject that represents the entire population (Universum). This sampling is done so that in collecting data or samples it will be relatively much shorter, lighter, and cheaper than collecting the entire population. The sample used in this study was 15% of the total population, namely 100 respondents using a non-probability sampling technique with the type of accidental sampling, meaning anyone who uses the service accidentally meets the researcher. The data collection techniques used in this study were observation, questionnaires, and documentation.

An activity that is quite important in the whole research process is data processing. With data processing can be known about the meaning of the data that has been collected so that the results of the study will be known immediately. The data analysis technique in this

study used a descriptive statistical analysis design, for that the data analysis technique used was percentage analysis by presenting each question to determine the Quality of Integrated Administration Services at the Tamalate District Office, Makassar City.

3. Results and Discussion

3.1. The simplicity of Integrated ID Administration Services

Based on the analysis of the data from each item above, regarding the Quality of Integrated Administrative Services at the Tamalate District Office, Makassar City, it can be seen the overall results for the simplicity indicator, using the percentage formula, that is, each answer choice is presented according to its frequency, then the results of each table are added up and then averaged. -event. This can be seen in the table below:

Table 1. Respondents' Answers for Simplicity Indicators of ID Management Services

No. Item	Frequency					Value x Frequency					Total
	5	4	3	2	1	5	4	3	2	1	
1.	3	8	89	0	0	15	32	267	0	0	314
2.	0	4	49	47	0	0	16	147	94	0	257
3.	0	6	38	56	0	0	24	114	112	0	250
4.	0	0	46	54	0	0	0	138	108	0	246
5.	2	8	63	27	0	10	32	189	54	0	285
Total											1352

Source: Research Results Recapitulation of Answers to Questions
 No.1 to No.5 Subsection Title

To find out the Quality of Integrated Administrative Services at the Tamalate District Office, Makassar City, judging from the Simplicity of Integrated Administrative Services ID indicators, the percentage formula is used as follows:

$$\% = \frac{n}{N} \times 100$$

$$\% = \frac{1352}{5 \times 5 \times 100} \times 100$$

$$\% = \frac{1352}{2500} \times 100$$

$$= 54,08 \%$$

From the results of the data analysis above, it shows that the Quality of Integrated Administration Services at the Tamalate District Office, Makassar City for the simplicity indicator is in the quite satisfactory category with the results obtained 54.08 percent which is in the 41%-60% category. This is reviewed with the simplicity of the service process, namely regarding the service process that is easy to understand and not complicated. It is argued that the online system of integrated ID administrative services cannot be carried out easily and is complicated, the site used to perform integrated ID administrative services also functions

properly. good but not optimal, and obstacles are still found in managing ID the online system does not meet the principle of simplicity

3.2. Clarity and Certainty of the Procedures/Procedures for Integrated Administrative Services for ID

Based on the results of the data processing above regarding the items contained in the Clarity and Certainty of the Procedures/Procedures for Integrated Administration Services for ID, then overall to find out the results of the achievements of the Clarity and Certainty of the Procedures/Procedures for Integrated Administrative Services for ID can be seen in the table below:

Table 2. Respondents' Answers for Indicators of Clarity and Certainty of Procedures/Procedures for Integrated ID Administrative Services

No. Item	Frequency					Value x Frequency					Jumlah
	5	4	3	2	1	5	4	3	2	1	
6	0	0	48	52	0	0	0	144	104	0	248
7	0	0	58	42	0	0	0	174	84	0	258
8	0	6	56	38	0	0	24	168	76	0	268
Total											774

Source: Research Results Recapitulation of Respondents' Answers No. 6-8

To find out the Quality of Integrated Administrative Services at the Tamalate District Office, Makassar City, seen from the indicators of Clarity and Certainty of the Procedures/Procedures for Integrated Administrative Services for ID, the percentage formula is used as follows:

$$\% = \frac{n}{N} \times 100$$

$$\% = \frac{774}{3 \times 5 \times 100} \times 100$$

$$\% = \frac{774}{1500} \times 100$$

$$= 51,6\%$$

The results of data analysis show that for indicators of clarity and certainty of the existence of procedures/procedures, it is quite satisfactory with the results obtained 51.6 percent which are in the 41%-60% category. Based on the results of the research, regarding the clarity and certainty of the procedures/procedures, the community thinks that the procedures/procedures for ID services, both technical and administrative, are not properly socialized. Then for handling complaints when problems occur when accessing online sites are not done properly. In addition, there are no employees who receive complaints when problems occur when accessing the online ID management site administrator.

3.3. Online ID Integrated Administrative Service Process Security

Based on the results of the above data processing regarding the items in the Online ID Integrated Administrative Service Process Security indicator, overall to find out the results of the Online ID Integrated Administrative Service Process Security indicator, it can be seen in the table below:

Table 3. Respondents' Answers for Security Indicators for Online ID Integrated Administrative Service Processes

No. Item	Frequency					Value x Frequency					Total
	5	4	3	2	1	5	4	3	2	1	
9	0	0	0	77	23	0	0	0	154	23	177
10	0	79	21	0	0	0	316	63	0	0	379
Total											556

Source: Research Results Recapitulation of Respondents' Answers No. 9-10

To find out the Quality of Integrated Administrative Services at the Tamalate District Office, Makassar City, seen from the indicators for the Security of the Online ID Integrated Administrative Service Process, the percentage formula is used as follows:

$$\% = \frac{n}{N} \times 100$$

$$\% = \frac{556}{2 \times 5 \times 100} \times 100$$

$$\% = \frac{556}{1000} \times 100$$

$$= 55,6 \%$$

The results of data analysis show that for indicators of clarity and certainty of procedures/procedures, it is quite satisfactory with the results obtained by 55.6 percent which are in the 41%-60% category. Based on the results of the research, regarding the security of community data, it is argued that public data will be kept confidential and all people feel safe when managing their ID online. Then people feel uncomfortable with the queue number which is limited by the administration of ID.

3.4. The openness of Integrated Administrative Services for ID

Based on the results of the above data processing regarding the items contained in the ID Integrated Administrative Service Openness indicator, overall to find out the results of the ID Integrated Administrative Service Openness indicator, it can be seen in the table below:

Table 4. Respondents' Answers for Indicators of Opening of Integrated Administrative Services ID

No. Item	Frequency					Value x Frequency					Total
	5	4	3	2	1	5	4	3	2	1	
11	0	0	53	47	0	0	0	159	94	0	253
Total											253

Source: Research Results Recapitulation of Answers to Question No. 11

To determine the quality of integrated administrative services at the Tamalate District office, Makassar City, seen from the indicators of openness of integrated administrative services for ID, the percentage formula is used as follows:

$$\% = \frac{n}{N} \times 100$$

$$\% = \frac{253}{1 \times 5 \times 100} \times 100$$

$$\begin{aligned} \% &= \frac{253}{500} \times 100 \\ &= 50,6 \% \end{aligned}$$

From the results of data analysis, it shows that for indicators of clarity and certainty the existence of procedures/procedures is quite satisfactory with the results obtained 50.6 percent which is in the 41%-60% category. Based on the results of the study, regarding the openness of integrated ID administrative services, regarding the delivery of information before managing the ID online system, employees did not provide clear information.

3.5. Management of Efficient Online ID Integrated Administrative Services

Based on the results of the above data processing regarding the items contained in the efficient online ID integrated administrative service management indicators, overall to find out the results of the efficient online ID integrated administrative service management indicators, can be seen in the table 5 this:

Table 5. Respondents' Answers for Efficient Online ID Integrated Administrative Service Indicators

No. Item	Frequency					Value x Frequency					Total
	5	4	3	2	1	5	4	3	2	1	
12	0	91	9	0	0	0	364	27	0	0	391
13	0	100	0	0	0	0	400	0	0	0	400
Total											791

Source: Research Results Recapitulation of Answers to Question No.12-13

To find out the quality of integrated administrative services at the Tamalate District office, Makassar City, seen from the indicators for managing efficient online ID integrated administrative services, the percentage formula is used as follows:

$$\% = \frac{n}{N} \times 100$$

$$\% = \frac{791}{2 \times 5 \times 100} \times 100$$

$$\% = \frac{791}{1000} \times 100$$

$$= 79,1\%$$

The results of data analysis show that the indicators of clarity and certainty of the procedures/ procedures are satisfied with the results obtained 79.1 percent which are in the 61% -80% category. Based on the results of the study, regarding the efficient online management of ID integrated administrative services, repetition of file completeness, and service requirements which are only on matters directly related to administrative services, it thinks that the Makassar City Tamalate community has never been asked to repeat the completeness of the file by employees if it has been completed. register online. The community has also never been asked for files or conditions that are not related to the management of ID.

3.6. . Integrated administrative services for economical ID management

Based on the results of the data processing above regarding the items on the indicators of economical integrated administrative services for ID management, overall to find out the results of the indicators of integrated administration services for economical ID management, it can be seen in the table 6:

Table 6. Indicators of economical integrated administration services for ID management

No. Item	Frequency					Value x Frequency					Total
	5	4	3	2	1	5	4	3	2	1	
14	69	31	0	0	0	345	124	0	0	0	469
15	13	87	0	0	0	65	348	0	0	0	413
Total											882

Source; Results of the Recapitulation of Answers to Questions No.14 to No.15

To find out the quality of integrated administrative services at the Tamalate District office, Makassar City, seen from the indicators of integrated administrative services for economical ID management, the percentage formula is used as follows:

$$\% = \frac{n}{N} \times 100$$

$$\% = \frac{882}{2 \times 5 \times 100} \times 100$$

$$\% = \frac{882}{1000} \times 100$$

$$= 88,2 \%$$

The results of data analysis show that for indicators of clarity and certainty of procedures/ procedures, the results are 88.2 percent which is in the 61% -80% category. Based on the results of the study, regarding integrated administrative services for ID management which is economical, the imposition of fees that are set fairly and unreasonably and does not make the public restless, argues that there is no charge for the ID process at the Tamalate District office, Makassar City.

3.7. Equitable justice in integrated administrative services for ID

Based on the results of the above data processing regarding the items that exist on the equitable indicator of justice in the integrated administrative service of ID, then overall to find out the results of the achievement of the equitable indicator of justice, it can be seen in the table below:

Table 7. Indicators of Equitable Justice in integrated administrative services for ID

No. Item	Frequency					Value x Frequency					Total
	5	4	3	2	1	5	4	3	2	1	
16	0	63	37	0	0	0	252	111	0	0	363
17	0	80	20	0	0	0	320	60	0	0	380
Total											743

Source; Results of the Recapitulation of Answers to Questions No.16 to No.17

To determine the quality of integrated administrative services at the Tamalate District office, Makassar City, seen from the indicators of fairness in the integrated administrative service of ID, the percentage formula is used as follows:

$$\% = \frac{n}{N} \times 100$$

$$\% = \frac{743}{2 \times 5 \times 100} \times 100$$

$$\% = \frac{743}{1000} \times 100$$

$$= 74,3 \%$$

The results of data analysis, show that indicators of clarity and certainty of the existence of procedures/procedures are satisfied with the results obtained 74.3 percent which is in the 61% -80% category. Based on the results of research regarding equitable justice in integrated administrative services for ID, equality of treatment, and even distribution of reach in obtaining services. The community feels that there is no discrimination in getting services or when they want to submit complaints related to existing problems.

3.8. Punctuality in integrated online ID administrative services

Based on the results of the data processing above regarding the items on the timeliness indicator in online integrated ID administrative services, overall to find out the results of the timeliness indicators, it can be seen in the table below:

Table 8. Timeliness indicators in integrated online ID administrative services

No. Item	Frequency					Value x Frequency					Total
	5	4	3	2	1	5	4	3	2	1	
18	16	79	0	0	0	80	316	0	0	0	396
19	30	58	7	0	0	150	232	21	0	0	403
20	24	71	0	0	0	120	284	0	0	0	600
Total											651

Source; Results of the Recapitulation of Answers to Question No. 18-20

To determine the quality of integrated administrative services at the Tamalate District office, Makassar City, judging from the timeliness indicators in integrated administrative services for ID, the percentage formula is used as follows:

$$\% = \frac{n}{N} \times 100$$

$$\% = \frac{651}{3 \times 5 \times 100} \times 100$$

$$\% = \frac{651}{1500} \times 100$$

$$= 66,60 \%$$

From the results of data analysis, it shows that for indicators of clarity and certainty of procedures/procedures, the results are 66.60 percent which is in the 61% -80% category. Based on the results of research on timeliness in integrated ID administrative services, no employee provided clarity regarding timeliness in completing ID management. Then in doing the processing of ID online it takes a long time.

Based on the data score, regarding the quality of integrated administrative services at the Tamalate District office, Makassar City, it was obtained:

The total score obtained is 6003 (n)

The number of scores that should be (5 x 20 x 100 = 10000 (N))

From this data, the percentage of score testing is carried out as follows::

$$\begin{aligned} \% &= \frac{n}{N} \times 100 \\ &= \frac{6003}{10000} \times 100 \\ &= 60,03 \% \end{aligned}$$

By using the criteria as stated by Arikunto, the percentage of achieving a score of 60.03 percent is in the 41%-60% value range or is in the quite satisfactory category. Thus the quality of integrated administrative services at the Tamalate District office, Makassar City is in the quite satisfactory category.

4. Discussion

Public service is a service or provision to the community in the form of the use of public facilities, both services and non-services carried out by public organizations, in this case, is a government., (Dwimawanti, 2004; Napitupulu, 2007; Rahmadana et al., 2020). Service will be good if it meets service quality standards that foster customer satisfaction with the services that have been provided. Therefore, the government is expected to provide excellent service to the community. On March 15, 2020, the President of the Republic of Indonesia officially announced that Indonesia was experiencing an outbreak of the Corona Virus Disease 19 (Covid-19) pandemic. Therefore, the President of the Republic of Indonesia issued an appeal that all agencies, both public and private, avoid direct contact and avoid crowds of people, then work from home, a study from home, and worship from home. Following up on the president's appeal, several local governments have begun to issue policies such as limiting activities involving the public.

The Tamalate Subdistrict Office of Makassar City has also implemented this policy by changing the integrated administrative service system from manual to an integrated online administrative service system, especially in KK and KTP management services. The sudden change from the manual system to an online system for KK and KTP management services made most people not understand the procedures/procedures for services through this online system. This is due to many influencing factors.

This researcher tries to answer the main problem, namely, how is the quality of integrated administration services for ID online systems at the Tamalate District Office, Makassar City. After the research data is presented, it can be seen that the quality of the integrated online system ID administration services is quite satisfactory based on the opinion (Ismanto Setyabudi, 2014) that good service can be measured based on eight aspects, namely as follows:

4.1 The simplicity of Integrated ID Administration Services Online System

Based on the results of the study, the Quality of Service Simplicity at the Muara Wahau District Office, Kutai Regency regarding the procedures or procedures for public services was proven to be easy to understand, and easy to implement. It is said that public service is excellent if in its implementation it is not difficult, the procedure is not too complicated and not complicated, the requirements that must be met by the community are easy to fulfill, not long-winded, and do not look for opportunities in narrowness.

Based on the results of research that has been found by researchers that the quality of integrated administrative services for ID online systems at the Tamalate District Office, Makassar City does not meet the principle of simplicity. The principle of simplicity can be interpreted as a service process that is easy to understand and uncomplicated. In general, based on research results, people who are users of the online system of integrated ID administrative services at the Tamalate District Office, Makassar City regarding the service process that is easy to understand and uncomplicated, argue that the online system of integrated ID administration services cannot be done easily and complicatedly. If done, the site that is used to carry out integrated administrative services for ID also functions well but is not optimal, and obstacles are still found in managing the online system ID.

For now, the online system of integrated ID administrative services after seeing the public's response to the online system integrated administrative services that have just been implemented at the Tamalate District Office of Makassar City, it can be concluded that the online system of integrated ID administrative services does not meet the principle of simplicity.

4.2 Clarity and Certainty of Procedures/Procedures for Integrated Administrative Services for ID

Based on research results (Antonius, 2019; Botutihe, 2017; Mansyur, 2013) that the quality of Clarity and Certainty can be concluded that the services provided to the community are considered clear and guaranteed. In addition, based on the results of the author's interview with one of the office staff in Muara Wahau District, East Kutai Regency: "Regarding the issue of clarity and certainty, we will always be given an understanding in terms of population administration service requirements such as KK, KTP, and Birth Certificates, we will continue to monitor them. and pay attention to all forms of management that the community wants until what they take care of is published and becomes what they want. Furthermore, from the apparatus itself, so that there is no misunderstanding from the community, then for any type of service, requirements, costs, and others must be transparent, either verbally or in writing and on bulletin boards".

The implementation of integrated administrative services for ID online systems at the Tamalate District Office, Makassar City must meet the principles of clarity and certainty of procedures/procedures for integrated administrative services for ID. The principle of clarity and certainty of this procedure/procedure can be interpreted with clarity of procedures/procedures regarding both technical and administrative requirements, and certainty that there are employees who receive user complaints if there is public dissatisfaction regarding the integrated online system ID administrative services.

In general, based on research results, people who are users of the online system of integrated ID administration services at the Tamalate District Office, Makassar City regarding the clarity and certainty of procedures/procedures argue that procedures/procedures regarding both technical and administrative requirements are not properly socialized. Then for handling complaints when problems occur when accessing online sites are not done properly. In addition, there are no employees who receive complaints when problems occur when accessing the online ID management site.

4.3 Security of the Online ID Integrated Administrative Service Process

Based on research results (Botutihe, 2017) that the quality of security in terms of security such as motorcycle and helmet theft, pickpockets, and brokers is good. The respondent's assessment of Less Safe is because they have experienced theft such as helmets due to the lack of parking space in Muara Wahau District, East Kutai Regency.

The implementation of integrated administrative services for ID online systems at the Tamalate District Office, Makassar City must meet the principles of security. This security principle can be interpreted by providing security for public data, and the convenience of the community when carrying out integrated administrative services for the online system of ID.

In general, based on the results of the study, people who are users of the online system of integrated ID administrative services at the Tamalate District Office of Makassar City regarding the security of community data think that public data will be kept confidential and all people feel safe when managing their ID. ID card online. Then people feel uncomfortable with the queue number which is limited by the administration of ID.

4.4 The openness of ID Integrated Administrative Services

Based on research results (Mansyur, 2013) that openness seems to be related to indicators of clarity and certainty of service. In terms of the emergence of clarity and certainty of services, of course, there will be openness of service provisions. The openness referred to here means matters relating to the public service process that must be informed openly so that it is easily known and understood by the public, whether requested or not. The customer's desire is to be served honestly. Therefore, the apparatus on duty at the Muara Wahau sub-district office, East Kutai Regency on duty has given an honest explanation, what is in the regulations or norms, does not scare, and employees do not feel meritorious in providing services so that no desire arises. to expect rewards from customers.

The implementation of integrated administrative services for ID online systems at the Tamalate District Office, Makassar City must meet the principle of openness. The principle of openness is defined as the delivery of information that is given clearly before managing the online system of ID.

In general, based on the results of the study, people who are users of the online system of integrated ID administration services at the Tamalate District Office of Makassar City regarding the delivery of information before administering the online system of ID, employees do not provide clear information.

4.5 Efficient Online Management of ID Integrated Administrative Services

Based on research results (Antonius, 2019) that the Quality of Efficient Integrated Administrative Services at the Muara Wahau District Office, East Kutai Regency has met the efficient principle. This is proven because there is no repetition of the completeness of the files and service requirements which are only on matters directly related to administrative services.

The implementation of integrated administrative services for ID online systems at the Tamalate District Office, Makassar City must meet the efficient principle. This efficient principle can be interpreted by preventing a repetition of file completeness and service requirements which are only on matters directly related to administrative services.

In general, based on the results of the study, people who are users of the online system of integrated ID administrative services at the Tamalate District Office of Makassar City regarding the repetition of the completeness of the files and service requirements which are only on matters directly related to administrative services argue that the Tamalate community of Makassar City does not have been asked to repeat the completeness of the files by

employees if they have registered online. Then the public has never been asked for files or conditions that are not related to the management of ID.

4. 6 Economical Integrated Administrative Services for ID Management

Based on research results (Antonius, 2019; Mansyur, 2013) that the economical quality of service as meant here is that the imposition of public service fees must be determined fairly by taking into account the value of goods and services and not demanding high fees beyond the normal conditions of the community to pay in general. At the Muara Wahau Subdistrict Office, East Kutai Regency, respondents assessed the imposition of fees for the administration of population administration and answered Free. This is the same reason for making KK and KTP.

The implementation of integrated administrative services for ID online systems at the Tamalate District Office, Makassar City must meet economic principles. This economic principle can be interpreted by the imposition of fees that are set fairly and unreasonably and do not make the entire Tamalate community of Makassar City anxious.

In general, based on the results of the study, people who are users of the online system of integrated ID administration services at the Tamalate District Office, Makassar City regarding the imposition of fees that are set fairly and unreasonably and do not cause anxiety, argue that there is no charge for the ID process. at the Tamalate District Office, Makassar City.

4. 7 Equitable Justice in Integrated Administrative Services ID

Based on research results (Antonius, 2019; Botutihe, 2017) that the quality of equitable justice in terms of the scope or reach of public services must be sought as widely as possible with even distribution and carried out fairly, not discriminating against the position of the community because every community has the same rights. It can be illustrated that the problem of justice in providing services at the Muara Wahau District Office, East Kutai Regency is still lacking because many people feel injustice for various reasons.

The implementation of the online system of integrated ID administrative services at the Tamalate District Office, Makassar City, must meet the principle of equitable justice. The principle of equitable justice can be interpreted with equal treatment and equal reach in obtaining services. In general, based on the results of the study, people who are users of the online system of integrated ID administrative services at the Tamalate District Office, Makassar City regarding the equality of treatment and even distribution of coverage in obtaining services. The community also feels that there is no discrimination in getting services or when they want to submit complaints related to existing problems.

4. 8 Punctuality in Online ID Integrated Administration Services

Based on research results (Mansyur, 2013) that the quality of timeliness is meant that the implementation of public services can be completed within the specified timeframe. This is supported by the ability of the apparatus in completing service tasks, and adequate facilities. This is the timeliness of administrative services at the Muara Wahau District Office, East Kutai Regency, which is fast

The implementation of integrated administrative services for ID online systems at the Tamalate District Office, Makassar City must meet the principle of timeliness. The principle of timeliness can be interpreted by the availability of an online system of integrated ID administrative services at the promised time and does not take a long time. Makassar regarding the timeliness of the community believes that there are no employees who provide clarity regarding the timeliness in the completion of the ID management. Then in doing the online ID it takes a long time.

Conclusions

Based on the results of research on the quality of integrated administrative services at the Tamalate District Office, Makassar City, it is in the quite satisfactory category, which in terms of the simplicity of integrated administrative services related to online ID management is in the quite satisfactory category, clarity, and certainty of procedures/process procedures. service is in the quite satisfactory category, the security of the service process is in the quite satisfactory category, the openness of the service process is in the quite satisfactory category, efficient integrated administrative services are in the satisfactory category, economical integrated administrative services are in the satisfactory category, fairness is evenly distributed at all times. the service process is in the satisfactory category, and the timeliness of the service process is in the satisfactory category. So it can be concluded that the people of the Tamalate sub-district of Makassar City think that the quality of integrated administrative services at the Tamalate sub-district office of Makassar City is quite satisfactory.

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Effectiveness of Archives Management Governance (Case Study on the 2019 Legislative Election Stage at the Bawaslu of South Sulawesi Province)

**Haedar Akib¹, A.Panangngareng², Risma Niswaty³, Hartina Fattah⁴,
Haerul⁵**

^{1,2,3}Universitas Negeri Makassar, Makassar, Indonesia

⁴STAI-YAPNAS Jenepono, Indonesia

⁵STISIP 17-8-1945

*haedarakib@unm.ac.id

Abstract. Archives will continue to grow, in the sense that archives will continue to grow in tune with the development of the growing organization. This research is a qualitative descriptive study to determine the effectiveness of archive management governance (a case study at the 2019 legislative election stage at the General Election Supervisory Agency of South Sulawesi Province). The informants in this study were the Head of the Sub-Division of Human Resources and General Affairs, Secretariat Staff, and several Human Resources and General Staff. Data collection techniques through observation methods, interview methods, and documentation methods. Data analysis techniques in this study used data collection techniques, data presentation, reduction, and conclusions. The results of the study show that the effectiveness of archive management (a case study at the 2019 legislative election stage at the General Election Supervisory Agency of South Sulawesi Province) is in the effective category. archive control which is categorized as effective, archive maintenance is categorized as effective, archive protection is categorized as effective, and archive storage is categorized as effective.

Keywords: Effectiveness, Management, Governance

1. Introduction

An organization is a place for a group of people who work together rationally and systematically that are led or controlled to achieve certain goals and utilize the resources contained therein (Darwis, Amelia, & Arhas, 2019; Niswaty, AM, Saleh, Baharuddin, & Arhas, 2019; X. Peng, Lee, & Lu, 2020; Simatupang & Akib, 2007). Every organization has a filing system that must be managed properly and effectively. According to Law Number 43 of 2009, it is said that archives are recordings or events in various forms and media following the development of information and communication technology made and accepted by state institutions, local governments, educational institutions, companies, political organizations, community organizations, and individuals in carrying out social, national and state life.

In an organization, records are used to assist in the provision of information. Given the important role of archives for organizational life, the existence of archives in an organization can support the completion of the work carried out by all personnel in the organization. The purpose of the archive itself is to provide data and information as quickly as possible to those who need it. To be able to achieve this goal, effective and efficient archive management is needed by understanding what problems are contained in the archive.

The effectiveness of archives is needed in the implementation of administration, archives are the center of memory for every activity in a government institution (Dewi, Amirullah, & Darwis, 2015)(James, Johnson, & Hunter, 2018; Mazurczyk, Piekielek, Tansey,

& Goldman, 2018). Without archives, an employee can't remember all records and documents completely. Archives as supporting media have an important role in supporting employee performance. Archives have a role as a memory center, a source of information as well as a monitoring tool that is indispensable in every organization in the context of carrying out all activities, both in offices, state institutions, the private sector, and universities (Ngoepe, 2019; Owens, 2019). In the process of presenting information so that leaders can make decisions and plan policies. An office can't be able, capable, and able to provide good, complete, and accurate information data if the office does not maintain good and orderly archives following the archival provisions stipulated by the government. The purpose of the archive is said to be a source of memory for an organization because the archive accommodates a variety of useful information, and when needed it must be done quickly and precisely, and at any time in order to facilitate decision making.

From the explanation, it can be seen that the archive is an important thing in an organization (Christen & Anderson, 2019; Loh, 2020; Sabiescu, 2020) because the archive is evidence regarding the administration of government administration, and the national life of the Indonesian nation to increase the efficiency and effectiveness of the administration of the state apparatus. As stated in Law Number 43 of 2009 that as national identity and identity, as well as memory, reference, and responsibility in the life of society, nation and state must be managed and saved by the State.

Archives will continue to grow, in the sense that archives will continue to grow in tune with the development of the growing organization. The continuous increase in archives without being followed by archival work procedures and equipment, as well as experts in the field of archiving will cause problems of their own, such as less than optimal archiving procedures, damaged archives so that it is difficult to find archives quickly if archives are needed again at any time.

To avoid problems like the above, a good archive management work system is needed and also requires an administrative apparatus that is capable, honest, disciplined, professional and has high responsibility. From this description, it can be said that, in achieving its goals, an organization must be able to pay attention to management which involves all kinds of organizational activities, one of the cores of that management is the archive which is a bridge for all administrations in an organization, as well as being the center of memory in every activity and activity. The things that must be archived are records of the organization's activities such as scripts, important documents, or letters. If an organization in the management of archives is not good enough, it will disrupt the process of implementing organizational activities, until finally the public services provided to the community will not work and run well.

2. Methods

This study uses a qualitative approach because this research seeks to produce findings through various ways of collecting data, namely interviews, observations, other documents. Through this type of descriptive research, the data obtained by the researcher is analyzed so that it can be described as a whole regarding the Effectiveness of Archives Management Governance (Case Study on the 2019 Legislative Election Stages at the General Election Supervisory Body of South Sulawesi Province). With indicators, namely archive control, archive maintenance, archive protection, archive storage. The stages used in this research are the stages, namely the orientation stage, the exploration stage, and the member check stage. The data analysis used is interactive data analysis with the Miles and Huberman model which consists of "data reduction, data display, and drawing conclusions or verification".

3. Results and Discussion

3.1. Archive Control

Activities to manage incoming and outgoing mail which include receiving, recording, directing, further processing, and storing letters following applicable procedures, adjusted to their needs, and depending on the active period of the archive itself, then archives that have passed the retention schedule will be made an official report, as well as the SOP which has always been a guide in managing archives. With the control or supervision carried out, the regulations that have been set can be implemented properly. This was revealed by Mr. Fachrul Nawawi as the head of the sub-section of human and general resources at the General Elections Supervisory Agency of South Sulawesi Province that the archives are usually stored in the form of incoming and outgoing letters whose shelf life depends on the active period of the archive itself. As stated by Mr. Rissmayadi as secretarial staff at the General Election Supervisory Agency of South Sulawesi Province that in the archive storage period, there are various forms of documents such as election files or can be referred to as C1 archives which have a minimum shelf life of 5 years following the ongoing elections, while as for other archives such as invitation letter archives whose storage period is not too long.

3.2. Archive Maintenance

In administrative work, especially in an office environment, it is necessary to carefully organize and maintain records by individuals who are given the responsibility to properly manage the archives in the office (Noureddine et al., 2017; Zulfetriani, Saleh, & Nasrullah, 2019). Individuals who are competent in managing and maintaining archives following their job duties will certainly have an impact on maintaining archives at the Bawaslu office of South Sulawesi Province. Archive maintenance is one of the important elements as a supporter of the work process in an organization or company (Newman, 2011; Plantin, 2019). This was stated by Mr. Fadly Azis as the human resources staff at the Election Supervisory Agency of South Sulawesi Province that archive maintenance is an important thing in the Bawaslu office of South Sulawesi Province, so it must be a concern for all staff in the office, especially those dealing with archive problems. This is because the archive is real evidence. It is the same as what Mr. Rismayadi as secretariat staff said, that archives are very important in the Bawaslu office because they are used as evidence. Not only is it important, but archive management must also be carried out by competent people.

3.3. Archive Protection

Organizations or agencies should have good records management. Especially in government agencies, good archive management is needed because in government agencies that do not have a good archiving system, it will certainly hamper the work in these agencies. Archives as something vital must be properly protected by agencies or organizations using various means. Archive protection is done not only to protect archives but at the same time save archives from damage so that archives that have been stored for a long time remain in good condition. Ways that can be done to protect archives that are best carried out by agencies or organizations are to use filing cabinets made of iron because filing cabinets made of iron or aluminum are more durable than filing cabinets made of wood. This was revealed by Mr. Fadly Azis as the HR staff that before 2019, the management of archives at the office of the General Elections Supervisory Agency of South Sulawesi Province had been carried out well by the employee or staff responsible for managing the archives. It's just that in putting the archives it has not been neatly organized. The same thing was also expressed by Mrs. Ida as Staff in the HR and general subdivision that the archives at the Office of the General Election

Supervisory Agency of South Sulawesi Province which is physical archives are stored in a filing cabinet so that the archive can be guaranteed its integrity.

3.4. Archive Storage

The success of an organization in carrying out administrative activities is very dependent on its archive storage system. Archive storage is a system used to store archives so that archives can be created easily and archives that have been stored can be found easily and quickly when the archive is needed at any time. In archival storage, it is necessary to regulate the procedure, how to store it properly, quickly, and precisely, so that it is easy to find it again when needed. In addition to the procedures that need to be regulated in such a way, the implementation of archive storage must also be made as good as possible so that it is following existing procedures.

There are many ways that an organization or office can do to store the archives in the office. The most common storage is to store existing files in a filing cabinet. The development of the era requires archival storage to follow the development or pace of technology so that archive storage can be done in a digital model. The digital model not only follows the development of archives but makes it easier to find important archives because they have been carried out with the system. This was revealed by Mrs. Ida as HR staff that the archive storage at the General Election Supervisory Agency office of South Sulawesi Province was carried out to facilitate the discovery of archives. However, so that the discovery of archives can be done easily, the archives must first be adjusted to the classification of archive types. With this classification, the archive discovery process is not too long. Fachrul Nawawi also expressed the same thing that the process of finding archives at the Bawaslu office of South Sulawesi Province can be done rather quickly so that the process does not take a long time or less than one day. Archive storage that has been carried out through a digital system also reduces the time to search for archives at the Bawaslu office of South Sulawesi Province

4. Discussion

4.1 Archive Control

In an organization the control system is an important indicator in achieving work effectiveness in the organization, including effectiveness in the implementation of archive management, with the control/supervision carried out, the established regulations can be implemented properly (Ge, 2021; Joseph & Hartel, 2017). The control carried out can also be used as a bridge in communicating between staff/employees with one another, so that employees/staff know what obstacles are experienced in achieving organizational goals, one of which is obstacles in managing records. Based on the results of interviews with informants and document data found by researchers in the field, it can be stated that the control of records in the Election Supervisory Agency of South Sulawesi province always adjusts to Standard Operating Procedures (SOP). In this case, employees/staff have made efforts to improve the archive management system, namely by always paying attention to the suitability between SOPs and archive handling, both manually and digitally.

4.2 Archive Maintenance

Archive maintenance is a security effort so that archives can be well maintained and reduce the risk of damage or loss of archives (Abbas, Martinetti, Moerman, Hamberg, & van Dongen, 2020; G. Peng & Wolter, 2020). Maintenance and care of archives are one of the important elements as a supporter of the work process in an organization or company, therefore companies need to care for and maintain records so that the archives can be used in the long term. Based on the results of observations and interviews that archives are vital in the office of the General Elections Supervisory Agency (Bawaslu) of South Sulawesi Province.

Archives must be managed by people who understand archive management both in terms of theory, especially in terms of practice.

4.3 Archive Protection

Archive protection is an important thing in creating good archive management, without archive protection, archive archives will be lost, damaged or unsafe (Rosik-Dulewska & Rajmund, 2012; Standfield, 2018b, 2018a). From the results of interviews with informants and document data obtained by researchers in the field that the protection of archives at the General Election Supervisory Agency (Bawaslu) office of South Sulawesi Province carried out by employees and archive management staff is good, physical archives, especially archives that are considered important will be protected as much as possible, such as storing the archive in a filing cabinet which is expected to protect the integrity and durability of the archive, especially important archives for the Office of the General Election Supervisory Agency (Bawaslu) of South Sulawesi Province.

4.4 Archive Storage

Archive storage is an activity to keep archives from all damage and destruction. Archive storage is an activity carried out so that archives can be created easily and the discovery of archives that have been stored can be done easily and quickly when the archive is needed at any time (Bach, Schembera, & Van Wezel, 2020; Bandara et al., 2020; Pinheiro & Macedo, 2009). Archives that can be stored systematically and neatly organized will have a good impact on the discovery of the archives needed by the office or organization, especially those related to electoral records. From the results of interviews with informants, it can be said that the discovery of archives in the office of the General Elections Supervisory Agency (Bawaslu) of South Sulawesi Province can be done rather quickly and does not take a long time because besides the archives are stored in file cabinets by employees or staff who responsible for handling archives, at the office of the General Elections Supervisory Agency (Bawaslu) of South Sulawesi Province, it has implemented archive storage in digital form. The form of digitization is carried out by first scanning the archives, both incoming letters, outgoing letters, and important documents related to the implementation of the General Election in South Sulawesi.

Conclusions

Records control carried out at the office of the General Elections Supervisory Agency of South Sulawesi Province has been carried out properly, always following the Standard Operating Procedure (SOP). In this case, employees/staff have made efforts to improve the archive management system, especially in controlling records. As for the maintenance of archives carried out at the office of the General Elections Supervisory Agency of South Sulawesi Province, in terms of individuals who are competent in archive management and systematic archive management practices, the supporting factors for archives can be well maintained at the Bawaslu office of South Sulawesi Province. Physical archives, especially archives that are considered important, will be protected as much as possible, such as storing archives in filing cabinets which are expected to protect the integrity and durability of archives, especially important archives for the Office of the General Election Supervisory Agency of South Sulawesi Province. At the Office of the Election Supervisory Board of South Sulawesi Province, it has implemented a digital archive storage system. The form of digitization is carried out by first scanning the archives, both incoming letters, outgoing letters, and important documents related to the implementation of the General Election of South Sulawesi Province. Digitizing archives combined with a manual system makes it even easier to store archives at the Bawaslu office.

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Tourist Storytelling Behavior and Factors Influenced it

Adi Soeprapto, Eny Endah Pujiastuti, Aninda Maharani Putri

Department of Business Administration University of Pembangunan Nasional Veteran Yogyakarta, Jl. Babarsari 2 Yogyakarta Indonesia.

*adi_soeprapto@upnyk.ac.id

Abstract. Recent studies show the growing importance of memorable tourism experience in the formation of perceived value, satisfaction and storytelling behavior. This paper aims to examine the relationship between memorable tourism experience, perceived value, tourist satisfaction, and storytelling behavior using attitude theory, Bagozzi model (1992). An internet platform survey through google form was conducted among local tourists who had visited Borobudur Temple Magelang Regency Central Java Province Indonesia and a valid sample of 350 tourists was used for data analysis. Using Structural Equation Modeling analysis, showed that 1) Memorable Tourism Experience has a significant and positive effect on Perceived Value, Satisfaction and Storytelling Behavior, (2) Perceived Value has a significant and positive effect on Satisfaction and Storytelling behavior, (3) Satisfaction has a significant and positive effect on Storytelling behavior. The contribution of this research to the development of science is that perceived value has a significant influence on storytelling behavior and memorable tourism experience has a significant influence on perceived value.

Keywords: Memorable Tourism Experience, Storytelling behavior, Cultural Heritage Destination, Perceived Value, Satisfaction

1. Introduction

Today, interest in Asia as a tourist destination also shows an increasing trend. With a six percent increase in visitors over the first eight months, it recorded higher growth than any other region in the world. The increased interest of tourists to visit Asia, especially Indonesia, can be increased by introducing destinations in Indonesia, especially Borobudur Temple to national and international tourists. Borobudur Temple is one form of cultural tourism. Cultural tourism has been an important part of building the appeal of tourism destinations (Nolan and Nolan, 1992; Harrison, 1997; Prentice, 2001, Richards, 2002; McKercher et al., 2005).

Building a heritage destination brand can result in increased regional visits and revenue for destination growth (Saeedia and Hanzaeab, 2016). It is this brand that will be involved in the relationship between customers, employees, and other stakeholders with destinations ((Brodie, Whittome, & Brush, 2009), It can be realized by introducing destination brands by using various ways and using technology that is evolving now such as story marketing through the digital story.

Story Marketing is a storytelling activity that precedes communication marketing (Loureiro, Almeida, and Rita, 2013). In marketing strategies that use stories in explaining the products offered can encourage consumers to understand more detailed information. Story marketing can be done with the help of tourists because tourists like to tell stories and other travelers like to listen to stories. Travelers used digital technologies such as social media (Facebook, Twitter, Instagram, etc) to be able to tell their stories and share their experiences of the place they love. This prompted the emergence of storytelling behavior. Well-told stories about a brand have the potential to influence the brand experience of consumers, consisting of all the "sensations, feelings, cognitions, and behavioral responses posed by

brand-related stimuli that are part of the design and identity of the brand, packaging, communication, and environment (Brakus, Schmitt and Zarantonello, 2009).

Storytelling generates positive feelings in customers and is considered more convincing than facts, increasing brand confidence, raising awareness, and creating unique brands (Kaufman, 2003, Kelley and Littman, 2006, Mossberg and Nissen Johansen, 2006). Therefore, destination managers need to study the factors that can lead to storytelling behavior. Storytelling behavior can be influenced by tourist satisfaction (Zhong, Busser, and Baloglu, 2017). Based on previous research studies it is known that there is not much relationship between satisfaction to storytelling behavior in the field of destination, namely Zhong et al. research (2017). At least this study of satisfaction with storytelling behavior encourages researchers to examine the relationship of satisfaction to storytelling behavior in heritage destinations.

Nowadays memorable tourism experience is so important to be noticed because, by consumers, the experience is considered the ultimate experience that consumers want to get (Oh, Fiore, & Jeung, 2007). Delivering a unique, exceptional, and memorable tourism experience to potential visitors to maintain a sustainable competitive advantage over competitors (Hudson & Ritchie, 2009; Ritchie & Hudson, 2009). Therefore, the topic of memorable tourism experience becomes the focus of this study. Previous research has conducted studies on memorable tourism experiences associated with satisfaction (Subramaniam, Samdin, Ramachandran and Kunasekaran, 2019; Gohary, Pourazizi, Madani, and Chan, 2018; Zhong et al., 2017; Kim, 2017) and behavior Storytelling (Zhong at al. (2017). The least study of the memorable tourism experience in relationship to tourist satisfaction and storytelling behavior is what prompted researchers to further examine the relationship of memorable tourism experience to tourist satisfaction and storytelling behavior in heritage destinations.

The satisfaction of tourists with its experience becomes important for contemporary tourists in cultural tourism (Poria, Reichel and Biran, 2006; Reisinger and Steiner, 2006; Yeoman, Brass and McMahon-Beattie, 2007). Based on previous studies it is known that tourist satisfaction is influenced by perceived value (Eid and Gohary, 2015); Munhurrun, Seebaluck, and Naidoo, 2014; Sun et al., 2013; Han, Kim and Kim, 2011; Chen and Chen, 2010). Different results showed the results of research from Waheed and Hasan (2016) that there was no significant and positive influence of Functional Value on traveler satisfaction and as well as Epistemic Value on traveler satisfaction. This shows the research gap and the research gap it motivated researchers to research on the influence of perceived value on satisfaction.

Based on the theory of Price and Quality (Monroe, 1985) it is known that the perceived value of an item/benefit is certain when that quality seems more prominent than the perception of sacrifice. The benefits will surely be known when tourists already have a memorable tourism experience. Based on previous research studies have not been much research about the influence of memorable tourism experience on perceived value. Therefore, there needs to be more research to prove there is an influence between memorable tourism experiences on perceived value. Therefore the relationship between memorable tourism experience and perceived value became originality in this study.

Based on the study of attitude theory, the Bagozzi model (1992) is known that affective outcomes can lead to behavioral outcomes. One form of affective outcome is perceived value and the behavioral outcome form is storytelling behavior. So it can be said that perceived value can lead to storytelling behavior. Based on previous studies known not to have found much use of perceived value variables on storytelling behavior, thus motivating researchers to conduct a study of the influence of perceived value on storytelling behavior and

become research gap. Therefore the relationship between perceived value and storytelling behavior became originality in this study.

The current research aims to develop and test theoretical models of the use of attitude theory, Bagozzi model (1992) in the creation of tourist behavior by integrating variable memorable tourism experience, perceived value, tourist satisfaction, and storytelling behavior. This study used the attitude theory approach, Bagozzi (1992) model indicates memorable tourism experience as cognitive knowledge will create affective outcomes (perceived value, tourist satisfaction) that will eventually produce behavior outcomes (storytelling behavior). Specifically, this study examined the influence between the perceived value on storytelling behavior and the influence between memorable tourism experience and perceived value into originality in this study.

Our study made some theoretical contributions to the tourism literature. First, we developed an integrated theoretical framework on the importance of a memorable tourism experience in storytelling behavior. This is because with the memorable tourism experience that post-if-then tourists will feel perceived value beyond expectation that increases satisfaction. Satisfied tourists willingly do the storytelling behavior. Second, we analyzed the relationship between memorable tourism experience, perceived value, tourist satisfaction, and storytelling behavior using attitude theory, Bagozzi model (1992), so this becomes the novelty of this study. Third, we analyzed the relationship between memorable tourism experience to perceived value as well as perceived value to storytelling behavior so that this becomes the novelty of this article. Fourth, this study expands existing knowledge of behavioral storytelling. Storytelling behavior can be formed from memorable tourism experience, perceived value, and tourist satisfaction based on a rather narrow conceptual lens that has not been examined intensively or directly in previous service and tourism literature.

The tourism experience has emerged as a focus area for current tourism research and management. Kim, Ritchie, and McCormick (2012) first suggested the notion of MTE, which they characterized as "a tourist experience favorably remembered and recalled after the event has occurred [that is] selectively formed from tourism experiences depending on the individual's appraisal of the experience." Theory Price and Quality (Monroe, 1985) conveys the Perception Value of an item/definite benefit when that quality seems more prominent than the Perception of Sacrifice. The benefits will surely be known when tourists already have memorable tourist experiences. Based on previous research studies have not been much research about the influence of memorable experience on perceived value. Therefore, there needs to be more research to prove there is an influence between memorable experiences on perceived value so we propose the research hypothesis as follows:

H1: Memorable tourism experience has a significant and positive impact on Perceived Value

Memorable Tourist Experience that is felt by tourists if as expected or as desired then satisfaction arises. Satisfaction is a positive reaction resulting from the assessment of favorable consumption experiences (Babin and Grif, 1998; Oliver, 1997). Emotional feelings significantly influence the selection of destinations, expenses (amount of expenses), and activities performed at selected destinations, and levels of satisfaction of travelers (Tung & Ritchie, 2011; Hochleitner and Makowski 2011; Servidio and Ruffolo, 2016). Richards and Raymond (2000), argued that cultural tourism needs to have more interactivity and creativity to create authentic experiences to satisfy the needs and desires of contemporary tourists. Different traveler experiences in tourist destinations (whether positive or negative) are strongly related to tourist happiness and satisfaction (Subramaniam, et al., 2019). Previous studies have supported the positive influence between memorable tourism experience and satisfaction in industry tourism (e.g. Kim, 2017). Researchers in the field of tourism of cultural reserves such as Zhong et al. (2017) confirms that travelers' unforgettable tourism experiences positively affect their satisfaction, so the hypotheses to be tested in this research

are:

H2: Memorable Tourist Experience has a significant and positive effect on satisfaction

The importance of a memorable tourist experience, because memory is the single most important source of information for an individual when making a return visit decision and spreading the word of mouth (Oh et al., 2007). Travelers are looking for experiences that appeal to their emotions and dreams, and stories help create those experiences (Fog, Budtz, and Yakaboylu, 2005, Silverstein and Fiske, 2003). Research conducted by Zhong et al. (2017) shows that memorable tourist experience influences storytelling behavior. Based on literature studies known little research on memorable tourist experiences n relationships and storytelling behavior in heritage destinations so we propose the research hypothesis as follows:

H3: Memorable Tourist Experience has a significant and positive impact on Storytelling behavior

According to Equity Theory (Oliver & Swan, 1989), consumer satisfaction occurs when more value is received than what consumers spend. Researchers - researchers who reviewed heritage destinations such as Eid and Gohary (2015) confirmed the perceived value has a positive effect on Muslim customer satisfaction related to Islamic religiosity. Further empirical studies supporting the positive influence between perceived value and satisfaction can be found in Munhurrun et al. (2014), Sun et al. (2013), Han, Kim, and Kim (2011), Chen and Chen (2010). In essence, traveler satisfaction is directly influenced by perceived value - visitors who see higher destination value tend to experience greater satisfaction with those destinations (Song, Van de Veen, Li, & Chen, 2012; Haung & Su, 2010. The results of research from Waheed and Hasan (2016) showed no significant and positive influence of Functional Value on traveler satisfaction and no significant and positive influence of Epistemic Value on traveler satisfaction. So, we propose the following research hypothesis:

H4: Perceived Value has a significant and positive effect on satisfaction.

Based on the study of attitude theory, the Bagozzi model (1992) is known that affective outcomes can lead to behavioral outcomes. One form of affective outcome is perceived value and the behavioral outcome form is storytelling behavior. So it can be said that perceived value can give rise to storytelling behavior. Based on the literature study known little research on the relationship of tourist satisfaction and storytelling behavior in heritage destinations so we propose the research hypothesis as follows:

H5: Perceived value has a significant and positive effect on Storytelling behavior.

Storytelling helps consumers to achieve a deep level of satisfaction (Yi and Gong, 2013), meaning that by telling stories, tourists are telling the satisfaction felt and imagining the satisfaction that has been felt. Tourists who have experienced satisfaction while at the destination will be happy to tell others. This is because the person has a character who likes to share and others like a story (Bassano et al., 2019). The relationship between tourist satisfaction and storytelling behavior can be explained using the Theory of Planned Behavior presented by Ajzen (1991) which argues that the more positive the attitude (tourist satisfaction) towards a storytelling behavior, the greater the intention to adopt the same behavior (telling stories to others). Research conducted by Zhong et al. (2017) confirms that tourist satisfaction affects storytelling behavior. Based on the literature study known little research on the relationship of tourist satisfaction and storytelling behavior in heritage destinations so we propose the research hypothesis as follows:

H6: Satisfaction has a significant and positive effect on Storytelling behavior

2. Methods

This research is a type of explanatory research with quantitative methods, namely research that explains the relationship between one variable and another which is a variable

memorable tourist experience, perceived value, satisfaction, and storytelling behavior. This research was conducted in Borobudur Temple, Magelang, Central Java. The population in this study is tourists who have visited Borobudur Temple, Magelang, Central Java. The sample criteria used are tourists who have visited Borobudur temple, Magelang, Central Java. To determine the number of samples by using the Matchin and Campel formulas (1989). The result of the calculation of the number of samples obtained the number of samples as many as 350 tourists.

The sampling technique used purposive sampling is a technique of determining samples with certain considerations (Sugiyono, 2017). The samples used are tourists who have visited Borobudur Temple. The data source used in this study is primary data. Primary data is data generated from the dissemination of questionnaires obtained from providing data to collectors or in other words sources taken by researchers themselves. The data collection technique in this study is by disseminating questionnaires to Borobudur temple tourists, Magelang Regency through Google Form. This research uses the Likert scale in its measurement scale. The Likert scale is used to measure a person's attitudes, opinions, and perceptions about social phenomena.

The statements used in compiling the questionnaire on Memorable Tourist Experience were adopted from research instruments by Zhong et al. (2017). Perceived Value is measured by adopting the instrument developed in Waheed and Hasan's research. (2016). Statements about Satisfaction were adopted from research instruments by Zhong et al. (2017). The Behavior Storytelling measurement scale was adopted from the research instrument of Zhong et al. (2017).

The results of the study were tested on validity and reliability. The results of the study are valid if there are similarities between the data collected and the data that occurs in the objects studied. Valid means the instrument can be used to measure what should be measured (Sugiyono, 2017). The calculation method can be done using the Product Moment formula. A data is said to be reliable when there are similarities in data at different times. A reliable instrument is an instrument that, when used multiple times to measure the same object, will produce the same data (Sugiyono, 2017). The reliability testing technique used is Cronbach Alpha. By the model developed in this study, the data analysis tool used is SEM operated using the AMOS application.

3. Results and Discussion

3.1. Measurement Model

SEM testing, intended to see the suitability of the model. The results of the goodness of fit testing on full models developed in this study with cut-off value according to Ghozali (2013) are presented as follows:

Tabel 1. The Goodness of Fit Index

<i>Goodness of fit index</i>	<i>Cut-off value</i>	Research Model	Model
<i>Chi Square Statistic</i>	<i>Expected</i>	<i>1027,179</i>	
<i>Probabilitas</i>	≥ 0.05	0,000	Marginal Fit
RMSEA	≤ 0.08	0,034	Good Fit
GFI	≥ 0.90	0,878	Marginal Fit
AGFI	≥ 0.90	0,864	Marginal Fit
CMIN/DF	≤ 2.0	1,399	Good Fit
TLI	≥ 0.90	0,974	Good Fit
CFI	≥ 0.90	0,975	Good Fit

Source: Output AMOS 22 Model Fit Summary, 2020

The overall goodness of fit results shows a good level of conformity. Thus it can be said that the results of the goodness of fit testing on the standard model used in this study show that the observed data corresponds to the theory or model. Here is an image of the overall model or Full Model Structural Equation Modeling:

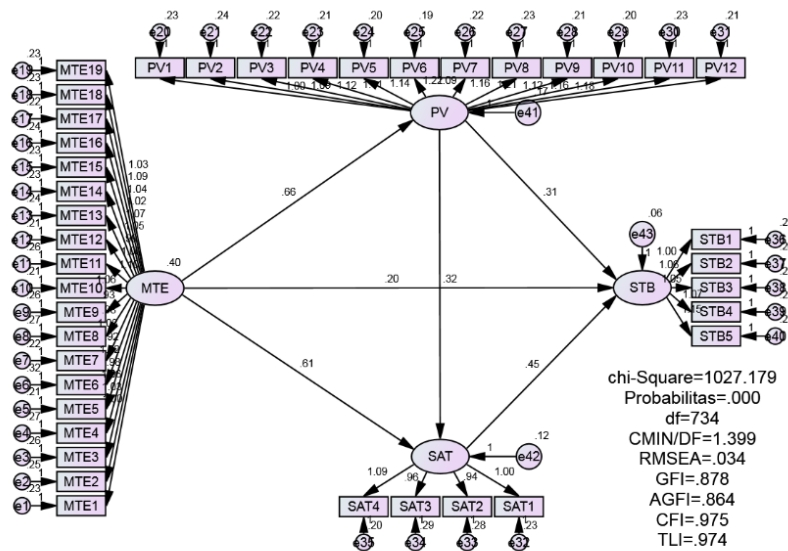


Figure.1. **Full Model Structural Equation Modelling**

3.2. Hypothesis Testing

After evaluating the fulfillment of the assumptions contained in SEM, the next stage is hypothesis testing. The testing of the seven hypotheses presented in this study was conducted based on the critical ratio (CR) value of a causality relationship.

Tabel 2 Hipotesis Test

Hipotesis	Estimate	S.E.	C.R.	P
MTE → PV	.656	.054	12.074	0,000
MTE → SAT	.611	.064	9.616	0,000
PV → SAT	.322	.061	5.299	0,000
MTE → STB	.198	.062	3.193	0,001
PV → STB	.311	.054	5.716	0,000
SAT → STB	.451	.074	6.118	0,000

Source: **SEM AMOS Test Results**

Based on the hypothetical test results in Table 2, further interpretation of the results of the test has a direct influence on the following research variables:

1) Hypothesis Testing 1

The results of testing the influence of Memorable tourism experience on Perceived Value show a probability value of 0.000. The probability value of 0.000 is smaller than the value of significance (0.05). Thus the first hypothesis of the research is acceptable meaning that a memorable tourism experience has a significant effect on Perceived Value. The critical ratio (CR) of 12,074 can be interpreted as having an influence of 12,074 on perceived value. The positive and significant influence between Memorable tourism experience and Perceived Value implies that a better memorable tourism experience will be able to increase tourist satisfaction, and vice versa. If tourists have an ugly memorable tourism experience then there will be lower

satisfaction levels.

3.2.2.. Hypothesis Testing 2

The results of the memorable tourist experience's influence on satisfaction show a probability value of 0.000. The probability value of 0.000 is smaller than the value of significance (0.05). This proves the hypothesis of both studies is acceptable, meaning that the Memorable Tourist Experience has a significant effect on satisfaction. The critical ratio (CR) of 9,616 can be interpreted as influencing satisfaction of 9,616. The positive influence between memorable tourist experience on satisfaction shows the higher and better memorable tourist experience that respondents understand will increase satisfaction in Borobudur temple destinations.

3.2.3.. Hypothesis Testing 3

The results of the memorable tourist experience's influence test on Storytelling behavior show a probability value of 0.000. The probability value of 0.000 is smaller than the value of significance (0.05). This proved that the third hypothesis in this study was accepted, meaning that the Memorable Tourist Experience had a significant effect on Storytelling behavior. The critical ratio (CR) of 5,299 can be interpreted as influencing Storytelling behavior of .299. The significant positive influence between memorable tourist experience on Storytelling behavior shows the higher and better the Memorable Tourist Experience that tourists experience will give rise to Storytelling behavior.

3.2.4. Hypothesis Testing 4

The results of the AMOS analysis for testing perceived value influence on satisfaction showed a probability value of 0.001 smaller than the significance level of 0.05. Thus the hypothesis of all four studies is acceptable, meaning that Perceived Value has a significant effect on satisfaction. The critical ratio (CR) of 3,193 can be interpreted as a perceived value influencing satisfaction of 3,193. The significant positive influence between Perceived Value and satisfaction implies that the better perceived value will increase satisfaction in Borobudur temple destinations.

3.2.5.. Hypothesis Testing 5

Tests of perceived value influence on Storytelling behavior showed a probability value of 0.000 smaller than the research significance level of 0.05. This proves that the fifth hypothesis of the research is acceptable, meaning that Perceived value has a significant effect on Storytelling behavior. The critical ratio (CR) of 5,716 can be interpreted as influencing Storytelling behavior of 5,716. The significant positive influence between Perceived value and Storytelling behavior implies that the higher the perceived value of tourists will increase the Storytelling behavior of Borobudur Temple destinations.

3.2.6.. Hypothesis Testing 6

The results of the satisfaction influence test on Storytelling behavior show a probability value of 0.000. The probability value of 0.000 is smaller than the value of significance (0.05). This proves that the sixth hypothesis of the research is acceptable, meaning that Satisfaction has a significant effect on Storytelling behavior. The critical ratio (CR) of 6,118 can be interpreted as influencing Storytelling behavior of 6.18. The significant positive influence between Satisfaction and Storytelling behavior implies that the higher the satisfaction of tourists it will give the rise to the Storytelling behavior destination of Borobudur Temple, and vice versa. If the satisfaction of tourists is low then they will tend to be reluctant to do Storytelling behavior about Borobudur.

4. Conclusions

The study looked at the impact of memorable tourism experiences on perceived value and satisfaction, as well as the impact of perceived value on storytelling behavior and storytelling behavior on memorable tourism experiences. This study concluded that (1) Memorable tourism experience has a significant and positive effect on Perceived Value. The results of this study reinforce the theory of attitude especially from the Bagozy model that Cognitive Knowledge will give rise to affective outcomes. Memorable Tourist Experience is a knowledge that exists in the memory of tourists that will give rise to satisfaction compared to the sacrifices issued (perceived value); (2) Memorable Tourist Experience has a significant and positive effect on satisfaction. The results of this study reinforce the theory of attitude especially from the Bagozy model that Cognitive Knowledge will give rise to affective outcomes. A memorable Tourist Experience is a knowledge that exists in the memory of tourists that will give rise to satisfaction. (3) Memorable Tourist Experience has a significant and positive effect on Storytelling behavior.

Memorable Tourist Experience is a source of information that has been tested for accuracy because tourists who experience it, tourists with a basic nature who like to tell stories will automatically tell other people; (4) Perceived Value has a significant and positive effect on satisfaction. The results of this study strengthen the attitude theory, especially from the Bagozy model that affective outcomes can strengthen the affective outcomes that arise from tourists. This is understandable and natural because if tourists feel more value when enjoying a destination, satisfaction will appear (5) Perceived value has a significant and positive effect on Storytelling behavior. Tourists who feel that more value is obtained than the costs incurred will tell others after enjoying the destination. Tourists will automatically do this, so tourists are heroes for the destination because they have introduced the destination to better (6) Satisfaction significantly and positively affects Storytelling behavior. The results of this study strengthen the attitude theory, especially from the Bagozy model that affective outcomes will lead to behavioral outcomes. Satisfied tourists will tell others after enjoying their destination

Based on the results of the study is also known to have an indirect influence such as (1). memorable tourist experience affects storytelling behavior through Perceived value, (2) memorable tourist experience affects storytelling behavior through satisfaction, and (3). the perceived value affects storytelling behavior through satisfaction.

The limitation in this study is that this research was conducted during the Covid 19 pandemic, so the variable memorable tourist experience that is studied is the memory of tourists to experience before the covid 19 pandemics. The sample used is the tourist who has visited Borobudur temple before covid 19 pandemics. If the research is done on a sample of tourists who have visited during the covid 19 pandemics then the memorable tourist experience will be different so the results of the study will be different. Suggestions for further research, memorable tourist experience variables, perceived value, satisfaction, and storytelling behavior can be used in further research using a sample of tourists who have visited Borobudur Temple after the covid 19 pandemics ended. Further research can also compare memorable tourist experiences before and after the Covid 19 pandemic to determine changes in the behavior of tourists visiting heritage destinations.

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The Development Strategy of Puncak Badean Tourism During Covid-19 Pandemic

Nungky Viana Feranita, Neni Dwi Yulianita, Habibatus Safa'ah, Sri Handayani

Sekolah Tinggi Ilmu Administrasi Pembangunan, Jl. Lumba-lumba No. 9
Jember Indonesia

*nungky_viana@stiapembangunanjember.ac.id

Abstract. The Covid-19 pandemic has had a wide impact on people's lives. One sector that has been impacted by this pandemic is the tourism sector. Puncak Badean Tourism, which is located in Jember Regency, is a tourism destination that has felt the impact of the Covid-19 pandemic. The purpose of this study is to explore how the development strategy of Puncak Badean Tourism during the Covid-19 pandemic and identify the strengths, weaknesses, opportunities, and challenges of Puncak Badean Tourism. This research is a descriptive qualitative research with a case study approach. The data used in this study were obtained through primary and secondary data sources. The data collection techniques used are observation, interviews, and documentation. Determination of informants is done by purposive sampling technique. The data analysis technique is descriptive analysis equipped with SWOT analysis. Test the validity of the data using triangulation techniques. The development strategy of Puncak Badean Tourism during the Covid-19 pandemic is good because the manager carries out tourism promotions by creating social media accounts such as Instagram, Facebook, and Youtube. Based on the SWOT analysis that has been carried out, the development of Puncak Badean Tourism can be realized in various forms of business including by building potential in Badean Village.

Keywords: Development, Strategy, Pandemic, Tourism

1. Introduction

Corona Virus Disease 2019 (Covid-19) is a new type of disease caused by the Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2). The spread of Covid-19 started on December 29, 2019 in Wuhan China and the medical authorities in Wuhan on December 31, 2019 reported the findings of the disease to the World Health Organization (WHO). WHO officially declared Covid-19 a pandemic on March 11, 2020. Covid-19 entered Indonesia on March 2, 2020. On April 13, 2020, Presidential Decree No. 12 of 2020, regarding the determination of non-natural disasters spreading Corona Virus Disease 2019 (Covid-19) as a national disaster. Data from the Task Force for the Acceleration of Handling Covid-19 as of July 29, 2021, shows that the transmission of Covid-19 has infected 223 countries with a transmission rate of 195,886,929 cases. In Indonesia, the transmission of Covid-19 has infected 34 provinces with a total of 3,331,206 cases.

The issuance of the Presidential Decree regarding the determination of the non-natural disaster Covid-19 as a national disaster has had a major impact on all industrial sectors in Indonesia, especially in the tourism sector. This statement arises because in the context of accelerating the handling of Covid-19, people are encouraged to stay at home and seeing the cases of the spread of Covid-19 which continues to increase every day makes people afraid to travel. This has resulted in several tourist attractions being temporarily closed and even reducing their workforce because they cannot run their businesses.

Tourism has the meaning of a series of activities related to traveling to a place for recreation and tourism. Tourism is a travel activity of an individual from his original place of residence to a place in another city or other country within a certain time with the aim of having fun (Pitana and Diarta, 2009). The Covid-19 pandemic has resulted in an unprecedented scale of the tourism crisis (OECD, 2020) namely: (1) The Covid-19 crisis has hit the tourism economy hard, with unprecedented effects on jobs and businesses; (2) The unprecedented shock to the tourism economy was exacerbated by the developing sanitation situation; (3) International tourism will fall by around 80% in 2020; (4) Domestic tourism provides a much-needed boost to help sustain many tourist and business destinations, and will continue to be a key driver of recovery in the short to medium term; and (5) The tourism crisis has very real economic and social consequences for many people, places and businesses, and the wider economy.

The Minister of Tourism and Creative Economy said that tourism was worst affected by Covid-19, there were 13 million workers in the tourism sector and 32.5 million workers whose jobs were indirectly related to tourism who were at risk of being affected by the Covid-19 disaster due to the closure of all tourism sectors. tourist destinations to prevent the spread of Covid-19. The Minister of Tourism and Creative Economy also noted that foreign tourist arrivals in 2020 and 2021 decreased compared to 2019. It can be seen in Figure 1 which shows that in April 2020 there was a sharp decline with the number of foreign tourists as many as 158,066 people. This condition will continue until May 2021.

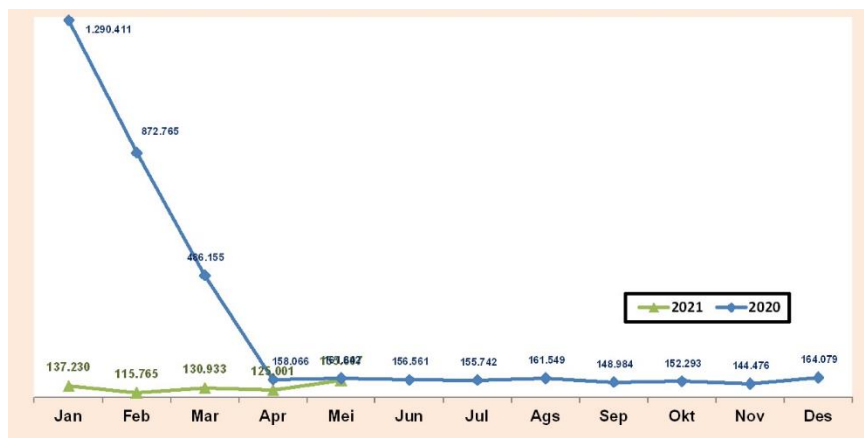


Figure 1. Monthly Visits of Foreign Tourists 2021 vs 2020
Source: Kemenparekraf/Baparekraf

Puncak Badean is a natural tourist destination where it presents views of the mountains and cool air and beautiful scenery located in Badean Village, Bangsalsari District, Jember Regency. This tourist spot was opened to boost the economic growth of the Badean Village community. Puncak Badean was opened on October 14, 2020 by Acting Regent of Jember Abdul Muqit Arief. The inauguration of the Puncak Badean Tourism object was held through the Ministry of Tourism and Creative Economy program titled Indonesia BISA (Clean, Beautiful, Healthy, and Safe). With the BISA program, it is expected to be able to increase the number of tourist visits during the current Covid-19 pandemic.

Puncak Badean Tourism is a new tourist attraction, so promotional activities are needed to introduce Puncak Badean Tourism to people outside Badean Village and get a large number of visitors. With the Covid-19 pandemic, it certainly has a bad impact on the management of Puncak Badean Tourism, so there is a need for a more effective tourism development strategy to be implemented so that tourism activities can still be carried out

during this Covid-19 period, which of course continues to carry out the health protocols that have been implemented.

Several previous studies examining tourism development strategies during the Covid-19 pandemic have been carried out. Djusal et al. (2020) said that there are two main issues that are considered for strategic decision making, health issues and limited mobility of tourists during the Covid-19 pandemic. This can be overcome by carrying out internal adaptation strategies and online tourism strategies. According to Fanaqi et al. (2020), brand positioning, brand personality, and brand identity are branding efforts that complement each other during this pandemic.

Hardianto et al. (2021) researched the management strategy of Dolan Park Tourism, Pandanrejo Village, Batu City during the Covid-19 period. The management of Taman Dolan tourism is able to take advantage of technological sophistication, namely by marketing tourism products through online media. In contrast to Astuti et al. (2021) who investigated the potential development in Beraban Village, East Selemadeg District, Tabanan Regency, Bali. Cooking training on local ingredients is very beneficial for the culinary group because during the Covid-19 pandemic there are no tourist activities, so this group utilizes the results of their training by handling cooking activities at traditional events such as weddings or tooth-cutting ceremonies and other activities.

Tourism industry players are required to be creative and innovative in dealing with this pandemic (Kristiana et al., 2021). The tourism workers are currently doing work outside the tourism sector to survive, but when tourism goes back to normal, they will return to their main jobs. The government's strategy is to build resilience at the meso level, with a focus on tourism destinations. Meanwhile, according to Isdarmanto et al. (2021), all potential assets of tourist destinations in Yogyakarta must be empowered and developed more productively. By increasing reliability in managing the existence of unique, specific, and superior tourism resources in Yogyakarta, it is hoped that it will be able to attract world tourism and be able to bring back many tourists to Yogyakarta.

2. Methods

This research belongs to the type of qualitative research using a case study approach. This approach was chosen to explore the development strategy of Puncak Badean Tourism during the Covid-19 pandemic and identify the strengths, weaknesses, opportunities, and threats of Puncak Badean Tourism.

Puncak Badean Jember Tourism was chosen as the research site because it is a new nature tourism located at the foot of Mount Argopuro Jember so that it requires a development strategy to introduce Puncak Badean Tourism to people outside Badean Village and get a large number of visitors. The research was conducted from May to July 2021.

The type of data used in this study is qualitative data obtained through primary and secondary data sources. Primary data sources were obtained through interviews with the Head of the Badean Village Community Self-Help. Secondary data sources were obtained through journal articles on tourism development strategies and literature on Puncak Badean Jember Tourism. The data collection techniques used are observation, interviews, and documentation.

Determination of informants is done by purposive sampling technique, which is to determine the sources by using certain criteria. This study aims to analyze the development strategy, it is necessary for informants who understand about Puncak Badean Jember Tourism. The informant in this study was Mr. Rozak as the Head of the Badean Village Community Self-Help.

The data analysis technique used in this research is descriptive analysis equipped with SWOT analysis to determine the internal environment (strengths and weaknesses) and external environment (opportunities and threats) of Puncak Badean Jember Tourism. Test the

validity of the data using triangulation techniques, namely checking the data that has been obtained through several data collection techniques.

3. Results and Discussion

3.1. Development Strategy

2) Rides and Facilities Offered

a. Beautiful view from the top of the peak.

The advantages that can not necessarily be found in other tourist attractions and only exist in Puncak Badean Tourism is a beautiful view. Visitors are treated to mountain views, shady trees, rivers with clean water accompanied by large rocks along the river, and the air is still beautiful.

b. Camping place.

Not only the scenery is still fresh, Puncak Badean Tourism also provides a camping place for tourists who want to camp or who want to spend time enjoying the beautiful natural scenery.

c. Saung for a place to rest.

Other advantages that exist in Puncak Badean Tourism are that there are approximately 10 huts for tourists to stop or rest. With this hut it provides comfort for tourists if they want to rest by enjoying the beautiful natural scenery and gather casually with family, in addition to beautifying the scenic situation of the Puncak Badean tourist spot.

d. Outdoor games.

Puncak Badean Tourism also has a river that has clean water where the water comes from a waterfall spring and along the river there are large rocks that add to the beauty of the existing scenery. By taking advantage of the condition of the river with heavy water accompanied by large stones, it can stimulate the adrenaline of tourists who play outbound at Puncak Badean Tour.

3) Funds to Manage

Based on the results of an interview with Mr. Rozak as the Head of the self-help management of Puncak Badean Tourism, that the funds to manage Puncak Badean Tourism mostly come from the surrounding community. Mr. Rozak also said that the government helped fund the management of this tour, but the percentage was still relatively small. So for the time being, the funds for the management of Puncak Badean Tourism are more than the self-help of the Badean Village community itself.

4) Management Organization Structure

Puncak Badean tourism is classified as a new type of tourism and its management also comes from non-governmental organizations. Therefore, the organizational structure of Puncak Badean Tourism management is still not perfect. The organizational structure already exists, but it still needs to be improved.

5) Community Economic Booster

The people of Badean Village initially worked as farmers and gardeners. However, with the existence of Puncak Badean Tourism, it can improve the economy of the Badean Village community. People began to dare to open a place to eat for tourists who visit and the business got very good results.

The Badean Village community also hopes that in the future there will be investors who will come in to help develop the tourism. The investment opportunities offered are related to the development of tourist attractions in Puncak Badean Tourism. The intended investment

opportunity is to further improve the various available facilities related to the existence of these tourist attractions so that they can be integrated and have a selling value as a driving force for tourist visits.

6) Promotions Done

In improving marketing and promotion to support the development of Puncak Badean Tourism, programs that must be carried out include the development of promotional media, promotional activities and the development of marketing partnerships.

a. Promotional Media Development

Considering that the promotional media used for the development of Puncak Badean Tourism has not been maximized, it is necessary to have additional promotional media such as print media (banners) and electronic media (websites) (<https://puncakbadeanjember.blogspot.com/>) and video (<https://www.youtube.com/channel/UCPYUjVZKODrXie7YN0i4bUQ/videos>).

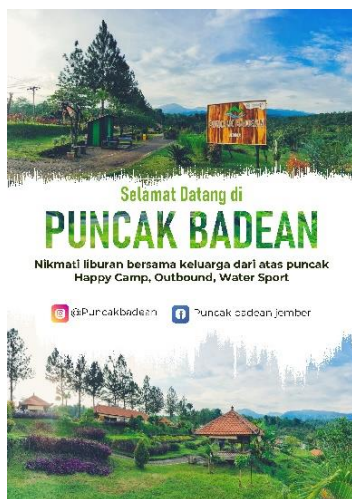


Figure 2. Banner to be installed at the entrance to Puncak Badean Tourism

b. Promotion Activities

Cheap promotional activities that can be developed to promote Puncak Badean Tourism, namely online promotion through Facebook (<https://www.facebook.com/puncak.badean.3>) and Instagram (https://instagram.com/puncakbadean?utm_medium=copy_link) to reach domestic and international market share. Other promotional activities that can be carried out are participating in events or promotional activities for tourism destinations carried out by local governments and tourism business actors.

c. Marketing Partnership Development

Puncak Badean Tourism needs to do joint promotions as marketing reinforcement because it is more effective than individual promotions in introducing its tourism potential. Puncak Badean Tourism Managers need to develop joint promotional packages so that the selling value of tourist villages can be further increased. Another effort is to build marketing partnerships with travel agents or travel agents and other organizations involved in tourism development.

7) Education Provided to the Community

The condition of the Badean Village community has a minimal number of high school and college graduates and lacks knowledge about tourism activities and the promotional media

used. So to create sustainable tourism, it is necessary to strengthen the education and capacity of local communities in order to improve the quality of tourism in Puncak Badean Tourism. Activities carried out as an effort to develop Puncak Badean Tourism are in the form of training to provide skills and increase knowledge of local communities related to tourism and how to manage tourism properly and correctly. The development of these resources aims to provide full support to the community in the context of developing tourism in Badean Village so that it is hoped that the local community can become skilled workers who are useful to support Puncak Badean Tourism as a sustainable tourism village.

In designing the development of Puncak Badean Tourism destinations, things to consider in drafting the concept are in accordance with the potential and problems and the development of Puncak Badean Tourism includes physical and non-physical development. Physical development is aimed at creating a residential environment along with infrastructure and utility facilities in order to create comfortable, beautiful, and interesting destinations to visit, as well as developing tourist attractions and attractions to complement the recreational elements of a tourist village.

3.2. SWOT Analysis

SWOT analysis is a simple strategy but has a big role in developing a business. Therefore, researchers use this analysis to design the right strategy to develop Puncak Badean Tourism.

1) Strength

The strengths that exist in the Puncak Badean Jember Tourism are:

- a. Natural beauty (mountain views, rivers with clear water, locations filled with trees that provide cool air).*
- b. Security of tourist attractions (safe parking because there are guards).*
- c. The entrance fee is free, only a fairly cheap parking fee of IDR 3,000 is charged.*
- d. There are outdoor games.*
- e. Support by the government and the community of Badean Village.*
- f. Availability of Saung for resting place.*
- g. The location is very clean.*
- h. Very friendly service from the manager.*
- i. The availability of camping sites along with supporting facilities such as a sound system and mats are provided by the manager.*

2) Weakness

Weaknesses that are owned by Puncak Badean Jember Tourism are:

- a. Promotion efforts carried out by managers are still limited due to the limited ability of managers to utilize social media in conducting promotions.*
- b. Broken access road.*
- c. Limited funds to continue the development carried out such as the construction of a swimming pool which is planned to be added as a vehicle at Puncak Badean Tourism.*
- d. Lack of availability of places to eat because at Puncak Badean Tour there are only small stalls that only provide snacks.*
- e. There are no directions for Puncak Badean Tour from the highway, making it difficult for tourists who will come to Puncak Badean Tour.*

3) Opportunity

Opportunities that can be achieved after carrying out the two analyzes above on Puncak Badean Jember Tourism are:

- a. The development of the nature-based tourism sector.*

- b. Promotions carried out through social media are very effective for managers to carry out. Based on data from a report entitled Digital 2021: The Latest Insights Into The State of Digital, it is stated that out of a total of 274.9 million people in Indonesia, 170 million of them have used social media. Thus, the penetration rate is around 61.8 percent (kompas.com). From this data information, promotion using social media is a great opportunity to do because of the high number of social media users in Indonesia.*
- c. Absorption of labor in the Puncak Badean Tourism area as an effort to improve the economy and reduce unemployment.*
- d. The facilities offered at Puncak Badean Tour such as outbound, peak tours that provide camping, especially in Jember.*
- e. Make directions on the side of the main road for easy access as well as a promotional tool such as using banners.*
- f. Provide a place for people to sell food for tourists because at Puncak Badean Tourism there are only three places.*

4) Threat

Threats to activities that will be carried out in the development of Puncak Badean Jember Tourism are:

- a. Lack of awareness of tourists who come to maintain and comply with existing warnings so that it becomes a threat to damage facilities at Puncak Badean Tourism, such as picking flowers, stepping on ornamental grass.*
- b. The existence of new tourist attractions in Jember, this is a threat because it adds competitors to the Puncak Badean tourist spot.*
- c. The difficulty of the internet network so that if tourists want to capture their experience using social media at Puncak Badean Tourism, the internet network is constrained.*

4. Conclusions

The Covid-19 pandemic has created conditions of uncertainty for the tourism industry. This affects the number of visitors and managers. The “Stay At Home” policy has the consequence of decreasing community mobility so that the fulfillment of tourism needs is low. Therefore, a strategy for developing Puncak Badean Tourism is needed during the Covid-19 pandemic as well as identifying the strengths, weaknesses, opportunities, and threats of Puncak Badean Tourism.

The development strategy of Puncak Badean Tourism during the Covid-19 pandemic is good because the manager carries out tourism promotions by creating social media accounts such as Instagram, Facebook, and Youtube. The development of Puncak Badean Tourism also has an impact on all aspects of the life of the Badean Village community, especially the economic aspect by increasing the income of the surrounding community.

Based on the SWOT analysis that has been carried out, the development of Puncak Badean Tourism can be realized in various forms of business including by building potential in Badean Village. This can be realized with the participation and awareness of the Badean Village community in helping to improve tourism development and to make the name of Puncak Badean Tourism proud locally, nationally and internationally.

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Sadeng Dance Icon with Cultural Stage Puger Cultural Assets – South Part - Jember District

Achadyah Prabawati, Sinta Agustiningrum, Siti Rof'ah Agustin, Brian Suryananda Pradiptha

Sekolah Tinggi Ilmu Administrasi Pembangunan, Lumba-lumba road No. 9
Jember

*achadyahprabawati@gmail.com

Abstract. The COVID-19 pandemic has become a global problem that plagues society. In addition to the fear of contracting the disease, there is also the fear of lack of income due to lack of working hours. This condition causes the community to make independent efforts to meet their daily needs and the needs of the family they support. The history of Mojopahit tells of Sadeng and Keta's struggle with Gajahmada before becoming governor. Ratu Tribuwana Tunggadewi as king has a policy to appoint Gajahmada to be Mahapatih because his services have made peace. People who are good at dancing make the Sadeng dance which was launched in January 2020. This has colored the Puger sub-district, Jember Regency as a cultural icon. Because the Puger sub-district is the entrance to marine tourism, it is better to make a tourist destination in the form of a cultural stage. A cultural stage filled with various art performances with the Sadeng ballet as a cultural tourism icon. Moreover, Puger sub-district is an area that is passed to many beautiful and charming beaches along the south coast of Jember district. Pancer Beach, Kucur Beach, Cemara Beach, Payangan Beach, Love Bay, Papuma Beach, Malikan White Sand Beach and Bandialit Beach and Nanggalan Beach as traditional tourist attractions are very beautiful. So it can be ascertained that with a cultural stage tourist destination, it will have a tourism attraction for domestic and even foreign tourists. People's income and foreign exchange will flow to improve the regional and state econ. Keywords: Ballet, Cultural Stage, Tourism Door

Keywords: Cultural Stage, Cultural Assets, Tourism

1. Introduction

The tourism sector has a big role in Indonesia's income and foreign exchange. In addition, the tourism sector contributes to a decrease in the number of increases in unemployment through job creation, business development and equitable development. This means that the tourism sector encourages the country's economic development. Indonesia is a country with amazing natural beauty. Diversity of flora and fauna, supported by the diversity of tribes, races, religions and cultures as unique local wisdom. Each region has the potential of each region that can be used as an extraordinary tourist destination. It needs to be operationalized to be put to good use. So that it can have a high economic value as a source of increasing the country's economy.

Tourism Management in Indonesia is regulated in Law no. 10 of 2008 concerning Tourism. Tourism development is included in the ten national priority programs listed in the 2018 Government Work Plan (RKP). This means that the government is very serious in managing and developing the Indonesian tourism sector. Based on Law no. 10 of 2009 concerning Tourism, there is a definition of tourism. Tourism is a travel activity carried out by a person or group of people by visiting certain places for recreational purposes or personal

development. Personal development that is intended is to learn the uniqueness of the tourist attraction visited in a certain period of time.

Jember Regency has an area that used to be a former community area during the Mojopahit Kingdom. Which area is located in the southwest of Jember Regency. More specifically, the village of Grenden, Puger District. There is a kingdom of Sadeng, called the Kingdom of Sadeng because it has the area of Mount Sadeng which is a limestone mountain to the south. The Kingdom of Sadeng with various political battles but was still defeated by the Mojopahit Kingdom. The battle took place in the area of Mount Sadeng when the Mojopahit troops came to enter the kingdom. The battle was led by Gajahmada at the time of the king Tribhuwana Tunggaladewi. With this battle, Gajahmada was appointed to a prestigious position as Mahapatih of the Majapahit Kingdom.

With this story, the Sadeng Dance was made. There are approximately 20 dance performers consisting of women and children from the village of Sadeng. The making of the dance still uses personal funds. The Sadeng Dance was successfully formed by the Gunung Mulia Village-Owned Enterprise (Bumdes) in Grenden Village, Puger District, Jember Regency in 2018. The launch was carried out at the Village Hall in early January 2020. The Sadeng War Dance, this is a matter of pride for the Grenden community, especially the Village Government. Because this dance tells the origin or forerunner of Grenden Village. So that the Sadeng dance is a village wealth or asset in the form of cultural values.

Talking about the battle that led to the appointment of Mahapatih Gajahmada from the Majapahit Kingdom. The kingdom which has territory throughout Indonesia and even all of Kalimantan to the territory of Malaysia. This is a story of great cultural value. If this is used as an icon for the city of Jember, it will certainly be able to attract tourists. The icon can be opened when the Puger district opens the Cultural Stage which is used as the entrance for beach tourists. Because a little to the south you will find Paseban beach, in the east direction you will find Pancer Beach, Cemara Beach, Kucur Beach, Payangan Beach – Love Bay, Watu Ulo Beach, Malikan White Sand Beach, Bandi Alit Beach to Nanggalan Beach.

Based on the above background, problems can be drawn, among others, namely: 1) How is the strategic policy of tourism in Jember Regency sustainable in the New Normal Era? 2) How is the story, motion, music and fashion of the Sadeng Ballet composed? 3) How is the funding, location and construction of the Jember Regency Cultural Stage? 4) How will the next operational use of the Jember Regency Cultural Stage be?

In accordance with the problems above, it can be arranged the objectives of this research activity are to: 1. Develop tourism object innovations in Jember Regency. 2. Increase the regional income of Jember Regency in the tourism sector. 3. Adding employment opportunities for the people of Jember Regency. 4. Improving the economy of Jember Regency. 5. Improving the creativity of youth in Jember Regency

In accordance with the problems above, it can be arranged the benefits of this research activity are to: 1). Formulating a strategic policy plan for sustainable tourism in Jember Regency in the New Normal Era. 2). Composing stories, movements, music and fashion from the Sadeng Ballet. 3). Application for funding budget, location proposal and submission of a sketch plan for the Jember Regency Cultural Stage. 4). Preparation of scheduling plans for the next use of the Jember Regency Cultural Stage.

2. Methods

2.1. Theoretical Study.

Tourism according to Yoeti (1993: 109) is a temporary travel activity carried out from one place to another or from the original place of residence to the destination area for reasons not to settle or try to earn a living. But solely to enjoy the trip for sightseeing and recreation and only to fulfill curiosity, spend free time or vacation with the aim of fulfilling various

desires. Richardson and Fluker (2004: 183) state that tourism is an activity or group of people who travel and stay outside their environment for not more than one year in a row for leisure, business and other purposes. Meanwhile, according to Damanik and Weber (2006:1) stated that tourism is a very complex phenomenon of the movement of people, goods and services.

A tourist according to Chafid Fandeli (1995: 58) is someone who is driven by one or more needs to travel and stop temporarily outside his place of residence for a certain period of time not with the intention of earning a living. Meanwhile, according to Marpaung (2004:4) a tourist destination is a formation and related activities and facilities so that it can attract tourists or visitors to come to a certain area or place. So that an area that has natural potential and community activities that can be used as an attraction should be made a tourist destination to improve the economy of the community and the region.

Based on some of the opinions of the experts above, it can be concluded that tourism trips are carried out to find a new atmosphere that is different from the atmosphere of daily routine. There are various tourism destinations, including to rest, seek tranquility or have fun and many other destinations.

Types of Tourism.

The classification of tourism according to Pendit (1994) is distinguished according to the motives of tourists when visiting a place. Types of tourism can be distinguished as follows: 1) Cultural tourism is a trip that is carried out on the basis of a desire to broaden one's view of life by making visits. A visit with a review to learn about the condition of the people, habits, customs, way of life, culture and arts of the community. 2) Maritime tourism, commonly known as marine tourism, is observation by looking at objects, operational activities and taking photos in the waters of rivers, lakes, beaches, bays to the sea. The objects seen can be in the form of rides for marine animals along with the beauty of the marine park that is under the surface of the water. Operational activities that can be carried out include fishing, swimming, diving, surfing, and rowing competitions. 3) Nature Reserve Tourism, this tour is commonly referred to as Conservation Park Tourism. Namely tours to nature reserves, protected parks, mountainous forest areas whose sustainability is protected by law. Usually the tourists are fans and nature lovers.

They carry out activities to enjoy, see, take pictures of animals or wildlife and colorful flower trees which are protected by the government and the community. 4) Convention tourism is political tourism. Each country provides modern equipment facilities in buildings complete with large-scale meeting rooms for the participants of a conference, deliberation, other meeting of a national or international nature. It is called tourism because the Convention Bureau tries to attract national and international organizations or bodies to hold their hearings at this convention center by providing accommodation and transportation facilities at attractive reduced prices and presenting lucrative attraction programs. For example, Indonesia has the Senayan Convention Center in Jakarta, the Philippines has the Philippine International Convention Center (PICC) in Manila, West Germany has an International Novention Center in Berlin. 5) Agricultural tourism is commonly referred to as Agrotourism. It is a tour by visiting and reviewing for studies or just looking around while enjoying the fresh colorful plants and the fertile nurseries of various types of vegetables and pulses at the location of the agro-tourism business.

The travel organization for agricultural, plantation and nursery tourism objects is carried out and coordinated by the agro-tourism bureau. 6) Hunting tourism can be done in a country that does have an area or forest where to hunt. Hunting tourism is arranged in the form of a hunting safari to an area or forest that has been determined by the government of the country concerned. So that this tour is encouraged by various agents or certain travel agencies. For example in Africa there are forests for hunting elephants, lions, ziraf and so on. 7) Pilgrimage tours are mostly associated with religion, history, customs and beliefs of people or

community groups. This tour is mostly carried out by individuals or groups to holy places, tombs of great people or exalted leaders, tombs of magical figures or humans full of legends, to hills or to other places. sacred mountain.

Many tourist trips are organized by agents or travel agencies that specialize in business by arranging tourist trips to the destination or area. At the same time preparing accommodation complete with lodging, eating and drinking, snacks and photography as well as making videos.

Tourism can be interpreted as various kinds of tourism activities that are supported by facilities and services provided by the community, entrepreneurs and local governments. So that it can be said that tourism is a dynamic but complex activity, in which a good management is needed so that the purpose of traveling can be achieved. So complex, tourism is referred to as a multi-sectoral development field and arises because of the various spatial potential differences, both in the form of potential tourism objects, facilities and infrastructure, community participation and professionalism in the management of tourism activities itself.

For this reason, tourism management is needed. Tourism management is a science that studies planning, organizing, mobilizing and controlling actions that are carried out to determine and achieve predetermined targets through the use of human resources and other resources in the tourism business. Moreover, the government states that 1) tourism is the mainstay of national development in the economic sector and other fields for the survival of the Indonesian nation and state, 2) Indonesia is a world tourism area that prioritizes the development of domestic tourism as well as a destination for foreign tourists.

Tourism cannot be separated as a comprehensive development sector. That is why the implementation of tourism must pay attention to the principles of community participation, local cultural rights, aspects of resource conservation, education and training, promotion, accountability and monitoring and evaluation.

The main resources of tourism itself are nature and culture. Natural resources must be preserved in order to provide sustainable benefits. Natural resources are the main capital that attracts tourists. Cultural resources, such as those related to history, archeology, customs, local wisdom and traditional technology, are national assets that have the potential for diversity to be developed into attractiveness on a local, national and international scale.

Factors that influence the development of tourism include tourist attractions which include various types of tourism activities and biodiversity. Infrastructure which includes facilities and infrastructure as well as facilities related to disasters. This is very necessary to anticipate in case of distress and disaster. Meanwhile, facilities and infrastructure are needed to satisfy the necessities of life. Accessibility which includes the road network, geographical position and destination location, and not forgetting public transportation modes. Progress in the field of transportation and transportation infrastructure is very necessary regarding the distance and travel time in tourism trips. Institutions that include government, local government, private and community on an ongoing basis in order to achieve tourism goals. In tourism destinations, travel agents and promotions are also needed to attract visitors. Community participation and hospitality are indispensable in tourism destinations. Because the community has an important role in developing tourism. The community will certainly provide the facilities that tourists want and will maintain peace and the absence of crime so that there is always an opportunity for economic improvement for the surrounding community.

2.2. History of Rationale.

In history, in the village of Grenden there was once a kingdom, namely the kingdom of Sadeng, which was located around the mouth of the Bedadung river. Sadeng, today is the

name of Mount Lime which is very famous in East Java, because of the quality of its white lime for building houses. It is located exactly 2 km north of Puger in Grenden Village.

This dance tells of the destruction of the Sadeng kingdom after being invaded by Majapahit troops led by Maha patih Gajah Mada under the name Sadeng War Expedition, which caused the Sadeng kingdom to experience defeat.

In the history of Majapahit, the Sadeng war is known because there has been a great war involving most of the Majapahit troops led directly by Gajah Mada in 1331 AD. Before that time there was a person named Nambi. Nambi is a person who is credited with elevating the status of the Sadeng and Keta people to become the chosen soldiers in the Majapahit army. During the time of Prabu Jayanagara, the Nambi rebellion took place. So Prabu Jayanagara sent Ra-Kembar to finish Nambi's rebellion. At the end of the war, Lamajang collapsed with Nambi killed by Jabung Tarewes, Lembu Peteng, and Ikal-Ikalan Bang who were Ra-Kembar's men.

Lamajang has a strong relationship with Sadeng and Keta. So with the death of Nambi, finally Sadeng and Keta held a deep grudge against Majapahit. For a dozen years, the people of Sadeng and Keta harbored wrath while waiting for the right time to take revenge. The time finally arrived when Majapahit was led by Tribhuwana Tunggaladewi (1328-1350). Tribhuwana is the younger brother of the late Prabu Jayanagara who died in 1328 AD. Because Jayanagara had no children, the next Majapahit leader was Tribhuwana Tunggaladewi. Later, the royal throne was handed over to his son, Hayam Wuruk.

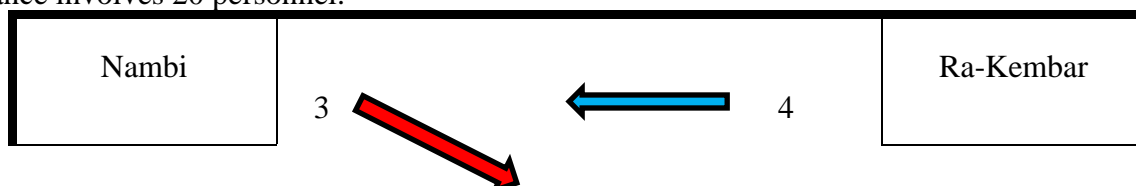
Tribhuwana Tunggaladewi understands that Sadeng and Keta continue to stir like fire in the husk. However, he wanted this issue to be resolved in an amicable way. It is undeniable that the people of Sadeng and Keta were once part of the Majapahit struggle. Moreover, Sadeng and Keta were strengthened by many formidable soldiers and some of them had been warlords. So Gajah Mada, who was not yet a mahapatih, was sent to seek reconciliation with Sadeng and Keta. However, how disappointed Gajah Mada was because it turned out that someone had messed up his plans, making Sadeng and Keta move against.

The Majapahit troops led by Ra-Kembar first surrounded Sadeng and Keta before the arrival of Gajah Mada who brought a peaceful mission. Ra-Kembar was one of Majapahit's top officers and considered Gajah Mada as his competitor. Ra-Kembar also argues that Sadeng and Keta should be destroyed because they want to escape from the auspices of Majapahit. Ra-Kembar who is still assisted by Jabung Tarewes, Lembu Peteng, and Ikal-Ikalan Bang.

With the meeting of the Gajah Mada troops with the Ra-Kembar troops, a dispute ensued. Under these conditions, Sadeng and Keta were used to prepare to launch a rebellion by recruiting large-scale civilians to become soldiers. Furthermore, so that the dispute between Ra-Kembar and Gajah Mada did not end badly, Tribhuwana Tunggaladewi directly led the Majapahit troops to calm the upheaval in Sadeng and Keta. Finally, the upheaval was quelled and peace resulted. Meanwhile, Gajah Mada was appointed to the position of Mahapatih of the Majapahit Kingdom.

2.3. Steps and Movements of the Sadeng Ballet.

From the story, a dance was made with four groups. The first is the Nambi group. The second is the Sadeng – Keta group which is a soldier to warlord. The third is the Ra-Kembar group, a high-ranking officer of the Mojopahit kingdom who has three subordinates. The fourth is a group of Royal troops led by King Tribhuwana Tunggaladewi with Gajah Mada. This dance involves 20 personnel.



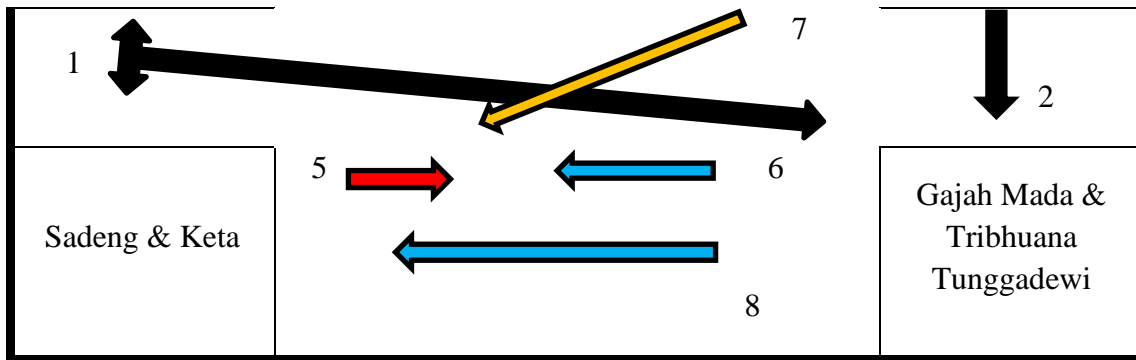


Figure 1. Story Stages

The operational steps of thought are: 1) Nambi from Lamajang as a high-ranking officer of the Mojopahit kingdom during the time of King Prabu Jayanagara took the people of Lamajang, Sadeng and Keta to serve as soldiers up to the warlords of the Mojopahit kingdom. 2) Ra-Kembar and his men are high-ranking officers of the Majapahit kingdom who served the Mojopahit kingdom. 3) Feeling that he had the power of the three regions, Nambi carried out a rebellion to break away from the Mojopahit kingdom. 4) Ra-Kembar was sent by Prabu Jayanagara to finish the Nambi rebellion. Ra-Kembar assisted by Jabung Tarewes, Lembu Peteng, and Ikal-Ikalan Bang ganged up on Nambi to death. 5) Sadeng and Keta felt that the elders who could provide economic pathways no longer existed, so they had a grudge against the Mojopahit kingdom, so they also rebelled during the time of King Tribhuana Tunggaladewi. 6) Gajah Mada, who had not become governor, was sent by King Tribhuana Tunggaladewi to make peace reconciliations with Sadeng and Keta. 7) Ra-Kembar, a high-ranking royal officer, feels that Gajah Mada will compete with him, and thinks that rebellion must be eradicated. So he and his troops surrounded Sadeng and Keta first. Gajah Mada's troops came, so there was a dispute between the Ra-Kembar troops and Gajah Mada's troops. This condition was used by Sadeng and Keta to organize troops consisting of civilians. 8) Finally, the king of Tribhuana Tunggaladewi came down to the field immediately to stop the dispute and make peace with Sadeng and Keta, and made a policy by appointing Gajah Mada to be the Maha Patih of the Mojopahit kingdom.

This ballet is performed by twenty dancers. Where with eight steps to demonstrate the activity, there are eight people who have a role, so that each group is added three people as troops. The demonstration scenes include: 1) The Nambi group was four people and the Sadeng & Keta group was four people, so there were eight people and their troops. They are all Mojopahit troops. 2) The group of Ra-Kembar and their three subordinates and three of their troops, totaling seven people. They are also a fleet of Mojopahit troops. 3) Nambi's group with its four troops, went on their way to revolt against Mojopahit. 4) The Ra-Kembar group of seven people surrounded Nambi's group of four. So there are eleven people in total. 5) The Sadeng and Keta groups and their troops totaled four people. They walked to rebel against Mojopahit. 6) The Gajah Mada group and its four troops were sent by the King to make peace. 7) The Ra-Kembar group of seven people confronted and clashed with the Gajah Mada Group of four people. So the total is eleven people. 8) King Tribhuana Tunggaladewi took to the battlefield so that there were twelve people. King Tribhuana Tunggaladewi crushed the Ra-Kembar group to retreat. So that there are only five people, namely the Gajah Mada group and Tribhuana Tunggaladewi. Then they continued their journey to meet the Sadeng & Keta group to find peace, in this meeting there were nine people. Then closed with the appointment of Gajah Mada as the Maha Patih of the Mojopahit kingdom which was witnessed besides Nambi by seventeen people sitting on the right and left of the process.

2.4. Research Method.

The study used qualitative descriptive analysis using SWOT analysis. With a SWOT analysis will be analyzed about what underlies to achieve future expectations. Basic thinking with strengths, weaknesses, opportunities and threats. Expectations for the future can be read based on the graph in the SWOT strategy matrix.

The initial respondents were taken from four people from Jember district, namely Melanie, Dony, Sindy and Widiyanto. Melanie is a vocational student who lives in a nursing home. Dony is an ITS student who lives in Bangsalsari. Sindy is the owner of the Car Showroom on Jalan Gajah Mada. And Widiyanto is a UNEJ student who lives in Keputih Mayang village. All respondents do not live in Puger, with age levels ranging from teenagers to adults. So it can be expected that his opinion can represent the voice of Jember.

Research data is primary data taken by interview guided by the Interview Guide. Meanwhile, as supporting data is secondary data taken from personal documents, literature books, tourism journals, and tourism data via the internet.

2.5. Situation and Condition Analysis

Pandemic Period And Activity Appreciation. The COVID-19 pandemic has become a global problem that plagues society. In addition to the fear of contracting the disease, there is also the fear of lack of income due to lack of working hours. This condition causes the community to make independent efforts to meet their daily needs and the needs of the family they support.

To avoid contracting the Corona virus, a person is required to follow GERMAS, namely the Healthy Living Community Movement. There are ten steps in the Healthy Living Community Movement, including: 1) Keeping the environment clean; 2) Use a mask, and cover your mouth with the inside of your arm when coughing; 3) Washing hands with soap; 4) Diligent exercise and adequate rest; 5) Required to consume food with balanced nutrition; 6) Eat perfectly cooked food; 7) Drink lots of water; 8) No smoking; 9) Always pray; and 10) Immediately go to a health facility if you feel feverish and short of breath.

To avoid contracting the Covid-19 disease, people are expected to live independently without crowding, socialize by keeping a distance and wearing masks, washing hands and using hand sanitizer after socializing and holding something. In socializing it is not allowed to touch the facial area.

During the pandemic period which was followed by implementation of restrictions on community activities, the government should draw up a budget plan for the coming year by adding the stage culture. The government's proposal as an executive institution that is supported by the community so that the procurement of a cultural stage can be approved by the Legislature to be included in the regional revenue and expenditure budget as well as included in the state Budget.

In the coming year, with the decrease in the regional revenue and expenditure budget, the procurement operations can begin. The cultural stage will definitely be built by a contractor appointed by the government.

Meanwhile, the operational activities will be established by the tourism department which is approved by the government. The Ministry of Tourism together with the community will arrange an operational organization for cultural stage activities.

There is an operational team for cultural stage activities. There are also several studios complete with trainers, designers, fashion make-up and all the equipment. And that's not just a dance studio, but other cultural arts studios. It can be music, it can be theater and so on.

Cultural display shows with certain hours can be commercialized to visitors. While in other hours it is used as a place to practice and a place to practice positions which are also paid for by training users. So that it can be used as regional income.

Regarding the schedule to appear on the cultural stage, don't forget to always display the Sadeng dance as a cultural icon on a weekly basis. While other days are also determined by other cultural icons of Jember regency, such as Patrol Arts, Labako dance and Coffee Picking dance. While the rest of the days are used for other art displays that are studied by the people of Jember Regency.

The cultural stage is the entrance to marine tourism in Jember district. The daily operations of the cultural stage of Jember Regency will definitely be known in tourist destinations. So that the tourists will have a plan in their visit.

Appreciation for the activity of filling the cultural stage was carried out with art organizations to socialize with the team. This should be programmed to do a little socialization. At the beginning of the introduction should be done online, be it a display of movement or music. So it must be prepared with a video program. Furthermore, the layout of the new location is carried out face-to-face. For the implementation of art performances and their make-up can be done normally commercially and broadcast via video screens.

Community Income. Law Number 10 of 2009 concerning tourism which states that the implementation of tourism is aimed at increasing national income in order to improve the welfare and prosperity of the people. Expand and equalize business and employment opportunities. Encourage regional development. Introducing and utilizing Indonesian tourist destinations and attractions. As well as fostering a sense of love for the homeland and strengthening friendship between nations.

The implementation of Law Number 10 of 2009 can be carried out by means of performing arts. So that it can be ascertained the income of the community. Income for fashion designers; for dancers' makeup salons; for photographers; for food and beverage vendors; for printers who will make vouchers, invitations and banners; for lighting and sound system decoration bureaus; for print and electronic media as well as for tourism travellers.

To hold an art performance, there must be an election and training for the person who appears on the stage. At the beginning, he still used a social spirit with a sense of empathy to compose the Sadeng dance movements. So use personal funds for expenses due to participating in training. But to continue the Sadeng dance performance, there must be a dance coach.

If there are students who want to learn the movements of the Sadeng dance, they should pay the trainer's fee. With this condition, a dance studio arose. Where the dance studio is equipped with a minimum flat location facility with a room size of 4 m x 6 m. Furthermore, do not miss the minimum electronic facilities in the form of electricity with a Laptop, Viewer, Screen and Spicker. All of these require funding for their procurement. So, as with dance training in dance studios, there is a fee. This is a source of income for dance coaches.

Meanwhile, to appear in the performance, a designer is needed complete with a tailor. To meet this need, it is necessary to have fabrics, threads and fashion accessories. In addition to designers, photographers are also needed to document the appearance of dancers. And so on, the income that will be received by the community according to their expertise and opportunities.

Hidden creativity. The cultural stage will open up opportunities for people to be creative, so it will open up creative opportunities that were previously only stored in the human person. People will have a desire that their creativity will be sold and can be enjoyed by the community, both domestic and foreign tourists.

The influence of documentation will also show the world the creativity of the artists and artists of the Jember district. This is an opportunity for them to show their skills in their performances. So they can be expected to be able to order shooting services with tourists. It is also an economic opportunity.

2.6. Resource Potential

Potential of Human Resources. The arts that develop in the community include fine arts, music arts, dance arts, theater arts, literary arts, and handicraft arts. All of which can still be grouped again according to the variety. All of that is owned by each art lover according to their talents and expertise.

While other humans will live to enjoy the display of art as solace. With this condition, it appears who needs it so that they will become consumers. And ready who will display it who will be the producer. If there is a meeting in the show then there is a sale and purchase of art. So the art market arose. This can happen in the district of Jember.

Art can be learned so that there is no human in this world who cannot do art. However, the appearance of art depends on the talent and character of the human who exhibits the artistic appearance they have. Human character is also inseparable from the shape of the human body. So that the appearance of art is very dependent on humans themselves in showing the appearance of their art.

Art shows customs or culture according to the location where art arises. So that art is also a display of local natural cultural behavior. Art also depends on equipment that is widely used by local people. Art also depends on the materials used for the art display which are in accordance with the results of the local area.

Natural Resources Potential. The potential of nature is very supportive of the display of art. So that art is the result of community culture in accordance with its natural potential. In the Puger district, there is the village of Grenden, where in the Mojopahit era there was a forerunner so that Gajah Mada was chosen to be appointed by King Tribhuana Tunggaladewi to become the Supreme Patih of the Mojopahit Kingdom. The largest kingdom in Indonesia whose territory exceeds the territory of the present Republic of Indonesia.

Starting from this historical story, a Sadeng ballet was made which is a cultural icon of Puger District, Jember Regency. Therefore it can be said that art is in accordance with the potential of nature.

Moreover, the southern part of Jember Regency is bordered by the south coast. Starting from Paseban beach, in the east direction you will find Pancer Beach, Cemara Beach, Kucur Beach, Payangan Beach – Teluk Love, Watu Ulo Beach, Malikan White Sand Beach, Bandi Alit Beach to Nanggalan Beach. Meanwhile, to reach all these beaches, you will pass through the Puger sub-district. So if Puger sub-district is used as a tourist door for Jember Regency, it would be nice if there was a cultural stage for Jember Regency.

A cultural stage where every day there are art attractions. Starting from fine arts, music arts, theater arts, dance arts to martial arts. ranging from commercialized to the attraction of exercise or the attraction of spontaneity. For the commercialization of art attractions, the Sadeng ballet is performed week.

2.7. SWOT Analysis.

SWOT Assessment Criteria Analysis, consisting of Internal Factor Analysis SWOT abbreviated as IFAS and External Factor Analysis SWOT abbreviated as EFAS. The IFAS consists of two metrics, namely the strength matrix (A1) and the weakness matrix (A2). Strength which is commonly referred to as Strength is a supporting factor that will strengthen the analysis. While Weaknesses are commonly referred to as Weaknesses, which are negative factors or that will reduce and weaken the analysis.

Meanwhile, EFAS consists of two matrices, namely the opportunity matrix (B1) and the obstacle matrix (B2). Opportunity which is commonly referred to as Opportunity is an opportunity factor that can be taken in the analysis. Meanwhile, the barriers that are commonly referred to as Threats are negative factors that can hinder the analysis.

IFAS - EFAS Matrix. Below is the first step in the SWOT analysis, namely the compilation of a data collection matrix from the respondents on the points discussed in the

problem. Each problem will be led by questions according to the objectives to be achieved. While the assessment is carried out by researchers with a scale of 1 to 4. The basis for the assessment is that the criteria according to logic are given a number 4 and gradually decrease to those that are not in accordance with logic. Just add up all respondents' answers to each question. Four respondents have answers that are very different from each other in responding to a question.

All research objectives are arranged in the Interview Guide which will be interviewed to the respondents as follows: 1) How is the influence of Sadeng Dance on the Innovation of Tourism Objects in Kec. Puger Kab. Jember ? 2) How is the influence of the Sadeng dance on the Regional Income of the Regency. Jember? 3) How is the influence of the Sadeng dance on employment in the district. Jember? 4) How is the influence of the Sadeng dance on the creativity of the Kab. Jember? 5) Is there any effect of Sadeng dance on improving the economy of Kab. Jember? 6) How and is it possible to develop a sustainable Jember Regency tourism strategic policy plan in the New Normal Era? 7) What should be done in the preparation of the story, motion, music and fashion of the Sadeng Ballet? 8) How is the operational budget application for funding, location proposals and the submission of a sketch plan for the Jember Regency Cultural Stage? 9) How is the scheduling plan for the next use of the Jember Regency Cultural Stage?

The respondents' answers to all questions according to the Interview Guide and their assessments are as follows namely Respondents' Answers in the IFAS Matrix for Strength have a value of 23. Number 1 has a value of 4 among others : Sadeng dance can be used as an icon for the Puger sub-district. The government should make a Cultural Stage in Kec. Puger to open opportunities for the Sadeng dance performances by the people of Jember. Puger is the entrance to the south coast of Jember Regency. There are 9 beaches, you know, from Paseban to Nanggelan.. The stage is also used for art performances by the Jember people. The stage used by various studios for Stage movement training

Number 2 has a value of 3 among others : If the local government makes a Cultural Stage so that the Sadeng dance can be performed at least once a week, this can be commercialized. So that there is regional income from the show. Meanwhile, on days other than the time of the Sadeng dance, it can be used for other artistic activities. If this has been scheduled then it can definitely be read by tourists. The cultural stage can be used as the entrance to south coast tourism.

Number 3 has a value of 1 among others : With the cultural stage, there must be a workforce assigned to manage the cultural stage. With the appearance of the Sadeng dance every week, it is possible to schedule any studio that wants to perform the ballet. It also creates jobs for dance trainers, make-up artists and so on

Number 4 has a value of 2 among others : Because the display of the ballet is guided by the stages of the scene of each dance group, it can be made according to the creation of the appearance. This opens the opportunity that the creativity of movement and make-up can be contested with the cultural stage media.

Number 5 has a value of 3 among others : With the performance of the Sadeng Dance, it can be ascertained that there will be an increase in the economy for dance performers or performers of the arts for all. Even people who are close to and involved with the Sadeng dance performances will certainly have an increase in the economy. So that if the community's economy increases, it can be ascertained that the regional economy will also increase.

Number 6 has a value of 4 among others : In accordance with the stipulation of Ministerial Regulation Number 9 of 2021 concerning Guidelines for Sustainable Tourism Destinations, it is certain that Jember Regency has also prepared a strategic tourism policy plan.

Number 7 has a value of 2 among others : Sadeng dance has been launched in early January 2020, so it can be learned immediately. This dance comes from historical stories, so the stages of the storyline will also be the same. Regarding movement, music and fashion can be created according to the studio that composes the dance ballet.

Number 8 has a value of 3 among others : The cultural stage in the middle of an open field is the hope of the community. This depends on the government which will follow up to be proposed in the RAPBD. It is also up to the DPR as a legislative body to approve the RAPBD made by the government as an executive body.

Number 9 has a value of 4 among others : If the development of the cultural stage has been realized, the government will automatically delegate the tourism office to organize the operational activities of the cultural stage. In this case, the tourism office will work closely with the private sector and the community to organize, schedule, and organize activities that will fill the cultural stage at all times. This can make it a tourist destination, by allowing tourists to improvise in the art of doing exercises. Meanwhile, when the show is commercialized, it can be used as a photoshoot event for tourists to take pictures with the actors and actresses of the arts.

Respondents' Answers in the IFAS Matrix for Barrier have a value of 17. Number 1 has a value of 1 among others : But the dance is still limited to the village of Grenden. The nine southern beaches in Jember are almost all still traditional. Lack of tourist attractions. Puger district is far from Jember city. If there is an art performance, only pugger people will enjoy it.

Number 2 has a value of 1 among others : The ones who performed the Sadeng dance were just those people. Then the dancer as a permanent employee dong. This means that the cultural stage manager must actively promote on social media. South coast marine tourism still lacks business handling. So it's still very traditional.

Number 3 has a value of 4 among others : If you rely on a tourism office person who has an office spirit, it will not skyrocket in management. Information on art performance media must be widely disseminated in every level of education and social society.

Number 4 has a value of 1 among others : Performances on what cultural stage are just for ballet. What about for those who feel that it doesn't look good?

Number 5 has a value of 3 among others : They have to find prospective students to train, so they will get their dues. The more slums of land around the cultural stage, because there are many street vendors and traveling merchants. The number of workers applied is also more and more diverse so that it will increase the costs that must be paid by the government.

Number 6 has a value of 1 among others : Will the government plan to open a cultural stage in Puger as a gateway for South Coast marine tourism?

Number 7 has a value of 2 among others : Lack of information about the movement as well as the music and fashion of the Sadeng dance. So that the display of the Sadeng ballet does not have a standard appearance, so how can the learning be displayed again? Because it is in the form of a ballet, it must be done with many people.

Number 8 has a value of 2 among others : If it is commercialized, should there be a fencing? The executive must be able to provide a standard and basic image as well as superior cultural values and economic values that can be sold.

Number 9 has a value of 2 among others : Is the person assigned by the government professional? This means that the private sector and the community must be ready to fill the cultural stage. the community must be friendly in inviting tourists to take part in improvised activities. Even though it's in practice, it doesn't matter if anyone wants to take pictures

Respondents' Answers in the EFAS Matrix for Opportunities have a value of 23. Number 1 has a value of 3 among others : Sadeng dance can be used as a learning opportunity for youth in Jember district. Opportunities for people with money to manage tourist attractions, so that there are many tourist visitors. Puger Jember area can be made public transportation

routes. So that it will open the flow of the rural economy. The stage can be used as a tourist destination for the entrance of marine tourism in Jember Regency. So it is the tourists who enjoy it. Meanwhile, the community can earn a fortune by opening up business opportunities there.

Number 2 has a value of 3 among others : Those who fill the show are those who have registered and are scheduled to do the show. With information on social media, it can certainly quickly spread throughout the world so that it can attract domestic tourists and even foreign tourists. The government must open up business opportunities by collaborating with people with money to manage them.

Number 3 has a value of 4 among others : The thoughts and abilities of people with a business spirit are very open to operationalize. The emergence of new artists whose talents were still hidden.

Number 4 has a value of 1 among others : There are various appearances of the Sadeng ballet with various versions. This event can be commercialized with various businesses such as photoshoots, distribution of makeup/catering/CEO brochures.

Number 5 has a value of 2 among others : Increased income will be received for those who are directly related to the show, for example, make-up entrepreneurs, fashion design and rentals, accessories shops, photoshoots, sons system etc. This is a new job for the manager to keep it clean by opening an official food court. The public must also participate with the government. Those who cooperate with the government must sign a contract agreement with the government.

Number 6 has a value of 1 among others : With a properly managed cultural stage and always informed with social media, it is certain that there will always be opportunities to fill activities on the cultural stage. Especially in a tourist destination

Number 7 has a value of 1 among others : Need to be informed by video to be disseminated through social media. artistic creativity can make motion and music and fashion according to their respective creations, but with the guidelines for the stages of the storyline the same as history. The more diverse it looks. This opens up artistic opportunities. And can be competed in the form of groups.

Number 8 has a value of 4 among others : This year, there has been a government regulation, namely Government Regulations number 3 of 2021 concerning technical instructions for the use of special non-physical allocation funds for tourism service funds. This can be used as the basis for the preparation of the RAPBD. In accordance with Minister of Home Affairs Regulations Number 64 of 2020 and Rights No. 5 from the DPR, namely the Right to Budget, the right of the DPR to participate in determining and formulating the financial budget in the form of the APBN.

Number 9 has a value of 4 among others : Ministerial Regulation Number 7 of 2021 concerning Norms, Standards, Procedures, and Criteria for Risk-Based Business Licensing for the Creative Economy Sector. This regulation can also be used as a basis for coordinating cultural stage operations. The tourism office has additional work in managing the cultural stage. Ministerial Regulation Number 6 of 2021 concerning Implementation of Deconcentration in Tourism and Creative Economy. Government Regulations number 4 of 2021 standards for business activities in the implementation of risk-based business licensing in the tourism sector.

Respondents' Answers in the EFAS Matrix for Treath have a value of 21. Number 1 has a value of 4 among others : The Sadeng dancers still can't share their movement and music lessons. It's just that the Jember government hasn't welcomed the tourism business people yet. If there are no icons that can be sold, then there will be no visitors to Puger. Well, it means that the Puger people can't be really geeky. More modernization due to the influence of immigrants from various regions.

Number 2 has a value of 2 among others : If there are shows that suddenly have to be shown then those who have been scheduled will experience delays. If the manager of the cultural stage is less professional in managing it, then there is no opportunity as an entrance to south coast marine tourism. business management must be on an international scale so that it is not invincible with marine tourism in other districts.

Number 3 has a value of 3 among others : Revenue must be divided according to the contractual agreement for the managing community and local government. The area becomes slum with the emergence of street vendors.

Number 4 has a value of 1 among others : Fine arts, theater arts, music arts and even photoshoots can also show Sadeng's story. Be a negotiation

Number 5 has a value of 1 among others : New businessmen will appear, meaning there are a lot of competitors. small communities with small capital still cannot open businesses, so they are still illegal traders. Prospective consumers around the cultural stage are not always many every day depending on the activity.

Number 6 has a value of 4 among others : If the government cannot read this opportunity, it means that there are still no efforts to equalize the regional economy.

Number 7 has a value of 1 among others : With social media information, everyone will know it. They can learn on their own. with many versions it is feared that there will be many shifts in historical values. There may be a gradation of ratings in the ballet display.

Number 8 has a value of 1 among others : If there are no fences, there must be illegal traveling traders. This is what makes the atmosphere slum 1. The Legislature should have positive thoughts about it. And than number 9 has a value of 4 among others : If the assigned workforce is unprofessional and not based on Ministerial Regulation Number 7 of 2021, there will be big problems that may arise. Don't just think about increasing income, but also think about how creative the community is. Not only tourists who have creative power. The tourists come from various regions, they have their own expertise that we don't know yet. By itself, Jember Regency must be ready for licensing, because it involves a lot of people so that there are a lot of risks.

3. Results and Discussion

3.1. SWOT Matrix Assesment

There are five stages in the material assessment. The total value is entered into each calculation matrix (IFAS & EFAS) in the sum column. The score column is given a number 1 for the smallest number and 4 for the largest number. The weight column is given a number with the number of each group being 0.50. The value column is filled with the multiplication between the score and the weight. Value column is summed.

Table 1. Calculation of IFAS Value

No	Strategy Factor	Total Value	Score	Weight	Matrix Value
Strength					

	- Tourism Object Innovation	26	4	0,07	0,28
	- Regional Income				
	- Employment		2	0,05	0,10
	- Youth Creativity				
	- Economic Improvement		3	0,06	0,18
	- Strategic Tourism Policy				
	- Story, Motion, Music And Fashion		3	0,05	0,15
	- Funding, Location & PB . Sketch		4	0,08	0,32
	- Usage Schedule				
			4	0,06	0,24
			1	0,05	0,05
			3	0,05	0,15
			2	<u>0,05</u>	<u>0,10</u>
				0,50	1,57
Weakness					
	- Inovasi Obyek Pariwisata	17	1	0,02	0,02
	- Pendapatan Daerah				
	- Lapangan Kerja		3	0,07	0,21
	- Kreatifitas Remaja				
	- Peningkatan Perekonomian		1	0,02	0,02
	- Kebijakan Strategis Pariwisata		4	0,08	0,32
	- Cerita, Gerak, Musik Dan Fashion				
	- Pendanaan, Lokasi & Sketsa PB		1	0,03	0,03
	- Jadwal Penggunaan PB				
			3	0,07	0,21
			1	0,03	0,03
			2	0,05	0,10
			1	<u>0,02</u>	<u>0,02</u>
				0,50	0,96
Total IFAS				1,00	2,53

Source: Calculation Analysis

The weight figures are given sequentially according to the desired importance. The more that is expected, the more value is given to strengths, while for weaknesses it is the opposite. While the specified amount is half so that the IFAS value has a magnitude of one.

Table 2. Calculation of EFAS Value

No	Strategy Factor	Total Value	Score	Weight	Matrix Value
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Opportunity					
	- Tourism Object Innovation	23	4	0,08	0,32
	- Regional Income		4	0,09	0,36
	- Employment		3	0,06	0,18
	- Youth Creativity		2	0,04	0,08
	- Economic Improvement		3	0,06	0,18
	- Strategic Tourism Policy		2	0,04	0,08
	- Story, Motion, Music And Fashion		3	0,06	0,18
	- Funding, Location & PB . Sketch		1	0,02	0,02
	- Usage Schedule		1	0,02	0,02
			2	0,03	0,06
	3	<u>0,05</u>	<u>0,15</u>		
		0,50	1,37		
Treath					
	- Inovasi Obyek Pariwisata	21	1	0,03	0,03
	- Pendapatan Daerah		3	0,05	0,15
	- Lapangan Kerja		1	0,04	0,04
	- Kreatifitas Remaja		4	0,08	0,32
	- Peningkatan Perekonomian		2	0,06	0,12
	- Kebijakan Strategis Pariwisata		4	0,08	0,32
	- Cerita, Gerak, Musik Dan Fashion		1	0,03	0,03
	- Pendanaan, Lokasi & Sketsa PB		4	0,07	0,28
	- Jadwal Penggunaan PB		1	<u>0,03</u>	<u>0,03</u>
				0,50	1,32
Total EFAS				1,00	2,69

Source: Calculation Analysis

Likewise, the weight figures for Opportunities and Threats are also given sequentially according to the desired importance. The more that is expected, the more value for opportunities, while for threats it is the opposite. While the specified amount is half so that the EFAS value has a magnitude of one.

3.2. SWOT Analysis Result

Each SWOT element has a maximum capacity of two. Meanwhile, each element of the strategy that must be followed has a maximum capacity of four, because it is the sum of each element of the matrix. So that the value obtained from the calculation of the IFAS & EFAS values can be made into the composition of the ability scale.

Table 3. SWOT Analysis Matrix

EFAS 2,69 IFAS 2,53	Threats (1,37 = 68,5%)	Opportunity (1,32 = 66%)
Strength (1,57 = 78,5%)	ST Mobilization 2,94 = 73,5%	SO Comparative Advantage 2,89 = 72,25%
Weakness (0,96 = 48%)	WT Damage Control 2,33 = 58,25%	WO Divestment/ Investment 2,28 = 57%

Source: Calculation Analysis

IFAS strength of 2.53 has an internal capability of 63.25%. While the resistance of 2.69 means that it has a strength of 67.25%. This means that IFAS is 4% less than EFAS. This shows that internal capabilities are still below external capabilities. This means that there are still many factors from outside the Jember district that will affect the accessibility of the Puger sub-district tourism destination with a cultural stage and the Sadeng ballet as a regional icon.

While the highest strategy element is Mobilization at 73.5%, meaning that for the formation of a Puger sub-district tourism destination with a cultural stage and the Sadeng ballet as a regional icon, it should be more aggressive in its efforts. This is because the current condition is still in a speculative position, and the efforts that must be made are still in the diversification strategy. Although internally it has 10% greater strength than external threats. This condition requires the Sadeng dance business with the Cultural Stage to be more active to remove the threat. So the Sadeng dance effort with the Cultural Stage is recommended to be more active in planning operational activities.

The second largest strategy element is the Comparative Advantage of 72.25%, meaning that three-quarters of the government, the private sector and the people of Jember Regency are in ideal conditions. Where internally the strength is 78.5% plus the opportunity from external parties is 66%. Although the opportunity is smaller than strength, the Sadeng dance with the Cultural Stage is very promising. This can be seen in the aggressive strategy that must be taken. For this reason, it should take advantage of opportunities to increase strength so that the business can develop quickly and sustainably. So it is recommended to have more Comparative Advantage in its operational activities.

Damage Control of 58.25% which internally has a weakness of 48% in dealing with external threats of 68.5%. This condition shows the critical position for planning the Sadeng dance with its cultural stage for the government, the private sector and the community. So it is required to be more active in controlling threats and fixing weaknesses. For this reason, immediately take a defensive strategy in avoiding Damage Control in its operational activities. So that it does not have a bad impact on the operation of the Sadeng dance tourism destination with the Cultural Stage.

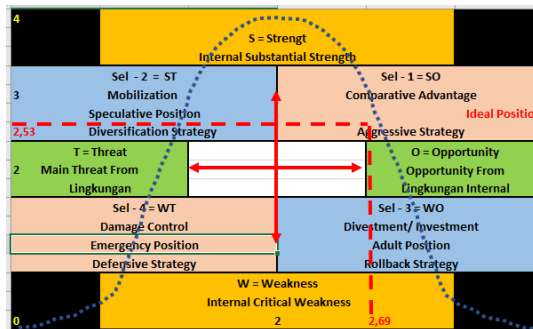


Figure 2. Analysis Result

Divestment/ Investment of 57% which internally has a weakness of 48% in taking opportunities externally by 66%. Basically, to take this opportunity, you should increase your strengths and reduce your weaknesses. The government, the private sector and the community should have a mature position in taking a reverse orientation strategy. The point is that we must develop strengths to eliminate weaknesses so that we can seize opportunities that we are ready to seize.

Based on the matrix image of the competitive position between IFAS and EFAS, it shows where the government, the private sector and the community occupy the ideal position. However, because the position is still in the curve graph, it shows that we must be even more aggressive in pursuing the Sadeng ballet tourist destination as a tourist icon and cultural stage as a tourism medium. Because if it is operationalized, it will certainly increase the income and economy of the community and government.

3.3. Discussion Analysis

The discussion Analysis includes stages, among otherd, namely ; Tourism Object Innovation, Regional Income, Employment and Youth Creativity.

8) *Tourism Object Innovation. Sadeng dance can be used as an icon for the Puger district. But the dance is still limited in the village of Grenden. Sadeng dance can be used as a learning opportunity for youth in Jember district. However, the Sadeng dancers are still unable to share their movement and music lessons. The government should make a Cultural Stage in Puger District to open up opportunities for the Jember people to perform the Sadeng dance. Puger District is the entrance to the south coast of Jember Regency. There are 9 beaches from Paseban to Nanggelan. The nine southern beaches in Jember are almost all still traditional. Lack of tourist attractions. Opportunities for people with money to manage tourist attractions, so that there are many tourist visitors. It's just that the Jember government hasn't welcomed the tourism business people yet. The cultural stage is also used for art performances by the Jember people. Puger District which is still far from the city of Jember. The area from Puger to Jember and vice versa can be made public transportation routes. This will open the flow of the rural economy. If there are no tourist icons that can be sold, then it is impossible for visitors to Puger. A cultural stage used by various studios for background exercises. When there is an art performance, only the Puger people enjoy. The cultural stage can be used as a tourist destination at the entrance of Jember Regency marine tourism. So it is the tourists who enjoy it. Meanwhile, the community can earn a fortune by opening up business opportunities there. This means that the Puger community can not be very geeky. Increasing more modernization due to the influence of immigrants from various regions.*

9) *Regional Income. If the local government makes a Cultural Stage so that the Sadeng dance can be performed at least once a week, this can be commercialized. So there is regional income from the show. The people who performed the Sadeng dance were not*

the only people. Those who fill the show are those who have registered and are scheduled to do the show. If there are shows that suddenly have to be shown then those who have been scheduled will experience postponement. Meanwhile, on days other than the time of the Sadeng dance, it can be used for other artistic activities. If this has been scheduled then it can definitely be read by tourists. This means that the cultural stage manager must actively promote on social media. With information on social media, it can certainly quickly spread throughout the world so that it can attract domestic tourists and even foreign tourists. If the manager of the cultural stage is less professional in managing it, then there is no opportunity as an entrance to south coast marine tourism. The cultural stage can be used as the entrance to south coast tourism. South coast marine tourism still lacks business handling. So it's still very traditional. The government must open up business opportunities by cooperating with the community for its management. business management must be on an international scale so that it is not invincible with marine tourism in other districts.

10) *Employment. With the cultural stage, there must be a workforce assigned to manage the cultural stage. If you rely on the tourism office personnel who have an office spirit, it will not skyrocket in management. The thoughts and abilities of people with a business spirit are very open to operationalize. Revenue must be divided according to the contractual agreement for the managing community and local government. With the appearance of the Sadeng dance every week, it is possible to schedule any studio that wants to perform the ballet. It also creates jobs for dance trainers, make-up artists and so on. Information on art performance media should be widely disseminated in every level of education and social society. It is interesting to see the emergence of new artists whose talents were still hidden in the past. However, the area becomes slum with the emergence of street vendors, if this condition is not taken into account from the start.*

11) *Touth Creativity. Because the display of the ballet is guided by the stages of the scene of each dance group, it can be made according to the creation of the appearance. Performances on the cultural stage are not only for ballet, but for various art displays. Fine arts, theater arts, music arts and even photoshoots. This opens the opportunity that the creativity of movement and make-up can be contested with the cultural stage media. This can be commercialized with various businesses such as photoshoots, distribution of makeup/catering/CEO brochures.*

3.4. Achievement of Research Objectives

Based on the results of the SWOT analysis and the analysis of the discussion above, then the stages of achieving the research objectives can be made so that they can be immediately operationalized.

1. Research Objectives: Develop tourism object innovations in Jember Regency. Operational Activities : The Sadeng Dance, which was launched in early 2020, should be followed up. Namely the making of the Sadeng ballet, because Sadeng comes from the historical story of the Grenden village area in the Puger sub-district, it should be used as a cultural icon of the Puger sub-district, Jember Regency. Meanwhile, because Puger is the entrance of the nine southern coast marine tourism, it would be better if there was a cultural stage in an open field. This is a tourist destination for the cultural stage of Jember Regency.
2. Research Objectives : Increase the regional income of Jember Regency in the tourism sector. Operational Activities : The cultural stage as a tourist destination can then be commercialized. An agenda for performing various arts was made, especially for the people of Jember Regency and even for people around the world. The cultural stage is a place for performances, so it is certain that food courts and various shops can be opened as

places to buy and sell accessories and typical Jember goods. This is already a regional income with various levies and so on.

3. Research Objectives : Adding employment opportunities for the people of Jember Regency. Operational Activities : In the operation of the cultural stage, the government gives authority to the tourism office for its management. Starting from scheduling appearances, receiving registrations for filling out events, social media information, selling viewers' entrance tickets, cleaning and so on. As for the community, there are certainly many studios, designers, makeup, traders and so on.
4. Research Objectives : Improving the economy of Jember Regency. Operational Activities : With the opening of job opportunities, there is an increase in people's income. With an increase in people's income, it can be interpreted that there is an increase in the regional economy.
5. Research Objectives : Improving the creativity of youth in Jember Regency. Operational Activities : For people who have hidden talents, they definitely want to display their creations. So that the creative power that is usually owned by teenagers appears

3.5. Achievement of Research Benefits

Based on the results of the SWOT analysis and the analysis of the discussion above, then the achievement of research benefits can immediately be operationalized because there is already a legal basis.

1. Benefits of research : Preparation of a strategic policy plan for sustainable tourism in Jember Regency in the New Normal Era. Legal Basis & Rationale : a. In accordance with Ministerial Regulation Number 9 of 2021 Guidelines for Sustainable Tourism Destinations, it can be submitted for a permit application to open a tourist destination in the form of a cultural stage as the entrance to marine tourism on the south coast of Jember Regency. b. With three ministerial regulations and government regulations, namely: Ministerial Regulation Number 7 of 2021 about concerning Norms, Standards, Procedures, and Criteria for Risk-Based Business Licensing for the Creative Economy Sector. Government Regulations number 5 of 2021 about concerning the implementation of risk-based business licensing. Government Regulations number 4 of 2021 about standards for business activities in the implementation of risk-based business licensing in the tourism sector. c. Then a permit application can be made regarding a tourist destination in the form of a cultural stage as the entrance to marine tourism on the south coast of Jember Regency.
2. Benefits of research : Composing stories, movements, music and fashion from the Sadeng Ballet. Legal Basis & Rationale : With so many dance studios, it is possible to make a ballet with various versions with guidelines, namely the eight stages of the storyline that will be shown. This can be contested to increase the creative power of teenagers.
3. Benefits of research : Application for funding budget, location proposal and submission of a sketch plan for the making of the Jember Regency Cultural Stage. Legal Basis & Rationale : In accordance with Ministerial Regulation Number 6 of 2021 concerning the Implementation of Deconcentration in the Tourism and Creative Economy Sector, the government can continue the budget application to prepare the RAPBD so that it can be approved by the DPRD to be submitted to the central government and included in the RAPBN.
4. Benefits of research : Preparation of a scheduling plan for the next use of the Jember Regency Cultural Stage. Legal Basis & Rationale : In accordance with PP number 3 of 2021 regarding technical guidelines for the use of special non-physical allocation funds for tourism services, the operationalization of the cultural stage can be funded.

4. Conclusions

Based on historical stories that in the Puger sub-district, Jember Regency, there is a Grenden village. Where there is a historical story that is where the appointment of Gajah Mada as Maha Patih, the largest kingdom in Indonesia whose territory exceeds the territory of Indonesia today, namely the Mojopahit kingdom.

The event that Gajah Mada was appointed as Maha Patih was due to the Sadeng and Keta rebellion caused by feelings of revenge. In early January 2020, the Sadeng dance was launched which became the pride of Grenden Village, Puger District, Jember Regency.

While the Puger sub-district is the entry point for maritime tourism on the nine southern coasts of Jember Regency, it would be nice to make an entrance tourist destination with a cultural stage with the Sadeng ballet icon. A dance ballet with standardized storyline stages with eight story stages and designed according to the version of each dance studio or dance group.

With this cultural stage, it is certain that it will increase employment opportunities, increase people's income, and increase regional income. Moreover, it will improve the regional and national economy.

Acknowledgments

Praise and gratitude to Allah SWT for His blessings and gifts so that the author can complete the paper with the title "Icon Ballet Sadeng with Cultural Asset Stage Puger - South Jember". This paper was written to participate in the International Conference in the field of Tourism with the theme Rebuilding Tourism for the future: Collaborative Innovation Strategies. The implementation and realization of this paper cannot be separated from the help of various parties. On this occasion the author would like to express his deepest gratitude to those who have provided assistance, among others, we convey to: 1. Ir. Hendri Suparto, M.Si as the head of the Jember "Development" School of Administrative Sciences who has led the Jember "Development" STIA. 2. Dr. Nungky Viana Feranita, MM as chairman of BPPM STIA Jember Development. 3. STIA Pembangunan Jember students who participated in writing this paper. 4. All parties who have helped in the writing of this paper that we cannot mention one by one. The author realizes that this paper still has many shortcomings and is far from perfect. Therefore, the writer expects criticism and suggestions that can be constructive in improving the writing of this paper.

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New Normal Pariwisata menuju Society 5.0—A Super Smart Society

Poerwanto, Zakaria Lantang Sukirno

Program Studi Ilmu Komunikasi FISIP Universitas Al Azhar Indonesia. Jakarta
Poerwantoku@gmail.com

Abstrack. The 4.0 revolution and Covid-19 pandemic are a challenge as well as an opportunity in development process to create human wealth being. New normal is a new life concept in battling the pandemic and becoming a platform for development activity. Tourism is one of the declined sector. New normal tourism through cleanliness, health, safety, and environment sustainability (CHSE) program is expected can overcome Covid-19 pandemic and increasing life quality. In facing industrial revolution and Covid-19 pandemic, Japan goverment has popuralised the idea of Society 5.0, that is a society life focused on human based technology. The purpose of Society 5.0 is to reset two kind of relationship, those are the relationship between technology and society, and the technology mediated relationship between individuals in society, to create a justified wealth. There, human resource transformation becomes a significant part of it.

1. Pendahuluan

Revolusi industri 4.0 telah menciptakan berbagai teknologi modern yang dulunya dianggap tidak mungkin, yang kini tren menghasilkan berbagai teknologi modern sah, dan telah merubah tata kehidupan dari yang kurang efisien menjadi sangat efisien, cepat, tepat dan cermat. Kecerdasan buatan, otomatisasi perangkat jaringan, *internet of things*, maha data, dan sistem analitik merupakan perangkat dari teknologi modern dalam proses produksi. Teknologi modern di satu sisi menciptakan berbagai keunggulan, dan kemudahan tata kelola kehidupan manusia dan mendorong munculnya kesempatan-kesempatan baru, namun di sisi lain, dipandang sebagai ancaman bagi manusia, karena mengurangi kesempatan kerja. Persoalannya, apakah kesempatan pekerjaan baru berbasis teknologi modern mampu menyerap kebutuhan angkatan kerja dan menyejahterakan semua lapisan masyarakat? Revolusi industri 4.0 memungkinkan munculnya pemikiran-pemikiran baru untuk mendisain masa depan, yang menjadi basis pertumbuhan perekonomian berbasis kemanusiaan.

Revolusi industri 4.0 dengan memanfaatkan *internet of things* mampu menjadikan dunia terhubung, komunikasi antarindividu, antarorganisasi dan atau antardata terintegrasi dengan sistem analitik yang dapat menghasilkan keputusan-keputusan yang diperlukan secara cepat. Kini semua negara di dunia sedang berusaha untuk memerangi Pandemi Covid-19, dengan tujuan untuk memulihkan kesehatan dan perekonomian. *New normal* telah menjadi acuan masyarakat dunia dalam berinteraksi. Di sektor pariwisata, program *cleanliness, health, safety, enviroment sustainability* (CHSE) menjadi basis operasional kegiatan pariwisata, dengan tujuan agar produk wisata dan layanannya mampu mendorong peningkatan kualitas hidup masyarakat—sehat dan selamat.

Industri pariwisata yang selama ini menjadi salah satu sektor yang memberi kontribusi pada pertumbuhan perekonomian di banyak negara, termasuk Indonesia mengalami kemunduran, karena masing-masing negara mengeluarkan berbagai kebijakan dalam memerangi pandemi Covid-19 yang menjadi pembatas masyarakat melakukan perjalanan. Akibatnya, hotel, operator pariwisata, banyak yang tutup, pemandu wisata kehilangan

pekerjaan, biro perjalanan sepi, obyek dan daya tarik wisata sepi—kini wisata tanpa perjalanan.

Sebelum pandemi Covid-19, interaksi sosial/fisik lebih sering dilakukan dengan tatap muka, dan kanal virtual menjadi salah satu pilihan saja yang dikarenakan jarak. Kini, Covid-19 memaksa masyarakat mengurung raga, dan lebih banyak berinteraksi secara virtual, di mana interaksi sosial lebih banyak dilakukan secara virtual. Dunia virtual pada era teknologi komunikasi informasi memang bukan sesuatu yang baru dalam kehidupan modern, tetapi, pada pandemi covid-19, kanal virtual menjadi sebuah kewajiban. Pada kenyataan, ketika raga/fisik dikurung, jiwa dan pikiran masyarakat tidak bisa dikurung untuk beraktifitas.

New normal, yang dipahami sebagai tata kehidupan baru atau ada yang mengartikan sebagai adaptasi kehidupan baru, di mana kesehatan dan perekonomian berjalan bersamaan. Kehidupan yang sehat berlangsung berbarengan dengan kehidupan perekonomian yang sehat pula. Bagi Indonesia sejak merdeka memiliki cita-cita untuk membangun manusia seutuhnya—masyarakat Indonesia yang sejahtera dan berkeadilan.

Negara maju Jepang sejak 2016-an telah membahas tentang *Society 5.0*, yaitu masyarakat yang berpusat pada manusia yang berbasis teknologi. Konsep *Society 5.0* digagas dan diusulkan oleh beberapa perusahaan besar Jepang sebagai respon dari pemanfaatan teknologi digital dalam proses pembangunan. *Society 5.0* adalah konsep pembangunan yang memanfaatkan teknologi untuk mengatasi bermacam persoalan yang diakibatkan oleh revolusi 4.0 guna menciptakan nilai-nilai baru, serta masa depan yang positif.

Bagi bangsa Indonesia persoalan pelaksanaan pembangunan manusia Indonesia seutuhnya terus berlanjut, sekalipun masih menghadapi berbagai kendala diantaranya kesenjangan pendidikan dan distribusi. Persoalan besar bagi Indonesia adalah struktur wilayah yang terdiri dari beribu-ibu pulau, dan sangat luas yang menghambat distribusi berbagai kebutuhan. Sejak 2014 pemerintah telah mengutamakan pembangunan infrastruktur seiring dengan pembangunan sumber daya manusia yang berkualifikasi teknologi modern. Infrastruktur yang mempunyai akses ke destinasi pariwisata dibangun seiring dengan pembangunan dan pembenahan destinasi baru yang berkaitan dengan Kawasan Ekonomi Khusus (KEK).

New Normal Pariwisata

World Travel and Tourism Council (WTTC) telah merilis, bahwa pandemi Covid-19 berdampak besar terhadap industri perjalanan dan pariwisata yang selama ini memberi kontribusi besar pada ekonomi dunia. WTTC juga mencatat bahwa pada 2019 sektor pariwisata mampu menyumbang sekitar 330 juta pekerjaan, dan produk domestik bruto (PDB) sebesar 8,9 triliun dollar AS. Tetapi, akibat pandemi Covid-19, 100 juta pekerja kehilangan pekerjaannya, dan sumbangan terhadap PDB menurun 31 persen menjadi hanya 2,7 triliun dollar AS.

Pariwisata merupakan salah satu sektor perekonomian yang mampu memberi sumbangan pada beberapa aspek kegiatan sosial-ekonomi-budaya, seperti menyediakan lapangan kerja, melindungi budaya lokal, atau tradisi masyarakat yang dapat menjadi atraksi wisata. Dalam arti lebih lanjut pariwisata menjadi salah satu sektor yang diandalkan dalam upaya menyejahterakan, dan meningkatkan kualitas hidup.

Data Badan Pusat Statistik (BPS) menunjukkan bahwa sejak 2020 kunjungan wisatawan mancanegara mau pun nusantara sangat menurun, dan pada pertengahan 2021 penyebaran Covid-19 kembali meluas sampai Pemerintah Indonesia memberlakukan PPKM Darurat bagi Jawa dan Bali, dan kemudian pada pertengahan Juli PPKM Darurat ditambah ke berbagai wilayah di luar Jawa-Bali. Pertengahan Juli angka positif Covid-19 di Indonesia mencapai kisaran 40.000 lebih. Tidak ada perjalanan wisata.

Organisasi Pariwisata Dunia Perserikatan Bangsa-Bangsa (UNWTO) menengarahi bahwa sektor pariwisata paling terpuak. Oleh karenanya, perlu membuat prioritas dan pengelolaan secara bertanggung jawab saat memulai kembali mengembangkan industri pariwisata, dengan mengeterapkan protokol kesehatan. Hal tersebut selaras dengan pemikiran para pemimpin dunia bahwa pariwisata memiliki peran strategis dalam pemulihan perekonomian dan kesehatan. Menurut Sekretaris Jenderal PBB Antonio Guterres Juni 2020 (Kompas,29 Juni 2020) “Pariwisata bisa menjadi platform untuk mengatasi pandemi. Bersama-sama masyarakat dunia, pariwisata dapat mempromosikan solidaritas dan kepercayaan, resep penting dalam menggerakkan kerja sama global”

Selama pandemi Covid-19 Indonesia bertekad untuk menggerakkan kembali sektor pariwisata sebagai bagian dari pemulihan perekonomian dan kesehatan yang berbasis pada konsep *new normal*. Gloria Guevara dari *World Travel & Touris Council* (WT&TC) dalam telekonferen bersama *Indonesian Tourism Forum* (ITF) 15-5-2020 menyatakan terdapat empat pilar utama protokol *new normal* produk wisata: kesiapan operasional; memastikan perjalanan yang aman; membangun kembali kepercayaan wisatawan; kepercayaan diri serta penerapan kebijakan yang memungkinkan. *New normal* memberikan konsistensi global terhadap destinasi, dan negara serta panduan untuk penyedia perjalanan, operator serta wisatawan. Prinsip kesehatan dan keselamatan; koordinasi dan penyelenggaraan berdasarkan *new normal* menjadi nilai tambah bagi produk wisata.

Pada periode kedua pemerintahan Presiden Joko Widodo menetapkan program Kawasan Strategis Pariwisata Nasional (KSPN) guna percepatan pembangunan kawasan yang diharapkan berdampak pada pertumbuhan perekonomian masyarakat khususnya masyarakat yang berada di sekitar destinasi wisata yang dikembangkan. Langkah awal yang dipilih pemerintah adalah membangun infrastruktur yang mendukung pengembangan pariwisata di berbagai daerah. Program tersebut bertujuan untuk menyiapkan Indonesia dalam industri pariwisata, jika pandemi Covid-19 berakhir.

KSPN menyebutkan bahwa pembangunan infrastuktur merupakan salah satu sasaran pembangunan pariwisata, untuk mendukung sasaran lain yaitu pengembangan industri/masyarakat setempat dan peningkatan investasi pendukung pariwisata—aksesibilitas jalan, air baku, sarana dan prasaran (air minum dan sanitasi, penataan kawasan (*landscape*, bangunan penunjang), pedestrian dan *street furniture*, serta *homestay*. Lima destinasi super prioritas dalam KSPN adalah Danau Toba (Sumatra Utara); Borobudur (Jawa Tengah); Mandalika (NTB); Labuan Bajo (NTT); dan Manado-Likupang (Sulawesi Utara).

Lima KSPN superprioritas yang dikembangkan Pemerintah Indonesia diharapkan memberikan dampak luas bagi kehidupan masyarakat di sekitar kawasan. Masyarakat lokal merupakan inti dari industri pariwisata, di mana mereka memiliki budaya, ciri-ciri tata kehidupan, dan pola kekerabatan yang bisa menjadi atraksi wisata. Kuliner, tarian lokal, atraksi budaya, *homestay*, industri kreatif—cidera mata, pemandu wisata lokal merupakan bidang yang memberi kontribusi pada pengembangan pariwisata.

Cleanliness, Health, Safety, and Environment Sustainability (CHSE) adalah panduan dalam membangun, atau menghidupkan kembali aktivitas pariwisata. Sasaran dari CHSE adalah usaha perjalanan, dan pariwisata terkait; destinasi wisata, biro perjalanan, transportasi, kuliner, akomodasi dan lingkungan masyarakat memberi jaminan kepada wisatawan bahwa produk dan layanan yang diberikan sudah memenuhi standar kebersihan, kesehatan, keamanan dan keberlangsungan lingkungan berbasis teknologi digital.

Teknologi Informasi.

Teknologi modern kini menyediakan berbagai jenis perangkat untuk membantu manusia dalam menyusun rencana dan strategi kegiatan yang akan dilakukan. Teknologi digital dengan segala perangkat sahnya telah memudahkan kegiatan manusia atau organisasi dalam upaya

mencapai tujuan-tujuannya. Kecerdasan buatan, mahadata, algoritma, sistem analitik, dan *internet of things* (IoT) merupakan perangkat teknologi digital yang bisa saling terkait dan mampu menghasilkan keputusan strategis yang lebih baik dalam proses produksi. Teknologi digital telah memungkinkan segala sesuatu dapat diciptakan dan digerakkan sesuai dengan kepentingan dan tujuan-tujuan yang diinginkan. Data (*real data*) merupakan dasar dalam pengambilan keputusan. Setiap kegiatan memerlukan data yang akurat sebagai dasar dalam membangun sistem pengambilan keputusan.

Di sektor pariwisata, operator pariwisata maupun wisatawan dapat memanfaatkan layanan teknologi digital untuk memasarkan produk yang sesuai dengan segmentasi yang dipilih, dan wisatawan dapat mencari daya tarik wisata serta akomodasi yang sesuai dengan kemampuannya dengan layanan yang terbaik. Kompas 2 Juli 2020 menulis, sebelum pandemi Covid-19, wisatawan sudah mulai terbiasa memanfaatkan teknologi digital untuk pemesanan akomodasi. Sekitar 70 persen wisatawan merencanakan perjalanan secara digital, mulai dari mencari destinasi, memesan penginapan, bertransaksi, hingga mengunggah pengalaman berwisata ke media sosial. Bisnis pemesanan akomodasi secara daring tumbuh pesat dengan pemilik hotel dan jasa transportasi.

Teknologi digital telah berpengaruh kuat terhadap proses produksi, perilaku, dan pergeseran dalam bidang lapangan pekerjaan dan profesional. Teknologi digital berdampak pada pola produksi, dan memengaruhi pola belanja, yang selanjutnya memengaruhi pola layanan. Perubahan pada berbagai aspek dalam proses produksi dan pemasaran menciptakan peluang usaha baru dan pekerjaan baru. Persoalannya, bagaimana kesiapan sumber daya manusia untuk memasuki era teknologi modern, yang perlu untuk memiliki pengetahuan, kemampuan memanfaatkan teknologi digital, dan ketrampilan teknis. Diperlukan koordinasi dari lembaga terkait untuk mendidik masyarakat agar bisa memasuki pasar kerja berbasis digital dan pengetahuan.

Teknologi digital merupakan salah satu alat yang mampu mendorong produktivitas dan efisiensi. Proses produksi yang serba internet merupakan salah satu bukti. Namun, pada industri *hospitality* seperti daya tarik wisata, pemandu wisata, hotel—kamar, atau transportasi—jenis pesawat—misalnya, kualitas *layanan berbasis manusia* adalah produk utamanya. Industri jasa mengandalkan 'keramahtamahan' dan belum bisa atau bahkan tidak bisa digantikan dengan mesin. Motor keramahtamahan adalah manusia dengan perilaku profesional yang dimiliki.

Untuk mengatasi kesenjangan dampak dari penggunaan teknologi digital, Jepang pada sekitar 2016 telah mengajukan konsep *Society 5.0*, yang disebut oleh Salgues (2018) dengan "*Society of intelligence*" atau yang oleh Hitachi-UTokyo Lab (2020) disebut dengan *A People-centric Super-smart Society*, yaitu kehidupan masa depan masyarakat di mana ruang fisik dan ruang siber (*cyber*) berintegrasi.

Society 5.0

Revolusi industri 4.0 adalah revolusi yang menjadikan teknologi digital sebagai penggerak perubahan dalam proses produksi, dan tata kehidupan. Kini manusia di belahan dunia mana pun terhubungkan satu dan lainnya dengan mudah dan cepat. Revolusi industri 4.0 telah memungkinkan munculnya layanan, komunikasi, informasi, kerja sama dengan cepat dan murah yang tidak terbayangkan sebelumnya. Semua berubah dan memunculkan platform-platform baru untuk mengelola kehidupan yang terus berubah.

Revolusi industri 4.0 di satu sisi menjadi pemicu efektifitas dan efisiensi proses produksi, di sisi lain menciptakan kesenjangan pada beberapa aspek kehidupan, yang disebabkan karena tidak semua lapisan masyarakat mampu memanfaatkan teknologi digital. Pada tahun 2016 perusahaan ternama Hitachi bekerja sama dengan The University of Tokyo Laboratory melakukan kajian yang bertujuan untuk memecahkan problem-probelm spesifik.

Kolaborasi tersebut secara garis besar menghasilkan konsep *Society 5.0* yang menggambarkan tentang kehidupan masa depan masyarakat yang dipandu oleh pengetahuan dan inovasi teknologikal, untuk menggabungkan ruang fisik (*physical space: real world*) dan ruang siber (*Cyberspace*), Kerja sama juga mengusulkan tentang bentuk ideal dari masyarakat masa depan: *a ‘super-smart society’*.

Evolusi *Society 5.0* mengikuti gerak masyarakat sebelumnya yang dirumuskan empat tahapan yaitu; masyarakat pemburu (*Hunting society*), masyarakat agraris (*Agrarian society*), masyarakat industri (*Industrial society*), masyarakat informasi (*Information Society*), dan *Society 5.0* disebut sebagai “*Super Smart Society*”. Teknologi informasi adalah fondasi dari *Society 5.0*. yang membawa 3 fenomena yang ditandai dengan kebebasan, kontrol, dan kepentingan untuk masyarakat yang lebih luas. *Society 5.0*. dimasukkan dalam *The 5th Science and Technology Basic Plan* (Cabinet Office 2016a). Rencana mengusulkan gagasan dari “*Society 5.0*”, adalah visi masa depan masyarakat yang dipandu oleh inovasi pengetahuan dan teknologikal.

Salgues (2018) mendefinisikan “*Society 5.0*” sebagai “kecerdasan masyarakat” (“*society of intelligence*”) di mana ruang fisik dan ruang siber berintegrasi secara kuat. *Society 5.0* menunjuk pada tipe masyarakat di mana inovasi menempati posisi yang penting dalam pengetahuan dan teknologi, yang membantu menciptakan keseimbangan sosial dan isu-isu sosial yang perlu dipecahkan, termasuk pembangunan ekonomi. *Society 5.0* fokus pada kemanusiaan.

Visi “*Society 5.0*” menurut Deguchi dan kawan-kawan (2020) memberi kita untuk menyusun ulang dua jenis hubungan, hubungan antara teknologi dan masyarakat, serta hubungan termediasi teknologi antara individu-individu dengan masyarakat. Penyusunan ulang dua jenis hubungan dilakukan dengan menggabungkan secara maksimal antara ruang siber (*cyber space*) dan ruang fisik (*physical space*) melalui pemanfaatan teknologi informasi komunikasi (ICT). Deguchi dan kawan-kawan mengatakan hal tersebut sebagai bentuk ideal masyarakat masa depan kami: *a ‘super-smart society’*.

Deguchi et al (2020) aspek-aspek konsep kunci *Society 5.0* adalah: “*a human-centered society*”, “*merging cyberspace with physical space*”, “*a knowledge-intensive society*”, “*a data-driven society*”. Intinya, pembangunan masa depan berbasis pada manusia melalui teknologi informasi. Manusia sebagai sasaran sekaligus pelaksana kehidupan masa depan. *Society 5.0* yang mengidealkan *a super-smart society* merupakan gagasan untuk menangani persoalan kesenjangan sosial ekonomi dan pemanfaatan teknologi. Pada tataran pelaksanaan konsep *Society 5.0* akan menghadapi beragam tantangan yang disebabkan oleh beragamnya persoalan baru yang muncul seperti masalah demografi, terlebih jika diterapkan di negara lain yang tentunya mengalami persoalan yang berbeda.

Bagi Indonesia, tujuan pembangunan nasional adalah terwujudnya masyarakat yang adil dan sejahtera, pada era revolusi industri 4.0 telah memiliki peta jalan (*roadmap*) *Making Indonesia 4.0*, di mana di dalamnya disebut lima sektor industri yang menjadi perhatian dalam memasuki era industri 4.0, yaitu makanan-minuman, tekstil dan busana serta elektronika. Di luar ke lima sektor tersebut pemerintah juga telah memilih sektor-sektor yang mempunyai saling keterkaitan baik yang berbasis teknologi digital maupun konvensional, atau kerajinan lokal, kepariwisataan satu diantaranya—pariwisata berkelanjutan (*sustainable tourism*). Semua mengarah pada pembangunan manusia seutuhnya.

Di bidang pariwisata, McIntyre (1983) menjelaskan bahwa tujuan utama pembangunan pariwisata berkelanjutan adalah untuk memperbaiki kualitas hidup masyarakat, oleh karenanya diperlukan perencanaan yang komprehensif. McIntyre (1993) mendeskripsikan perencanaan komprehensif untuk pembangunan pariwisata digambarkan pada figur di bawah:

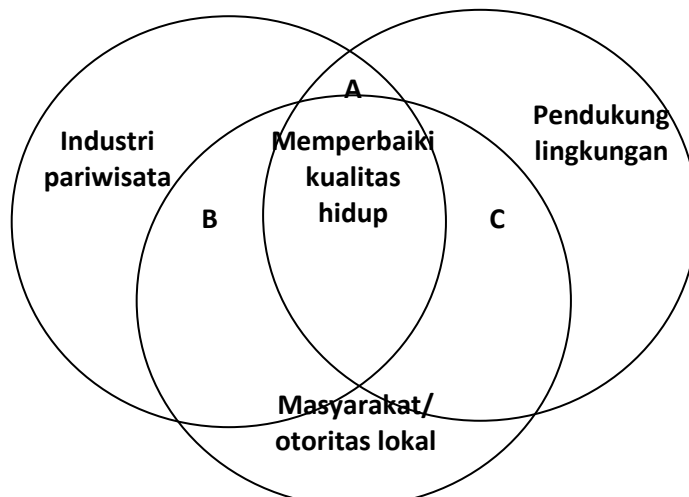


Diagram di atas menggambarkan bahwa:

- A. Industri pariwisata memerlukan lingkungan bisnis yang sehat dalam hal;
- Keamanan finansial,
 - Pekerja yang terlatih dan bertanggung jawab,
 - Kualitas yang memadai dari atraksi wisata yang dapat menjamin kedatangan wisatawan untuk tinggal lebih lama dari biasanya.
- B. Lingkungan pendukung yang terdiri dari; lingkungan alam dan budaya/ peninggalan-peninggalan, merupakan isu-isu menarik yang memerlukan;
- Perlindungan lingkungan melalui pencegahan, perbaikan, koreksi terhadap kerusakan dan restorasi,
 - Memberi motivasi kepada masyarakat untuk lebih peduli dan karena itu lebih baik "memelihara" daripada "menghabiskan" sumber-sumber yang digunakan.
- C. Masyarakat maupun otoritas setempat memerlukan tempat yang sehat yang dapat menjamin kehidupan melalui;
- Makanan dan air yang cukup dan bersih, perawatan kesehatan, pekerjaan yang menguntungkan, serta memperoleh pendidikan dan rekreasi yang memadai,
 - Penghargaan terhadap tradisi dan budaya,
 - Memeberi kesempatan bagi anggota masyarakat setempat untuk membuat keputusan tentang masa depannya terutama dalam pengembangan industri pariwisata.

Pembangunan pariwisata harus berpijak pada kepentingan masa depan dengan melibatkan masyarakat setempat sebagai salah satu pihak berkepentingan dalam konteks yang luas yang didasari untuk kepentingan yang lebih luas dan masa depan.

Poerwanto (1998) mengatakan bahwa berpijak pada kepentingan masa depan, maka idealnya pengembangan pariwisata harus berlandaskan pada 4 (empat) prinsip dasar:

1. Keberlangsungan ekologi, yaitu bahwa pengembangan pariwisata harus menjamin adanya pemeliharaan dan proteksi sumber-sumber;
2. Keberlangsungan kehidupan sosial dan budaya, yaitu bahwa pengembangan pariwisata harus mampu meningkatkan peran masyarakat dalam pengawasan tata kehidupan melalui nilai-nilai yang diciptakan bersama sebagai identitas, budaya dan kemandirian;
3. Keberlangsungan perekonomian, yaitu bahwa pengembangan pariwisata harus menjamin adanya kesempatan bagi semua pihak untuk terlibat dalam kegiatan ekonomi melalui suatu kompetisi yang sehat;

4. Memperbaiki dan meningkatkan kualitas hidup masyarakat setempat melalui pemberian kesempatan kepada mereka untuk terlibat dalam pengembangan kepariwisataan.

Pemahamannya bahwa pembangunan dan pengembangan pariwisata dunia harus ditujukan pada *peningkatan kualitas hidup secara berkelanjutan* baik untuk wisatawan, pelaku bisnis wisata, lingkungan—alam, sosial, budaya dan masyarakat, khususnya yang berada di sekitar lokasi daya tarik wisata.

Teknologi modern dan inovasi telah menjadi andalan dari semua proses pembangunan yang bertujuan untuk menyejahterakan masyarakat, secara khusus pula pada masa pandemi Covid-19. Masalahnya, apakah sumber daya manusia kita siap dalam proses pembangunan dan persaingan dunia? Bagi Indonesia masih ditambah lagi persoalan kesenjangan dan ego antar wilayah yang menyebabkan distribusi barang dan jasa kebutuhan sehari-hari, belum merata, demikian pula pendidikan dan teknologi. Secara konseptual cara untuk mengatasi kesenjangan adalah dengan memanfaatkan teknologi yang kini dimotori dan dikerjakan oleh generasi milineal yaitu yang lahir pada 1990-an yaitu generasi yang lahir dan dibesarkan oleh kemajuan teknologi digital.

Human transformation

Di masa pandemi pengelolaan sumber daya manusia mengalami perubahan signifikan. Pandemi telah banyak merubah tata kelola kerja organisasi, dari mulai tempat kerja, waktu kerja dan pembagian kerja. Organisasi kini harus menyiapkan sistem pengelolaan sumber daya manusia yang adaptif melalui platform-platform baru.

Pemanfaatan teknologi digital, kerja dari rumah (WFH), kerja jarak jauh (*remote working*), perubahan perilaku pembelian, dan perilaku pelayanan publik menuntut semua organisasi untuk melakukan perubahan dalam pengelolaan, khususnya sumber daya manusia. Salgues (2018) mengatakan bahwa sumber daya manusia merupakan poin penting dalam inovasi organisasi dan harus diakui keberadaannya.

Proses perubahan pengelolaan organisasi harus berbasis pada kapasitas dan kemampuan sumber daya manusia. Konsekuensinya, diperlukan transformasi terhadap perkembangan terkini serta menyiapkan masa depan. Kilmann dan Covin (1987) mengatakan transformasi korporat adalah proses di mana organisasi memahami tentang seperti apa mereka dulu, seperti apa sekarang, apa yang akan dikerjakan di masa depan, dan bagaimana membuat perubahan diperlukan.

Kemajuan teknologi komunikasi informasi membawa para pelancong di belahan dunia mana pun dengan mudah dan cepat memperoleh informasi dalam segala hal. Wisatawan, kini menjadi semakin teliti dan berpengetahuan karena memiliki informasi yang luas dan selalu terkini yang juga mengakibatkan wisatawan menuntut untuk memperoleh pelayanan prima yang lebih pribadi. Dampaknya, para pengelola kepariwisataan perlu beradaptasi dengan perubahan lingkungan—*transformasi*. Poerwanto (2003) mendefinisikan transformasi organisasional sebagai proses perubahan yang mencakup bangunan organisasi dan proses untuk meningkatkan kinerja yang sesuai dengan dinamika perkembangan. Kilmann dan Covin (1988) menjelaskan bahwa transformasi harus terarah jika organisasi-organisasi akan berubah secara fundamental untuk menghadapi kompetisi yang terjadi.

Organisasi-organisasi kepariwisataan kini harus melakukan pilihan yang tepat dalam memilih model transformasi, karena tidak semua model transformasi yang ditawarkan oleh para pakar organisasi dan manajemen dapat diimplementasikan ke dalam semua bentuk operasi organisasi. Pilihan model transformasi tergantung dari bidang kegiatan, ukuran atau besaran organisasi, kemampuan, serta lingkungan organisasi. Organisasi kepariwisataan adalah sebuah sistem sosial terbuka yang berada di sebuah lingkungan yang terbuka pula. Sebagai sebuah sistem sosial terbuka, unit-unit bisnis merupakan bagian dari sebuah

lingkungan yang dapat memengaruhi dan dipengaruhi lingkungannya.

Kilmann dan Covin (1998) menjelaskan beberapa pemahaman tentang transformasi, diantaranya adalah:

1. Transformasi adalah respon terhadap perubahan lingkungan dan teknologikal oleh tipe-tipe berbeda dari organisasi;
2. Transformasi adalah model baru dari organisasi untuk masa depan;
3. Transformasi berbasis pada ketidakpuasan dengan yang lama dan percaya dengan sesuatu yang baru;
4. Transformasi adalah cara yang berbeda secara kualitatif dalam memersepsikan, berpikir, dan berperilaku;
5. Transformasi diharapkan menyebar di dalam organisasi pada tingkatan penyerapan berbeda;
6. Transformasi dikendalikan oleh manajemen lini;
7. Transformasi berjalan terus-menerus, tiada henti, dan selamanya;
8. Transformasi disusun oleh para ahli dari dalam dan luar;
9. Transformasi representasi peran penting dari pengetahuan tentang perubahan organisasional;
10. Transformasi menghasilkan komunikasi terbuka dan masukan bagi organisasi secara menyeluruh.

Transformasi adalah tantangan yang mengharuskan organisasi mengembangkan kemampuannya untuk beradaptasi terhadap lingkungan luar, dan mengintegrasikannya ke dalam dengan memberdayakan sumber-sumber yang dimiliki terutama sebagai aset terpenting organisasi. Transformasi bertujuan untuk meningkatkan kapabilitas dan fungsi organisasi sesuai dengan tuntutan lingkungan bisnis pariwisata yang terus berubah yang dimotori oleh manusia bersumberdaya yang dimiliki.

Organisasi-organisasi modern yang bergerak di bidang pariwisata didorong untuk melakukan transformasi, yang menyangkut dua bidang; keorganisasian dan teknologi produksi. Organisasi modern bidang kepariwisataan harus ramping dan disiapkan untuk lentur dalam menghadapi perubahan yang berkelanjutan yang tidak lagi untuk sekedar beradaptasi dengan lingkungan, tetapi juga dituntut untuk belajar secara terus menerus dari organisasi-organisasi lain yang memiliki keunggulan serta mengembangkan dinamika pengelolaan organisasi yang selaras dengan tuntutan pasar wisata. Atraksi wisata sebagai produk yang ditawarkan harus dikembangkan berdasarkan ilmu, pengetahuan, teknologi, serta perubahan perilaku wisatawan yang dimotori oleh personel yang berpengetahuan dan berkepribadian.

Bagi organisasi yang bergerak di bidang pariwisata seperti hotel, restoran, transportasi, informasi, destinasi wisata, biro perjalanan, perbankan, transformasi organisasi dapat dilakukan pada struktur, budaya, sistem, pengelolaan sumber daya manusia, dan kualitas proses, karena ciri-ciri industri pariwisata adalah sifatnya tak berwujud, tidak dapat dipisahkan, tidak tahan lama, beranekaragam dan tidak ada unsur kepemilikan secara fisik.

Poerwanto (2006) menjelaskan bahwa organisasi pada masa sekarang maupun masa datang apa pun bentuk dan jenis kegiatannya akan terus menghadapi perubahan dan merubah dirinya. Kebutuhan hidup secara individual akan memengaruhi kebutuhan organisasi di mana individu bekerja dan atau sebaliknya. Individu sebagai sumber daya manusia dan organisasi di mana orang bekerja adalah dua sisi mata uang yang tidak dapat dipisahkan satu dengan lainnya, dua-duanya membutuhkan perubahan. Organisasi kini menghadapi tantangan perubahan global pada berbagai aspek kehidupan yang tidak akan pernah berhenti. Konsekuensinya, setiap organisasi harus dapat mengantisipasi dan mengadaptasi perubahan-perubahan yang terjadi di lingkungannya atau organisasi yang bersangkutan merubah sistem operasinya melalui inovasi-inovasi yang relevan dengan kebutuhan eksistensinya yang berbasis pada kompetensi sumber daya manusianya.

Jika organisasi menghendaki memenangi kompetisi maka harus memiliki sumber daya manusia yang memiliki kompetensi. Dessler (2000) menggambarkan bahwa masa depan manajemen sumber daya manusia akan mengalami perubahan yang disebabkan oleh kemajuan teknologi yang menuntut kompetensi. Transformasi adalah bagian dari proses manajemen sumber daya manusia yang akan memengaruhi ruang dan waktu kerja. Namun, pembaruan organisasi tidak selalu karena permintaan transformasi masif. Pada beberapa perusahaan perubahan bisa dilakukan dengan sederhana seperti membangun *flexible hour* atau yang dikenal dengan *flexitime*. *Flexitime* adalah rencana di mana karyawan membangun hari kerja yang paling memungkinkan. *Flexitime* berdampak pada tempat kerja, karena kemajuan teknologi memungkinkan manusia bisa berkerja dari mana saja, dan kapan saja.

Proses transformasi organisasi terhadap perubahan lingkungan yang terus-menerus menjadi bahan terhadap pengelolaan sumber daya manusia modern berbasis teknologi digital. Sebagai sumber daya dinamis dan utama, maka akselerasi *human trasformation* menjadi penting dalam membangun sistem kerja baru yang beorientasi masa depan—*future of work* yang di dasarkan pada jenis pekerjaan, kompetensi sumber daya manusia yang dimiliki, teknologi, tempat kerja dan dinamika perubahan.

Interpretasi

Teknologi digital menjadi tantangan dan peluang dalam konsep pengembangan masa depan kepariwisataan. Organisasi pemangku kepentingan kepariwisataan; pemerintah, pelaku bisnis pariwisata, masyarakat dan lembaga pendidikan kepariwisataan memiliki peran penting dalam pembangunan pariwisata berkelanjutan untuk menuju tercapainya cita-cita pembangunan. *New normal* pariwisata dengan program CHSE merupakan salah satu ruang potensial dalam upaya menciptakan kesejahteraan sosial masa depan— ***Society 5.0—A Super Smart Society***, yaitu kehidupan masyarakat yang berfokus pada teknologi yang bertujuan untuk menyusun ulang dua jenis hubungan antara teknologi dan masyarakat, serta hubungan termediasi teknologi antara individu-individu dengan masyarakat, agar mampu menciptakan kesejahteraan yang berkeadilan melalui transformasi.

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Analisis Pengembangan Citra Pariwisata melalui Strategi Pemasaran Pariwisata dan Program Kepuasan Wisatawan di Kabupaten Tana Toraja

Basri bado^{1*}, Hasniaty², Abdi Sakti Walengka³

¹ Universitas Negeri Makassar, Pettarani, Makassar Indonesia.

² Universitas Fajar, Prof. Abdulrahman Basalamah, Makassar, Indonesia

³ Universitas Kristen Tentena, Poso Sulawesi Tengah, Indonesia.

basri.bado@unm.ac.id

Abstract.

Penelitian ini bertujuan untuk membuktikan keterkaitan dan pengaruh antar variabel bauran pemasaran pariwisata terhadap citra pariwisata, variable bauran pemasaran pariwisata terhadap program kepuasan wisatawan, variable program kepuasan wisatawan terhadap citra pariwisata dan pengaruh variable bauran pemasaran pariwisata terhadap citra pariwisata melalui variable antara proram kepuasan wisatawan dalam meningkatkan citra pariwisata di Kabupaten Tanah Toraja .

Pendekatan yang digunakan untuk penelitian ini adalah melalui penelaahan variabel-variabel yang meliputi strategi bauran pemasaran pariwisata, program kepuasan wisatawan dan citra pariwisata di Kabupaten TanahToraja. Penelitian dilakukan dengan metode analisis deskriptif dan verifikasi dengan tujuan untuk dapat menjelaskan hubungan, tingkat signifikansi, dan kontribusi masing-masing variabel terhadap citra pariwisata di Kabupaten TanahToraja. Unit analisis penelitian ini adalah pariwisata, sedangkan unit observasi kualitatif yang dituju adalah wisatawan mancanegara, lokal dan observasi kuantitatif pegawai instansi Dinas Pariwisata tentang kebijakan pemerintah dalam menerapkan strategi pemasaran, kepuasan wisatawan dan citra pariwisata di Kabupaten Tanah Toraja. Analisis data dilakukan dengan menggunakan *Path Analyzy* untuk mengetahui adanya pengaruh antar variabel berdasarkan distribusi frekuensi dan analisis deskripsi persepsi responden terhadap indikator.

Dari hasil analisis antar variable penelitian ini secara ringkas di jelaskan pengaruh strategi pemasaran terhadap citra pariwisata menunjukkan nilai positif dan signifikan dengan nilai kontribusi yang tertinggi, pengaruh strategi pemasaran terhadap program kepuasan wisatawan menunjukkan nilai positif dan cukup signifikan, pengaruh strategi pemasaran terhadap citra pariwisata menunjukkan nilai positif dan cukup signifikan, pengaruh strategi pemasaran dan program kepuasan wisatawan secara bersama-sama terhadap citra pariwisata di Kabupaten Tanah Toraja menunjukkan nilai positif dan cukup signifikan, dan pengaruh bauran pemasaran pariwisata terhadap citra pariwisata melalui variabel antara variabel program kepuasan wisatawan di kabupaten Tanah Toraja menunjukkan nilai positif dan signifikan.

Kata Kunci : Bauran Pemasaran, Kepuasan dan Citra

1. Pendahuluan

Sektor bisnis yang semakin maju pesat akibat Berkembangnya globalisasi dan perdagangan bebas berkorelasi dengan semakin meningkatnya sector bisnis khususnya jasa. Terjadi perubahan dari mengandalkan sector pertanian kemudian beralih menjadi manufaktur industry kemudian sekarang lebih condong ke sector jasa,. Pergeseran ini menjadikan sector jasa sebagai bagian terpenting dalam perkembangan ekonomi.

Salah satu sector jasa yang merupakan sector yang terus bergerak maju yakni sector pariwisata. Kontribusi pariwisata terhadap perekonomian negara sangat signifikan karena pengembangan pariwisata dapat menciptakan peluang bisnis, lapangan kerja, dan menghasilkan pendapatan, yang selanjutnya bermuara pada peningkatan kesejahteraan masyarakat di negara tersebut. Menurut *United Nation World Tourism Organization*, (2017) dalam Lenggogeni (2017),

Pariwisata adalah leading sector yang memiliki peran penting dalam meningkatkan perekonomian atau dengan kata lain mampu meningkatkan kesejahteraan masyarakat. Menurut Kementerian Kebudayaan dan Pariwisata Republik Indonesia (2011) menyatakan bahwa posisi pariwisata memiliki posisi yang special dalam memberikan manfaat bagi peningkatan ekonomi, social dan mendorong meningkatkan kesadaran dan dukungan pada konservasi budaya dan lingkungan

Di Indonesia pariwisata merupakan sektor unggulan. Sektor ini dijadikan sebagai prioritas nasional saat ini. Dalam RPJM 2014-2019, sektor pariwisata dijadikan sektor unggulan dalam konsep pembangunan NAWACITA. Pada tahun 2016, sektor pariwisata menjadi salah satu sector yang mampu memberikan sumbangan devisa ranking ke empat yang memperoleh nilai sebesar Rp.172,8 triliun, dari ketiga komoditi yakni minyak, gas bumi, batubara, dan minyak kelapa sawit. Sektor ini mengalami pertumbuhan positive, sementara ketiga sektor unggulan diatas mengalami penurunan. Kedepan, diyakini sektor pariwisata akan bertumbuh menjadi penyumbang terbesar nilai tambah barang dan jasa di Indonesia (Lenggogeni 2017).

Perwisata berkontribusi terhadap Produk Domestik Bruto (PDB) telah secara berturut-turut meningkat. Dari 9,2% tahun 2013 (senilai 841,4 Milyar) meningkat menjadi 9,3% tahun 2014 (Rp.946,9 Milyar) dan 11% pada tahun 2016 dengan penyerapan angkatan kerja kurang lebih 11,7 juta orang. Dari perspektif ekonomi pariwisata Indonesia memberikan dampak pada : (1) Memberikan tambahan devisa dengan adanya penukaran mata uang asing pada destinasi pariwisata tersebut, (2) menjadi potensial market bagi bagi produk barang dan jasa setempat, (3) memberikan kontribusi peningkatan kesejahteraan masyarakat setempat, (4) Membuka lapangan dan kesempatan bagi masyarakat khususnya yang terkait dengan bisnis pariwisata, (5) meningkatkan dan menjadi sumber pendapatan asli daerah (PAD), (6) memacu kreativitas para pekerja seni, pengrajin industri kecil maupun seniman.

Namun upaya mengembangkan pariwisata belum mendapatkan hasil yang optimal. Pernyataan ini dapat dilihat melalui perolehan angka kunjungan wisatawan mancanegara seperti terdapat pada Tabel berikut ini :

Tabel 1.1.
Data Perbandingan Kunjungan Wisman ke Beberapa Destinasi di Negara ASEAN (dalam juta)

No	Negara	Jumlah Kunjungan Wisatawan Mancanegara (Orang)							
		2018	2017	2016	2015	2014	2013	2012	2011
1	Malaysia	-	-	26.757	26.639	26.547	25.894	25.106	19.580
2	Thailand	-	-	25.875	25.168	24.982	26.221	22.985	19.122
3	Singapura	-	-	16.456	16.124	15.844	15.398	14.958	13.580
4	Indonesia	15.806	14.040	11.519	9.729	9.435	8.802	8.044	7.649

(Sumber: www.bps.go.id, www.tourism.gov.my, www.visitsingapore.com, www.tat.or.th)

Tabel tersebut menunjukkan bahwa jumlah angka kunjungan yang diraih lebih kecil dibandingkan dengan angka yang diperoleh negara lain di Asia Tenggara. Hasil ini menyiratkan bahwa kontribusi ekonomi pengembangan pariwisata di Indonesia belum optimal. Padahal, sejak tahun 1996, sektor pariwisata menduduki urutan ke 3 dalam perolehan devisa setelah minyak dan gas bumi, serta tekstil dan garmen (Sumber: www.bps.go.id). Sampai dengan tahun 2014, rata-rata perolehan devisa dari sektor pariwisata adalah sekitar ± US \$ 11 Milyar yang diraih dari sekitar hampir sepuluh juta wisatawan mancanegara (wisman) yang berkunjung ke Indonesia per tahun dengan lama tinggal 7,7 hari dan

pengeluaran rata-rata US \$ 1.183 per hari, pada tahun 2015 meningkat menjadi US \$ 1.208 dan pada tahun 2016 justru menurun menjadi US \$ 1.104 (Sumber: www.bps.go.id). Angka ini tersebut tentunya sangat rendah bila dibandingkan dengan hasil yang dicapai oleh negara Malaysia, Thailand, dan Singapura.

Untuk tana Toraja sendiri obyek wisata yang terdiri dari berbagai industry rumah tangga seperti penenunan kain asli daerah, pembuatan ukiran-ukiran seni, pelaksanaan festival internasional, dan yang paling menarik adalah penyelenggaraan upacara adat yang dapat disaksikan oleh wisatawan secara langsung. serta agrowisata yang juga merupakan obyek wisata unggulan. Sektor Pariwisata. Memperoleh capaian Pendapatan asli daerah pada tahun 2013 yakni Rp36 miliar dari perolehan tersebut sector pariwisata berkontribusi sebesar 250 juta dari yang ditargetkan sejumlah 200 juta, sedangkan tahun 2015 terjadi peningkatan sejumlah 336 hal ini memberikan makna bahwa sumbangan dari sector ini sangat berprospek. Terjadinya peningkatan ini dipengaruhi oleh semakin bertambahnya pula jumlah objek wisata yang baru di buka oleh pemerintah daerah setempat. Disamping juga obyek wisata yang pengelolaannya masih ditangani oleh pihak swasta.

Pengelolaan obyek wisata ditanah Toraja secara umum masih belum menunjukkan maksimalisasi baik dari segi pemerintah maupun swasta. Artinya bahwa profesionalisme pengelola masih belum sesuai standar pengelolaan obyek wisata yang layak. Obyek wisata yang terdata saat ini ada 80 objek wisata. Dan hanya 24 dari 80 tersebut yang dikelola secara mandiri, sementara sisanya masih belum dikelola dengan baik dan bahkan ada yang masih proses penataan oleh Pemerintah Kabupaten Tana Toraja.

Sekitar 90 persen obyek wisata masih dalam pengelolaan rumpun keluarga hanya 10 persen saja yang dikelola oleh Pemerintah setempat. Objek wisata seperti harta sejarah, warisan dan peninggalan nenek moyang dan masih digunakan sampai sekarang menyebabkan sulitnya pemerintah untuk memegang kepemilikan dari objek wisata ini secara penuh. Berdasarkan data Dinas Pariwisata Kabupaten Tana Toraja, tahun 2009 jumlah wisatawan terdata 11.056 orang, pada 2010 sebanyak 18.265 orang, pada 2011 sebanyak 23.666 orang, pada tahun 2012 sebanyak 34.368 orang dan pada akhir tahun 2013 sebanyak 60.643 orang. Jika dilihat dari data tersebut maka bisa diambil kesimpulan bahwa obyek wisata yang ditawarkan di Tanah Toraja ini sangat menarik minat wisatawan dan memberikan prospek yang sangat baik kedepan jika dikelola secara professional.

Berdasarkan uraian yang dikemukakan maka perlunya membangun citra pariwisata tentu sangatlah penting untuk memacu jumlah kunjungan wisatawan, sebagaimana hasil penelitian dari Yong-Quan Li 1 and Chih-Hsing Sam Liu 2,* (2017) menyatakan bahwa manfaat wisata berhubungan dengan perasaan dan pengalaman yang dirasakan pada saat berwisata dan apa keuntungan yang dirasakan memiliki hubungan positif yang kuat membangun citra pariwisata daerah tersebut. Citra adalah sebagai tingkat perasaan pengalaman wisatawan asing meningkat; peningkatan manfaat wisata juga meningkatkan tingkat para wisatawan perasaan pengalaman dan citra positif dari citra pariwisata.

Untuk kabupaten Tana Toraja sendiri masih perlu dilakukan peningkatan sector pariwisata dalam hal sarana dan prasarana. Fakta penelitian sebelumnya menyatakan bahwa masih perlu dilakukan peningkatan pelayanan, keamanan, kemoderenan sarana.

2. Methods

Penelitian ini bertujuan untuk membuktikan keterkaitan dan pengaruh antarvariabel dalam meningkatkan kinerja pemasaran pariwisata di Kabupaten Tanah Toraja. Dalam rangka mencapai tujuan tersebut, digunakan penelitian yaitu penelitian mixed method yaitu kuantitatif dengan pendekatan verifikatif dan kualitatif dengan pendekatan eksploratif. Pada penelitian ini, yang menjadi variabel eksogen adalah bauran pemasaran dan kepuasan

wisatawan. Sedangkan yang menjadi variabel endogen citra pariwisata di Kabupaten Tanah Toraja. Berdasarkan hal tersebut, maka untuk memverifikasi keterkaitan dan pengaruh antar variabel dimaksudkan seterusnya data yang ada diolah dengan menggunakan metode *Path Analysis*.

3. Results and Discussion

3.1. Pengaruh Strategi Pemasaran Pariwisata Terhadap Citra Pariwisata

Hasil analisis pengaruh strategi pemasaran terhadap citra pariwisata menunjukkan nilai positif dan signifikan dengan nilai kontribusi yang tertinggi sebesar 0,831 atau 83,1%. Hal ini juga membuktikan bahwa hipotesis yang menyatakan strategi pemasaran pariwisata mempengaruhi citra pariwisata dapat diterima hal ini dibuktikan melalui uji hipotesis t hitung $13,452 > 0,677$ dari pada t tabel. Artinya bahwa strategi pemasaran memiliki peran penting dalam meningkatkan citra pariwisata Kabupaten Tanah Toraja. Pengembangan-pengembangan strategi pemasaran perlu menjadi perhatian dan menjadi prioritas utama pemerintah daerah dalam hal ini dinas pariwisata guna memaksimalkan kesan dan citra wisata yang semakin membaik dan seterusnya dapat memberi dampak terhadap peningkatan kunjungan wisata yang secara langsung atau tidak langsung meningkatkan pendapatan daerah dan perekonomian masyarakat.

3.2. Pengaruh Strategi Pemasaran Pariwisata Terhadap Program Kepuasan Wisatawan

Hasil analisis pengaruh strategi pemasaran terhadap program kepuasan wisatawan menunjukkan nilai positif dan cukup signifikan dengan nilai kontribusi yang tertinggi sebesar 0,238 atau 23,8%. Artinya bahwa strategi pemasaran memiliki peran cukup penting dalam meningkatkan program kepuasan wisatawan di Kabupaten Tanah Toraja. Pengembangan-pengembangan strategi pemasaran perlu menjadi perhatian pemerintah daerah dalam hal ini dinas pariwisata guna memaksimalkan program-program peningkatan kepuasan wisatawan yang seterusnya dapat memberi dampak terhadap niat untuk berkunjung kembali (*revisit*) dan juga wisatawan yang puas akan secara sukarela untuk memberikan rekomendasi dan informasi-informasi positif kepada rekan, keluarga dan wisatawan lain (*word of mouth*) untuk berwisata di Kabupaten Tanah Toraja.

3.3. Pengaruh Kepuasan Wisatawan Terhadap Citra Pariwisata

Hasil analisis pengaruh strategi pemasaran terhadap citra pariwisata menunjukkan nilai positif dan cukup signifikan dengan nilai kontribusi yang paling rendah sebesar 0,039 atau 3,9%. Hal ini dibuktikan melalui uji hipotesis t hitung $4,989 > 1,677$ dari pada t tabel. Artinya bahwa program kepuasan wisatawan cukup memiliki peran penting dalam meningkatkan citra pariwisata Kabupaten Tanah Toraja.

3.4. Pengaruh Bauran Pemasaran dan Program Kepuasan Wisatawan Terhadap Citra Pariwisata

Hasil analisis pengaruh bauran pemasaran dan program kepuasan wisatawan secara bersama-sama terhadap citra pariwisata di Kabupaten Tanah Toraja menunjukkan nilai positif dan cukup signifikan dengan nilai sebesar 0,724 atau 72,4%. Hal ini dibuktikan melalui uji hipotesis f hitung $12,46 > 2,70$ dari pada f tabel. Artinya bahwa bauran pemasaran dan program kepuasan wisatawan secara bersama-sama memiliki dampak dan peran penting dalam peningkatan citra pariwisata Kabupaten Tanah Toraja.

3.5. Pengaruh Bauran Pemasaran Pariwisata Terhadap Citra Pariwisata melalui Variabel antara Variabel Program Kepuasan

Hasil analisis pengaruh bauran pemasaran pariwisata terhadap citra pariwisata melalui variabel antara variabel program kepuasan wisatawan di kabupaten Tanah Toraja menunjukkan nilai positif sebesar 0,87 atau 87% artinya bahwa strategi bauran pemasaran yang dilakukan oleh pemerintah dapat lebih optimal membangun citra pariwisata yang positif di Kabupaten Tanah Toraja bila di dorong bersama program kepuasan wisatawan. Dengan kata lain strategi bauran pemasaran yang tepat dapat menciptakan kepuasan bagi wisatawan dan naik-turun kepuasan wisatawan akan berdampak kepada naik-turunnya kesan atau citra wisata dalam hal ini citra pariwisata Kabupaten Tanah Toraja.

4. Conclusions

- (1). Tujuan utama dari pariwisata adalah untuk mempengaruhi pengambilan keputusan wisatawan terkait perjalanan dan tujuan destinasi wisata, maka dalam hal ini kegiatan pemasaran memainkan peran yang penting untuk menciptakan strategi guna mempengaruhi keputusan wisatawan tersebut. Meskipun tidak mungkin untuk mempengaruhi semua aspek, akan tetapi dalam lingkup pemasaran pariwisata mencoba membangun, memperkuat dan menemukan strategi yang tepat dalam meningkatkan pemasaran pariwisata di Kabupaten Tanah Toraja dan memberikan pengaruh kepada pembentukan citra pariwisata yang lebih baik. Dari penelitian pengaruh strategi pemasaran terhadap citra pariwisata menunjukkan nilai positif dan signifikan dengan nilai kontribusi yang tertinggi sebesar 0,831 atau 83,1%. Hal ini juga membuktikan bahwa hipotesis yang menyatakan strategi pemasaran pariwisata mempengaruhi citra pariwisata dapat diterima hal di buktikan melalui uji hipotesis t hitung $13,452 > 0,677$ dari pada t tabel. Artinya bahwa strategi pemasaran memiliki peran penting dalam meningkatkan citra pariwisata Kabupaten Tanah Toraja, maka semakin baik usaha dan program pemasaran pariwisata yang dilakukan oleh pemerintah daerah maka citra pariwisata daerah akan lebih menunjukkan peningkatan yang positif.
- (2). Untuk meningkatkan kepuasan pelanggan maka penerapan bauran pemasaran yang efektif dan tepat sasaran sangat diperlukan untuk memberi informasi yang dibutuhkan tentang produk yang dipasarkan. Bauran pemasaran merupakan salah satu elemen kunci membentuk kepuasan pelanggan. Dari hasil analisis pengaruh strategi pemasaran terhadap program kepuasan wisatawan menunjukkan nilai positif dan cukup signifikan dengan nilai kontribusi yang tertinggi sebesar 0,238 atau 23,8%. Artinya bahwa strategi pemasaran memiliki peran cukup penting dalam meningkatkan program kepuasan wisatawan di Kabupaten Tanah Toraja.
- (3). Kepuasan pelanggan adalah praktek di mana pelanggan memandang kebutuhandan harapan mereka di seluruh siklus hidup dari pengembangan produk yang baik. Kepuasan pelanggan merupakan aspek penting dari menciptakan nilai bisnis dan mengelola harapan pelanggan dan seterusnya dapat memberi kesan yang kuat terhadap produk tersebut dan kesan yang kuat tersebut dapat membentuk citra produk yang positif di benak konsumen. Pemerintah daerah Kabupaten Tanah Toraja bekerjasama dengan seluruh pelaku usaha sektor pariwisata memiliki tanggung jawab untuk untuk menciptakan program-program pengembangan dalam rangka memuaskan wisatawan dengan memastikan bahwa produk dan layanan yang diberikan selaras dengan tuntutan dan harapan wisatawan dan memberikan efek positif kepada pembentukan citra pariwisata yang ada di kabupaten Tanah Toraja. Dari hasil analisis pengaruh kepuasan terhadap citra pariwisata menunjukkan nilai positif dan signifikan dengan nilai kontribusi yang paling rendah sebesar 0,039 atau 3,9%. Hasil analisis ini membantah hipotesis yang menyatakan program kepuasan mempengaruhi citra pariwisata. Hal ini juga membuktikan bahwa hipotesis yang menyatakan program kepuasan mempengaruhi citra pariwisata dapat diterima, di buktikan

melalui uji hipotesis t hitung $4,989 \geq 1.66$ dari pada t tabel. Artinya bahwa program kepuasan wisatawan kurang memiliki peran penting dalam meningkatkan citra pariwisata Kabupaten Tanah Toraja.

- (4). Pentingnya menciptakan kesan yang baik bagi wisatawan sehingga mampu memberi dampak terhadap niat berkunjung kembali dan bahkan merekomendasikannya kepada orang lain yang akan melakukan perjalanan wisata. Dari hasil analisis pengaruh bauran pemasaran dan program kepuasan wisatawan secara bersama-sama terhadap citra pariwisata di Kabupaten Tanah Toraja menunjukkan nilai positif dan cukup signifikan terlebih khusus pada variabel bauran pemasaran, Artinya bahwa bauran pemasaran dan program kepuasan wisatawan secara bersama-sama memiliki dampak dan peran penting dalam membentuk dan meningkatkan citra pariwisata Kabupaten Tanah Toraja.
- (5). Dari hasil analisis pengaruh bauran pemasaran pariwisata terhadap citra pariwisata melalui variabel antara variabel program kepuasan wisatawan di kabupaten Tanah Toraja menunjukkan nilai positif sebesar 0,87 atau 87% artinya bahwa strategi bauran pemasaran yang dilakukan oleh pemerintah dapat lebih optimal membangun citra pariwisata yang positif di Kabupaten Tanah Toraja bila di dorong bersama program kepuasan wisatawan. Dengan kata lain strategi bauran pemasaran yang tepat dapat menciptakan kepuasan bagi wisatawan dan naik-turun kepuasan wisatawan akan berdampak kepada naik-turunnya kesan atau citra wisata dalam hal ini citra pariwisata Kabupaten Tanah Torajaparagraph.

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Models and Strategies of Tourism Sector Investment Policy for Equitable Development in Probolinggo Regency

Margaretta Andini Nugroho¹, Yeni Puspita²

¹DIII Usaha Perjalanan Wisata, Faculty of Social and Political Sciences, University of Jember, Indonesia

²DIII Perpajakan, Faculty of Social and Political Sciences, University of Jember, Indonesia

¹margaretta@unej.ac.id

Abstract. Bromo Tengger Semeru National Park (TNBTS) has been chosen to represent tourism in East Java by the Ministry of Tourism. However, TNBTS and the community have not been benefited from the realized investment. This study aims to view the models and strategies of tourism sector investment policies towards economic development. The research used descriptive, qualitative method by conducting interviews with related parties and doing a study of the implementation of investment in the tourism sector in East Java, especially TNBTS. The forms of investment in the tourism sector are investment in tourism attractions, investment in tourism accessibility, investment in tourism amenities, and investment in tourism ancillary. A sustainable investment strategy is a sustainable strategic plan by creating a model of 9 tourism product portfolios to support attractions; development of tourism accessibility in East Java, by improving the transportation sector; tourism amenities (facilities) in East Java can be built by the private sector; and additional services must be provided by the local Regional Government.

1. Introduction

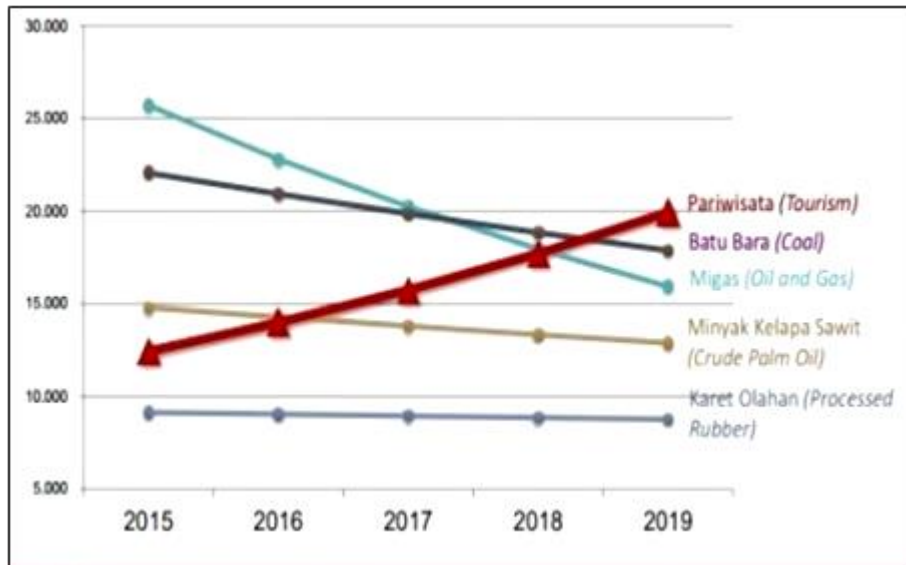
The government set sets tourism as a leading sector in national development. The tourism sector predictably becomes an opportunity to drive economic growth. The slogan "Wonderful Indonesia" that has been launched by the Government of the Republic of Indonesia is actually not a matter of slogan. Due to the big potentials and variety of tourism in the country, foreign tourist arrivals reached 10.2 million in 2015. Statistical data from January to December 2015 showed that tourism development achievement in Indonesia capably surpassed the determined target. The visit of foreign tourists contributes to foreign exchange earnings by IDR 144 trillion. This is evidenced through foreign tourist arrivals which increased to 10.2 million people, from the 2015 target of 10 million people.

The projection of foreign exchange earnings from the main sectors in Indonesian economy indicates that foreign exchange revenues from the tourism sector always experience an increase compared to those from other sectors. This projection shows that the tourism sector has a promising prospect to encourage foreign exchange, a brighter tourism prospect and a strategic position within the framework of national development, providing encouragement and obligations for strategic steps in improving the performance of national tourism as well as increasing a stronger competitiveness to be able to attract larger foreign tourist visits, a more equitable movement of domestic tourists and higher investment interests in Indonesia.

Probolinggo is one of the regencies in East Java Province that has good potential in tourism. Located on the north coast of the island of Java, which borders directly with the Madura Strait, Probolinggo has diverse natural and cultural potentials, making it very promising to be developed as a sustainable tourist attraction. Similarly, Bromo Tengger Semeru National Park (TNBTS) is chosen by the Ministry of Tourism as a priority

destination, representing East Java tourism with an International vision of Geo-Ecoculture Park, with the target of attracting 1 million foreign tourists by 2019. This determination is also expected to be able to increase investment placed in the area around TNBTS, which is located in four administrative areas, one of which is Probolinggo Regency.

Figure 1.1 Projection of Foreign Exchange Revenue from Main Sectors



Source: Ministry of Tourism, 2019

The investment in the tourism sector can be invested in 4 components of tourism, namely; (1) investment in tourism attractions, (2) investment in tourism accessibility, (3) investment in tourism amenities and (4) investment in tourism ancillary. Procurement of investment in the tourism sector comes from the government and the private sector, both domestically and abroad. To identify the impact of investment in TNBTS tourism sector, an it is necessary to analyse what forms of investment invested in the TNBTS tourism sector and how much labor is absorbed in each of these investment forms.

Tourism sector investment is expected to have an impact on sustainable, equitable development, which means that this tourism investment can create a balance in the economic, social-cultural and environmental sectors in the long run. According to Bappeda or Regional Development and Planning Agency (2015c), the concept of sustainable tourism development basically emphasizes 4 principles, namely environmentally sustainable, socially and culturally acceptable, economically viable and technologically appropriate. Based on this concept, the existence of tourism investment with relevant strategies and policies can support the sustainability of tourism in the future for the next generation, long-term sustainability and impact on economic growth of the community.

The effect of investment in TNBTS tourism sector on economic growth needs further analysis, by knowing what investments are planted in TNBTS and how they will affect economic growth. In addition to the need for investment data on the tourism sector in the past five years, strategies and investment policies for the tourism sector with high social and economic impact are needed. If the strategies and policies have been arranged, investment from the tourism sector is expected to increase.

2. Methods

The term "investment" is an economic term that is always used by people in common. However, often its meaning is different from the meaning of "investment" in economic theory. Economic theory defines investment as expenditures to buy capital goods and production equipment, in purpose of replacing and especially adding capital goods in the economy that will be used to produce goods and services in the future. In other words, investment means shopping activities to increase the production capacity of an economy (Sukirno, 2011). Investment is also defined as a delay to consume now for future use for efficient production over a certain period of time. Jogiyanto (2008) and Sunariyah (2014) point out that investment is used for one or more assets owned and within a period of time for a long time in hope of getting benefits in the future.

Tourism, according to Norval and Muljadi (2012), is an activity related to entrance, stay, and activities carried out by people who come from abroad or domestic that occur within a country, city or region. The elements that must be fulfilled in tourism according to Yoeti (2008) are as follows:

Trips are made from one place to another, outside the residence where the person usually lives.

The purpose of making the trip is just to have fun, not to make money in that place.

The money spent at the tourist site comes from where the person is from, not from the tourist destination.

The trip is done at least 24 hours or more.

Based on the description above, tourism must meet the criteria of the four elements that have been mentioned, namely the element of travel, the element of purpose of attaining pleasure, and the purpose of pure tourism to seek pleasure, not to earn a living or income. According to the World Tourism Organization by the United Nations Statistical Commission (UNWTO Tourism Highlights, 2006), sustainable tourism development can be performed by: Optimizing the environment that can replace the elements of the tourism industry development.

Putting respect by preserving the native social culture of the local community.

Ensuring a long-term moving economy and fairly distributing it to the local community.

Maintaining the level of tourist satisfaction and trying to increase tourist awareness of the importance of maintaining the ecosystem.

According to Modern Kuznets Economic Growth Theory (Todaro, 2000: 144), a country's economic growth increases its capacity over a long period of time in a country's territory to provide economic products for the people in that country. According to Rostow (in Arsyad, 1999), the process of economic development can be divided into 5 stages, namely:

Traditional society;

Take-off prerequisite stage;

Take-off stage;

Maturity stage;

Energy consumption period.

According to Nailie (2018), sustainable development has become a global agenda in every development process. Therefore, all stakeholders including the government in various development sectors must establish the principles of sustainable development both in every policy and development plan to be implemented. In this case, tourism sector is included for sure.

3. Result and Discussion

Some attractions presented at the entrance gate of TBSTN through Probolinggo Regency are Djatilán Bromo and strawberry picking agrotourism managed by several tourism awareness groups (Pokdarwis). The infrastructure problems faced by Probolinggo Regency,

especially in the closest area of TNBTS, make investors cancel their investment. The problems, such as limited water and electricity, so far do not get proper attention and the solution is only to drain water from the nearest sub-district with a limited source of water. Not all people feel the impact, and the tourist facilities such as hotels must pay for operational costs, especially for water supply. The access has been adequate; it only needs a few improvements at various points to smoothen access to TNBTS. The community, which is still mostly farmers, is a bit of an obstacle in terms of understanding tourism awareness, so special training is needed to make the community more aware of tourism. The ultimate impact of the existence of TNBTS is expected to be felt by the community, especially in terms of community income. Agrotourism is also a solution that can be relied on, so that people who work as farmers can directly participate in the tourism sector.

Probolinggo as a transit city on a strategic route that connects major cities in Java and Bali is very open to high-value investment. As many as 27 types of accommodations have been developing rapidly in the City of Probolinggo. However, on the other hand, the development of investment in various tourism service sectors and the new tourist attractions in the City of Probolinggo are still not optimal. Opportunities for tourism investment in the tourism sector of Probolinggo City are very open, especially in the construction of accommodation facilities and the making of tourist attractions. Based on the development of local potential, tourism investment in the City of Probolinggo is mostly directed at efforts to explore opportunities for developing marine tourism.

Investment area in the City of Probolinggo is divided into areas of development of natural marine tourism attraction and mangrove forest exploration and artificial tourism located on the north side. Meanwhile, the development of accommodation sector requires the development of five-star hotels that have halls to accommodate MICE activities, with a strategic location on the south side. The development of the tourism sector in the City of Probolinggo also provides the opportunity to develop a souvenir and culinary center, which is currently not yet optimally developed. The center is located on the south side of Probolinggo City considering proximity to access to the tourist attraction of Mount Bromo.

Probolinggo Regency is one gate to Bromo Tengger Semeru National Park (TNBTS) with its main attraction at Seruni Point as a strategic location for viewing the sunrise of Mount Bromo. Based on the information gathered through deep interviews and group discussion forums in Probolinggo Regency, it was found that the investment realization encountered many obstacles, one of which was several investors who wanted to invest in Probolinggo, especially in the areas leading to TNBTS in Cemoro Lawang and Sukapura, found problems that made them cancel their investment. The major problems covered limited water sources that led to the increased hotel operating costs and power outages that often occurred every day, which made the investors reconsider their investment. This is the reason for the high investment projection, but its realization is very low. The planned investment fund is very high, but the facts found in the field are otherwise.

Lacks of incoming investment affect the number of projects undertaken, so that the absorption of labor to undertake this project is limited. In addition, if an investment fails, there will be no new jobs that will result in the absence of new employment. Based on this, improvement is needed by the government of Probolinggo Regency to manage water and electricity problems in buffer villages in TNBTS area, especially in Cemoro Lawang and Sukapura. In conclusion, investment in Probolinggo is very small, so that the absorption of its workforce is also small.

Investment in the tourism sector requires the support of all parties. The government through the Ministry of Tourism has set a regulation or policy related to the tourism sector business by issuing Regulation of the Minister of Tourism of the Republic of Indonesia Number 10 of 2018 concerning Licensing Services for the Electronically Integrated Business

Licensing of the Tourism Sector. The regulation explains the business sectors in the Tourism Sector. There are 13 business sectors in the Tourism Sector including:

- Travel Attractions
- Tourism area
- Tourism Transportation Services
- b) Travel Services
- c) Food and Beverage Services
- d) Entertainment and Recreational Activities
- e) Meetings, Incentive Travel, Conferences and Exhibitions.
- f) Tourism Information Services
- g) Tourism Consultant Services
- h) Tour guide services
- i) Water Tourism
- j) Spa

Based on the above data, investments should be made through mind mapping. This is to support improvement made by the provincial government in order to be more comprehensive and well-targeted. Below is described the investment issues in TNBTS area which includes Pasuruan, Probolinggo and Malang Regencies.

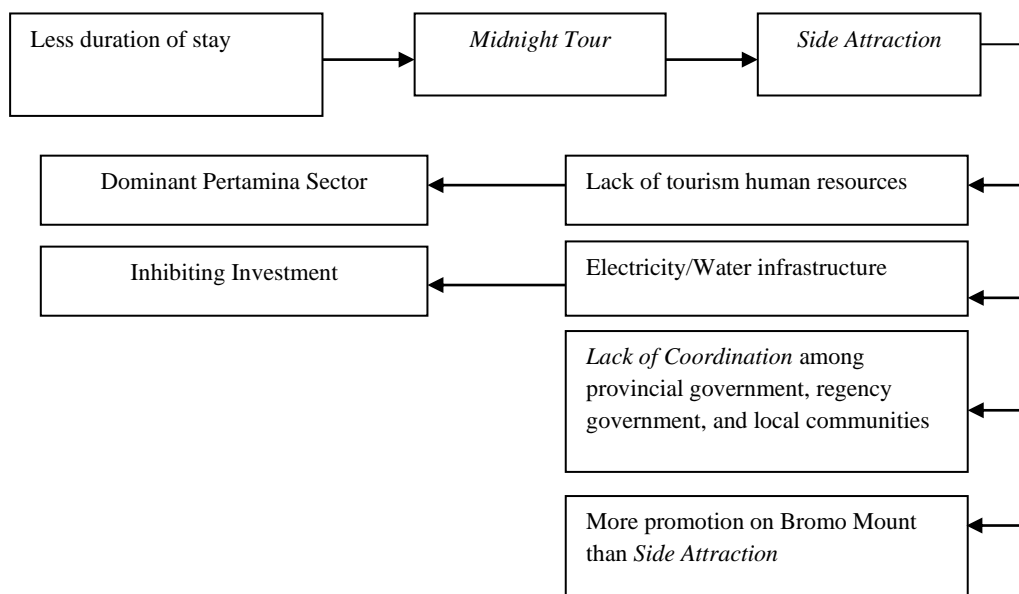


Figure 1.2 Inhibiting Factors of Investment

Another factor is the limited side attractions in TNBTS. The attractions that are currently very well known to tourists are the sunrise and whispering sand, despite the fact that there are a large number of attractions around TNBTS owned by buffer villages but are not promoted well to travel agents and tourists either through social media or through tourism forums. This promotion is needed to develop tourism in the buffer village in addition to the promotion that has been intensified for the main attractions to let tourists know that there are interesting attractions in the TNBTS area besides Bromo. Hopefully, after seeing the sunrise, tourists can take the time to enjoy the attractions in the buffer village. The more additional attractions that tourists enjoy, the longer the tour time, so tourists will be staying longer in hotels in the TNBTS area.

The existence of tourism human resources is also a supporting tool in developing the tourism sector, which understands and is able to manage additional attractions in the buffer village. The existence of tourism awareness groups in Probolinggo Regency, which have members of people at the surrounding communities with educational backgrounds from primary school to senior high school, is greatly helpful in TNBTS development. However, the management and services provided are still not optimal, especially services provided for tourists when enjoying additional attractions as a positive energy for visitors. Thus, if tourists get good service, they will have good memories and then share them to their friends and relatives.

The fulfilment of the needs of tourism human resources in Probolinggo can be done by establishing informal and formal tourism education, where the alumni can focus on developing TNBTS tourism. In addition, the community's major livelihood in farming makes them less aware of tourism. They are still not aware that tourism can have a positive impact on the economy of citizens. The society must support the sustainability of tourism in the TNBTS area.

The government, either Central, Provincial or Regency Governments, must take a serious attention on water and electricity infrastructure. The availability of water and electricity is a major requirement in the operations of the tourism industry. Based on the problems that have been outlined, the investment models that can be applied as follows.

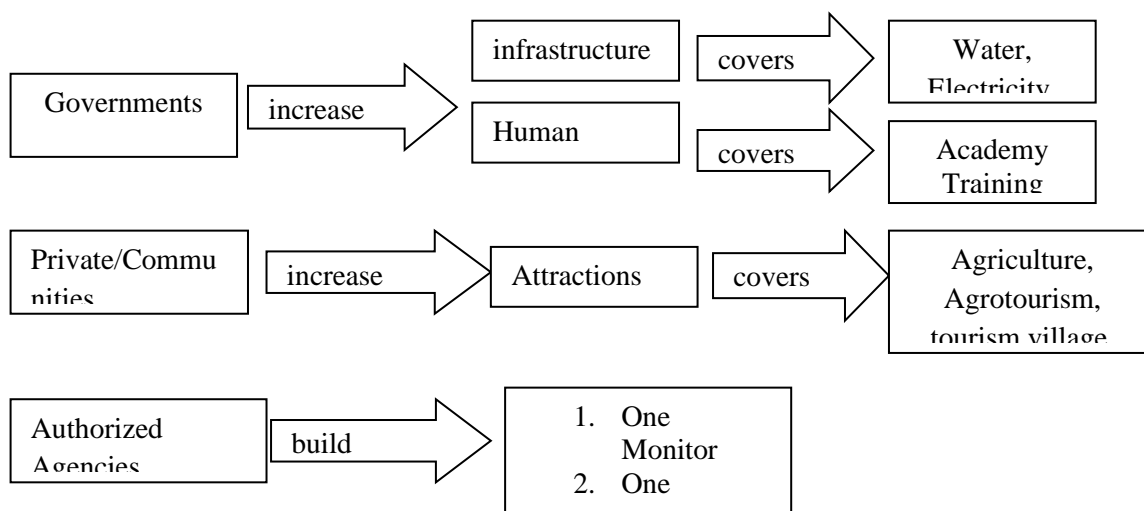


Figure 1.3 Sustainable Investment Model in East Java

Infrastructure investment that must be made by the Regional Government is the improvement of water and electricity systems which are currently the biggest obstacles faced by the TNBTS community. Electricity and water are the major needs in the tourism industry's operations in TNBTS, such as hotels, homestays and restaurants. Electricity and water constraints are also a major factor that makes investors not interested in investing in TNBTS. Therefore, electricity and water are the main focus that must be addressed by the government in the near future in order to immediately invite investors to invest in TNBTS. In addition to improving the condition of the main roads and roads in the buffer village, improvements must also be made to give the impression of comfort to tourists using both 4-wheeled and 2-wheeled transportation that lead to TNBTS, and further shorten the time tourists to arrive at TNBTS.

The tourism sector has a strategic position in various development policies, especially for the Indonesian country which has tourism assets, to be strengthened and empowered as a pillar of the country's economy. In the future, the national economy will no longer rely on the oil and gas sector as the mainstay of foreign exchange contributors that support the economy. Oil and gas reserves will eventually be depleted and irreplaceable. Therefore, the tourism sector is a key sector that is expected to be able to function as the largest foreign exchange earner above other sectors.

The tourism investment strategies that must be sustainably developed in Probolinggo Regency cover four aspects (4 A), more specifically in Bromo Tengger Semeru National Park (TNBTS), as follows:

1. Attraction

Attraction is a way of attracting tourists or visitors with something that can be performed or tourists' special interest in certain characteristics of attractions. The motivation of tourists to visit a place is to fulfil or satisfy some needs and requests. The tourists are usually interested in a location that has certain characteristics, which include natural beauty and culture. By seeing the TNBTS area as a nature conservation tourism area, it is necessary to have a sustainable strategic plan by creating a model of 9 portfolios of tourism products in the core and supporting areas below:

a. Natural tourism

- Marine tourism
- Ecotourism
- Adventure tourism

b. Cultural tourism

- Cultural and historical tourism
- Shopping and culinary tourism
- City and village tourism

c. Man-made tourism

- MICE and event tourism
- Sports tourism
- Integrated tourism objects

2. W-O Strategy

a. Increasing marketing and promotion of tourist attractions, events and souvenirs through social media

Marketing and promotion are performed actively, effectively and attractively in various media both social media and printed media. Social media such as websites, Instagram, Facebook and Twitter must follow today's millennial tastes, so they can attract tourists.

b. Providing training to Tourism HR about tourism services

Tourism HR training here includes English language training, personality training, *Sapta Pesona* training, basic tourist service training, training on making tour packages, training on making souvenirs, training on tourist scouting.

3. S-T Strategy

a. Creating an Authority Agency with the concept of one MPM (One monitoring, One Procedure, One Marketing)

The participation of the government and the private sector must be regulated in such a way that binding policies are needed to ensure that the two parties go hand in hand and in harmony.

b. Improvement of road infrastructure

Road infrastructure improvements are undertaken because the road conditions are not good and dangerous for road users and to provide facilities for tourists to travel to and from TNBTS from the entrance of Probolinggo Regency.

4. W-T Strategy

a. Making events that carry religious themes

Regencies of Pasuruan, Malang and Probolinggo have unique cultural characteristics, such as Tengger Tribe Culture, *Pujaan Barisan* Ceremony, *Karo Day*, and *Kasodo Day*. These religious events are a very strong cultural tourism that encourages tourists to come for enjoyment but at present it is not well managed.

b. Adding telecommunication networks and selfie spots

In this millennial era, the motives for traveling are not only having fun for enjoying the beauty of nature but also for existence to be able to share tourists' activities on social media such as Facebook, Instagram and Whatsapp to get self-recognition. These motives sometimes defeat the main motives (having fun) that even make someone willing to spend money to travel in order to get the best photos to be shared on social media.

4. Conclusion

Tourism sector investment does not have an impact on employment around the TNBTS because the investment made by the Provincial Government has a little value and does not open up opportunities for employment in the tourism sector. Investments that have been made so far are personal investments made by individuals and non-governmental organizations around the BTS TN area. Investment in Probolinggo Regency is still not optimal because the investment value is very small and does not have an impact on employment because there are several obstacles faced (water and electricity), so investors discourage investment.

The indicator of economic growth is the GRDP, namely real national income, per capita income, population welfare and labor. The investment that has been running in the three TNBTS regions is very small, so it has no impact on economic growth. It provides a micro impact due to its "by and for the community" concept. Investment in Probolinggo Regency has not had a positive effect on economic growth because of its small value and several constraints related to facilities that make investors not terribly interested to invest.

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DESTINASI PARIWISATA

Quality of Population Administration Management Services at the Makassar City Ujung Tanah Sub-District Office

Jamaluddin, Dian Anugrah, Herlina Sakawati, Sitti Hardiyanti Arhas

Universitas Negeri Makassar

jamaluddin8002@unm.ac.id

Abstract. Public service is an effort made by an agency or institution to assist in the form of goods or services to the community to achieve certain goals. Public services are important indicators in assessing government performance, both at the central and regional levels. This study aims to determine the level of service quality of population administration management at the Ujung Tanah Sub-district Office of Makassar City. To find out these objectives, the researchers used a qualitative descriptive type of research. There were 9 informants in this study using data collection techniques that were carried out through observation, interviews, and documentation. The data obtained from the research results were processed using data analysis techniques consisting of data collection, data reduction, data presentation, and concluding. The results of the study indicate that the service process at the Ujung Tanah Subdistrict Office of Makassar City has been able to provide services that are as expected, however, there are still several aspects that need to be improved as viewed from the aspect of Reliability is quite good seen from the dimensions of service procedures and employee capabilities, Responsiveness is good seen from dimensions of employee response, Guarantee is quite good in terms of completion time, Empathy is good in terms of employee behavior and friendliness, Direct Evidence is quite good in terms of completeness of facilities, office cleanliness, and room tidiness.

Keywords: Population, Administration Management

1. Introduction

Public service is an effort made by an agency or institution to assist in the form of goods or services to the community to achieve certain goals (Ciobanu & Androniceanu, 2015; Sutherland, Freberg, Driver, & Khattab, 2020; Tangi, Benedetti, Gastaldi, Noci, & Russo, 2021). Public services are important indicators in assessing government performance, both at the central and regional levels. The administration of the government is said to be good if the public services carried out are oriented to the interests of the community (Busch, Henriksen, & Sæbø, 2018; Pleger, Mertes, Rey, & Brüesch, 2020; Tangi et al., 2021). Good and quality service has implications for satisfaction to the community who directly assess the performance of the services provided (de Oña, Estévez, & de Oña, 2021; Sharma, Mishra, & Mishra, 2021; Son, Kim, & Kim, 2021).

The government as a public service provider is needed by the community to be responsible and continue to strive to provide the best quality service, on the other hand, community satisfaction is a benchmark for the success of administrative services provided by public service providers, therefore services must be focused on meeting the needs of the community to the fullest. in terms of quality or quantity. The implementation of public services in Indonesia is generally carried out through direct contact between public service providers and the community, with the aim that the public can feel firsthand how the public service process provided by the government agency is (Busch et al., 2018; Pleger et al., 2020; Tangi et al., 2021). As we know that public services in Indonesia are still very low. Therefore, it is not uncommon for public services to get criticism from the public. In improving good

service, service is based on service quality and high service quality is the main concern of public organizations.

One of the implementations of public services is population administration in a government. Population administration is a series of activities for organizing and controlling population documents and data so that the results from this series of activities are for public services and other sector development, (Hidayatulloh & Mulyadi, 2015; Rohman, 2013). Population administration is becoming increasingly important because it is always in touch with every activity of life in Indonesia.

Ujung Tanah Sub-district is one of the sub-districts in South Sulawesi Province which has the task of carrying out some of the government's authority, namely in the fields of government, economy, development, people's welfare, and community life development as well as other public service matters. The Ujung Tanah sub-district also has the authority to carry out public services in the field of population administration, these services include making Electronic Identity Cards, Family Cards, Temporary Residence Letters, Transfer Certificates. Other recommended services include: Making Birth Certificates, Marriage Certificates, Land Deeds, Business Permits, and Introduction to Making SKCK. With this service, it is hoped that the community's needs for public services will be fulfilled at all levels of society.

General problems in any population administration management depend on the quality of public services carried out by public service providers, namely the government as an institution providing public services. The factors that are most often the main reference in a service quality quoted from several journals and previous research are Facilities and Infrastructure in Service, employee discipline, employee response, Human Resources employed are not following their competencies, convoluted procedures, Administrative requirements that are not transparent and much more.

Based on the above background, what has been described is how the quality of population administration services at the Ujung Tanah Subdistrict Office, Makassar City, and what are the inhibiting factors in population administration services at the Ujung Tanah Subdistrict Office.

2. Methods

This study uses a qualitative approach because this study seeks to produce findings through various ways of collecting data, namely interviews, observations, documents, (Creswell & Poth, 2016). This type of research uses a descriptive type of research. In every research, to support the process and results of the research, definite and real data is needed from the object of research. In this case, the types used are Primary Data and Secondary Data. Data collection techniques are the most important step in research because the main purpose of this research is data collection. Therefore, the research technique that researchers use to collect data is Observation, Interview, Documentation.

To determine informants who meet the criteria and are considered to be able to provide data according to research needs, those who are used as informants for this research are the Head of Ujung Tanah sub-district, 1 person, staff of the population administration service, 2 people, and 6 people from the community. In this study, the researcher acts as the main instrument in collecting the necessary data and information. To collect data and information, interview guides, voice recorders, cameras, and others are needed.

To complete the instrument used, field notes were also made, namely written notes about what was heard, seen, experienced, and thought during the data collection. Checking the validity of the data using triangulation techniques consisting of source triangulation, technical triangulation, and time triangulation. Following the qualitative research method in this study, the appropriate data analysis technique to be used is interactive data analysis with a model

according to (Huberman & Miles, 2002) which consists of "Data Collection, Data Display, Data Condensation, and Conclusions".

3. Results and Discussion

3.1. Reliability

Reliability is the service provided by the employees of the Ujung Tanah Sub-District Office, which must be following pre-determined procedures. Services are required to be reliable in serving the community. In measuring the dimension of reliability to determine the service quality of the Makassar City Ujung Tanah Sub-District Office, it can be measured through indicators, namely the ease of service procedures, and the ability of employees to provide services.

The Ease of Service Procedure indicator is based on the observation that the service procedure at the Makassar Ujung Tanah Sub-district Office is following the applicable SOP. This is following the researcher's observations, namely the administrative service procedure for issuing letters before being signed by the Camat must go through the staff or head of the relevant section following the applicable SOP. Likewise, the procedure for introductory services is to get an ID card. Meanwhile, during the pandemic, the service at the Ujung Tanah Sub-district Office strictly followed the health protocol following the government's recommendations, before entering the counter area (service room) the public had to wear a mask and it was recommended to wash their hands first and check the temperature. During the researchers' observations during the pandemic, the Ujung Tanah Sub-District Office has changed procedures following the government's recommendation by providing a handwashing area and hand sanitizer in the area before entering the Camat Office. All people who visit the office must follow the procedure before finally taking care of their respective file needs.

In the Employee Skills indicator that the ability of employees to provide services to the community is good, but for the knowledge and skills of using computers, not all employees can operate it. This is due to the lack of available facilities and the lack of knowledge and skill development for new contract employees.

3.2. Responsiveness

Responsiveness is the ability of service employees to be responsive, fast, and precise to the community, and always ready to help in the service process. In measuring the dimensions of responsiveness to determine the service quality of the Makassar City Ujung Tanah Sub-district Office, it can be measured through indicators, namely the quick response of employees if there are people who come.

Based on the results of observations indicate that there are several employees in the service division consisting of 6 people. Based on the reality observed, several employees have provided responsive services, but there is one employee who has taken a long time to respond to the community when the service takes place. One of these individuals can create a bad image of service providers in a government agency, but this has been handled by the Ujung Tanah Camat, namely relocating several service employees at the Kelurahan Office so that they are no longer piled up in the service area.

3.3. Guarantee

The guarantee is the ability of the Ujung Tanah Sub-district Office employees to foster a sense of trust in the community. Time is the most common thing in the service process, both the time of service opening, service handling, and service completion. This is in line with the results which show that people who come to get services in their management do not take a long time, this is adjusted to the complexity of the settlement by office employees. Management will be faster if the file submitted by the community is complete, if the file is

complete then the application on the same day will be processed immediately, but if the file is incomplete then it is necessary to wait to adjust until the file is appropriate and complete for processing. However, it is different when it comes to taking care of letters related to the Camat's signature, usually, it takes 1 day depending on the presence of the Ujung Tanah Camat. In addition, the complexity that is usually felt by service providers and recipients is when the network for registration does not run smoothly or the server is slow. This has an impact on people who usually have to wait until the network improves. However, during the observation, the network was always smooth and there were never any problems or complaints related to it.

3.4. Empathy

Empathy is giving sincere attention and making it easier for the community to communicate well with employees and trying to understand the wishes of the community so that the community's needs for services will be met. In measuring the dimensions of empathy to determine the service quality of the Ujung Tanah Sub-district Office, it can be measured through indicators, namely, employee friendliness to the people who come and employee behavior in providing services.

In the Employee Friendliness indicator, observations show that the friendliness of employees in providing services is good and always tries to give positive responses such as smiling and asking community needs when people come. During the observation, the researcher saw firsthand how service providers volunteered if the community needed assistance, such as if the community still lacked understanding about the service procedure system, employees had to explain patiently and help the community to straighten it out so that they could register data and comply with the procedures applied.

In the Employee Behavior indicator, the observations show that the behavior of several employees of the Ujung Tanah District Office in the process of providing services to the community is quite good, this is indicated by the statement of community satisfaction with the behavior of employees in performing a service. Service satisfaction is always an indicator of success in service because if the community expresses service satisfaction, it becomes a benchmark in measuring the empathy dimension indicator.

3.5. Live Evidence

Direct evidence is tangible evidence that can be seen or felt by the community in service at the Ujung Tanah Sub-district Office. In measuring the dimensions of direct evidence to determine the quality of the service level of the Ujung Tanah Camat Office, it can be measured through indicators, namely, the tidiness of the service room, the cleanliness of the sub-district office, and the completeness of office facilities.

In the Service Room Tidiness indicator based on observations at the Ujung Tanah Sub-District Office that the tidiness of the office space in the service waiting room is quite good, but there is still some damaged equipment such as computers that are still stored in the room and have not been moved, and queue machines that have not been repaired until now. , but this does not interfere with the community service process in the waiting room. Some of the furniture, apart from not disturbing the service process, should be repaired so that it can function according to its use.

In the indicators of the cleanliness of the sub-district office, based on the results of observations, the cleanliness of the Ujung Tanah sub-district office is good and clean and it is true that the sub-district office has janitors, only that there is a pool in the office park that is not used properly, it is left worn and unused. As for the waiting room, there is an interior surface above the waiting room that is not maintained, causing the upper interior to sag. In addition, the Ujung Tanah Sub-district has a Clean Friday program which is carried out every

Friday, the Gotong Royong activity is not only a concern to continue to maintain cleanliness during a pandemic, this is also done to maintain the relationship between the people who live in the area.

In the indicator of the completeness of office facilities, based on observations, the completeness of facilities for providing services to the community is quite adequate, the availability of equipment that supports the service process such as waiting chairs, parking lots, toilets, and computers. When conducting computer observations in the service section there is still not enough, this is supported by complaints from employees in the service division who until now in recording incoming and outgoing letters are still using manual books, there is no structured data collection using a computer or excel this is due to the lack of computer facilities in the section service. In addition, the area for parking is too narrow, this causes frequent traffic jams in the area. As a government agency with a population of more than 40,000 people, the sub-district office should renew the construction of the sub-district office building to create a spacious and comfortable atmosphere for service providers and recipients.

4. Discussion

4.1 Reliability

Reliability is the ability to provide services following what was promised by the service provider in this case regarding the performance of employees in serving. In measuring the dimensions of reliability to determine the service quality of the Makassar City Ujung Tanah Sub-district Office, it can be measured through indicators, namely the ease of service procedures and the ability of employees to provide services. Based on the results of research from each indicator, it proves that the service quality of the Ujung Tanah Subdistrict office in Makassar City is quite good, this is indicated by the service procedures that are following the applicable SOPs, but the ability of employees is still lacking and needs to develop computer skills, and the need to do this. training for every new contract employee to develop their ability to use technology today.

This is in line with research (Hardiyansyah, 2018) that in measuring the dimension of reliability, it can be seen from the ease of service procedures provided by service providers, following procedures established by service providers, it is hoped that the community as service recipients will feel that they have clarity and certainty regarding the administration of population administration. Not only based on the ease of service procedures, but the ability of employees to use technology is also a benchmark in this dimension. This statement is supported by research, (Rahmadanik, 2021) that in measuring the dimension of Reliability, it can be seen from the ability of the organization to provide services following service procedures that have been regulated by law. In addition, the indicator used is the ability of employees to use assistive devices such as operating computers, the internet, and other technologies.

4.2 Responsiveness

Responsiveness is a policy to assist and provide fast and appropriate service to customers by delivering clear information. In terms of the sense of responsibility possessed by employees to provide fast and appropriate service to the community. Based on the results of the study, it shows that the response of employees to the community who come to get services is good, this is indicated by the smile greeting the employees when they see people entering the counter area, and often quickly responding to questions about what needs are needed by the community.

The results of this study are in line with the theory put forward by Parasuraman, Zeithml, and Berry in (Sholichah, 2020) Responsiveness or responsiveness is the willingness and ability of employees to help consumers and respond to consumer requests and inform

when certainty services will be provided then quickly serve consumers. In addition, this research is also in line with the theory According to Kotler and Keller translated by (Alaan, 2016; Apriyani & Sunarti, 2017) that responsiveness or responsiveness is the response or alertness of employees in helping and providing services quickly and responsively. The components or elements of this dimension consist of the readiness of employees in serving customers, the speed of employees in serving customers, and handling customer complaints.

4.3 Guarantee

Guarantee is the ability of the Ujung Tanah District Office employee to add a sense of trust to the community. Time is the main thing that is most often encountered in the service process, both the time of service opening, service handling, and service completion. In carrying out the services of the Ujung Tanah District Office, Makassar City has provided the best. From the results of data analysis, it was found that the Quality of Population Administration Services at the Makassar City Ujung Tanah Sub-district Office seen from the use of time was quite good, this happened because of the statement of community satisfaction in the speed of service completion.

This study agrees with the research proposed by (Rahmadanik, 2021) that in measuring the dimensions of assurance, the researchers looked at several indicators including employees providing guarantees of accuracy and speed of time in the service process with a 30-minute guarantee in the process of issuing birth certificates with a record that the files sent were complete and there were no problems related to the internet network. In a government agency, in registering population data, it is necessary to complete the files to be able to process and adjust the data. In line with this research, the opinion expressed by (Barata, 2003; Dwimawanti, 2004; Rahmadana et al., 2020; Tanlain, 2018) that the service completion time is the benchmark in measuring the dimensions of the guarantee, including the completeness of the files, which greatly affects the speed of the service process.

4.1. Empathy

Empathy is giving sincere attention and making it easy for the community to communicate well with employees and trying to understand the wishes of the community so that the community's needs for services are met. In measuring the Empathy dimension to determine the Quality of Population Administration Services at the Makassar City Ujung Tanah Sub-district Office, it can be measured through indicators, namely, employee friendliness to the people who come and employee behavior in providing services. From the observations of researchers that the friendliness and behavior of employees in serving the community are good, this is supported by the statements of 5 (five) community informants who expressed satisfaction in receiving services at the Ujung Tanah sub-district office. This research is in line with the theory according to Kotler and Keller translated by (Hardiyansyah, 2018; Rahmadanik, 2021; Sholichah, 2020) Empathy is the company's ability to be carried out directly by employees to give attention to consumers.

The empathy dimension refers to the attention of service providers to the community as service recipients and overrides the personal interests of service providers. In line with this opinion, the research (Rahmadanik, 2021) argues that research for the Empathy Dimension is related to employee attention to service applicants by prioritizing the needs of the community to the exclusion of their personal needs. Furthermore, it is expected that government agency employees in providing services must prioritize service ethics, namely polite, courteous, and friendly.

4. 4 Direct Evidence

Direct Evidence, namely the availability of office facilities and infrastructure such as equipment/equipment, waiting rooms, and parking lots that can support the provision of services to the community. In measuring the dimensions of Direct Evidence to determine the service level of the Makassar City Ujung Tanah Sub-district Office, it can be measured through indicators, namely, room tidiness, office cleanliness, and completeness of office facilities. Based on the results of data analysis, it was found that the service quality of the Ujung Tanah Sub-district Office, Makassar City in terms of tidiness and cleanliness was quite good, but for the indicator of completeness of facilities it was still inadequate, this was supported by complaints from employees who stated that they still needed computers in the service section and facilities and equipment. other infrastructure still needs to be used and repaired properly.

This agrees with the opinion expressed by (Barata, 2003; Dwimawanti, 2004; Rahmadana et al., 2020) namely in measuring the dimensions of direct evidence regarding the attractiveness of physical facilities, complete equipment/equipment, and clean materials used by the company, as well as the appearance of neat employees. The supporting factors besides physical evidence are more complete, adequate facilities, and the appearance of employees who must be neat when providing services. This opinion is in line with the theory according to (Kotler, Keller, Ang, Tan, & Leong, 2021), namely, the tangibles dimension is a physical environment in which the service is delivered and where the company and its customers interact and the tangibles components will facilitate the communication of the service. The components of the tangibles dimension include physical appearances such as buildings, front-office rooms, parking lots, cleanliness, tidiness, room comfort, and employee appearance.

Conclusions

Based on the results of the study, it can be concluded that the Service Quality of the Ujung Tanah Sub-district Office of Makassar City is following this but there are still several aspects that need to be improved so that the Ujung Tanah Sub-district Office pays more attention to and improves the quality of its services. Judging from the aspect of Reliability is quite good, Responsiveness is good, Guarantee is quite good, and Empathy is good, Direct Evidence is quite good.

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Heritage Tourism: Authenticity and Sustainability

Eny Endah Pujiastuti, Meilan Sugiarto, and Muhammad Hanif

Jurusan Ilmu Administrasi Bisnis, FISIP, UPN "Veteran" Yogyakarta,
eny.endahp@upnyk.ac.id

Abstract. Experience is the core of the tourism business, therefore a memorable experience (MTE) is expected to be in the memory of tourists after visiting. Research on heritage tourism has not been done much, especially with regard to memorable tourism experiences, Authenticity, satisfaction and sustainable tourism. Consequently, the aim of this study is to investigate the effect of Authenticity on Memorable Tourist Experience, which in turn affects tourist satisfaction. The conceptual model was developed on the basis of theoretical and empirical research in the field of tourism; Empirical data were collected at the Yogyakarta Palace destination. The sample used is tourists who have visited the Yogyakarta palace destinations. 126 questionnaires were returned and the data were analyzed using SEM AMOS. The results showed that a). Authenticity has a significant effect on Memorable Tourist Experience. b) Memorable Tourist Experience has a significant effect on tourist satisfaction.

Keywords: Authenticity, Memorable Tourist Experience (MTE), Satisfaction, Heritage Tourism, Sustainability

1. Pendahuluan

Saat ini, wisata *heritage* menjadi salah satu alternatif destinasi yang dapat dikunjungi oleh wisatawan lokal, nasional maupun internasional. Sebelum terjadinya pandemic Covid-19, wisatawan asing banyak yang mengunjungi wisata *heritage* di Negara lain maupun di Indonesia. Kunjungan wisatawan ke wisata *heritage* menjadikan wisata *heritage* berpeluang untuk meningkatkan pendapatan sekaligus menjaga kelestarian dari *heritage*. Wisata *Heritage* dikatakan bisa menjadi peluang dikarenakan Wisata *cultural heritage* dapat menjadi pasar pariwisata global yang potensial (1,2). Banyak wisatawan yang mencari pengalaman perjalanan unik yang memadukan budaya, pendidikan, hiburan, dan keaslian (3,1). Wisatawan mencari pengalaman yang positif saat berada di destinasi (saat berkunjung) sehingga mendorong wisatawan untuk mengunjungi kembali destinasi *heritage* (4).

Wisatawan memiliki keinginan untuk mengunjungi kembali destinasi *heritage* jika wisatawan merasakan kepuasan saat berkunjung (5). Kepuasan yang dimaksud dalam penelitian ini adalah emosi yang muncul dan berkontribusi melebihi dan berada di atas harapan wisatawan (6,7,8). Oleh karena itu, kepuasan menjadi sangat penting untuk dikaji karena kepuasan merupakan ukuran kritis kesuksesan suatu destinasi dan kepuasan telah terbukti dapat mempengaruhi sikap, pembelian kembali (kunjungan berulang) dan komunikasi dari mulut ke mulut (WOM) (9). Dengan demikian, banyak faktor yang dapat membentuk kepuasan wisatawan, antara lain *Authenticity* (10,11,12,14) dan *memorable tourist experience* (15,16,7,18).

Memorable Tourist experience merupakan pengalaman pariwisata yang diingat dan mengesankan secara positif setelah peristiwa itu terjadi dan pengalaman tersebut terbangun yang secara selektif dibangun dari pengalaman pariwisata yang didasarkan pada penilaian individu terhadap pengalaman tersebut (19). Pengalaman menjadi penting untuk diciptakan oleh pengelola destinasi *heritage* karena pada dasarnya produk inti dari bisnis pariwisata adalah pengalaman (20). Pengalaman yang dimaksud adalah pengalaman yang sangat

berkesan bagi wisatawan. Selain itu, pemahaman dan penguatan ingatan positif wisatawan dianggap sebagai keunggulan kompetitif di *marketplace* pariwisata kontemporer (19;21). *Memorable Tourist experience* terbentuk dari *Authenticity* (22,23,24,25,26,27).

Berdasarkan perspektif *heritage*, keaslian terkait dengan pemahaman tentang budaya, tempat, dan komunitas tertentu (28) dan tradisionalisme, orisinalitas, atau kenyataan (10). Keaslian budaya merupakan faktor penting dalam menentukan kualitas pengalaman wisatawan (21). Oleh karena itu, keaslian (*Authenticity*) menjadi penting untuk diteliti karena menjadi konstruksi kunci dalam mempelajari pengalaman wisata, mengingat sifat pengalaman layanan wisata, (29) terutama tentang *Cultural heritage*.

Cultural heritage menjadi sumber daya strategis untuk pembangunan berkelanjutan, dan menjadi elemen kunci dalam persaingan global (30). Indikator yang terkait dengan *Cultural heritage* seperti menunjukkan keaslian, integritas dan nilai-nilai budaya (31,32). Pemerintah memiliki peran seperti mengembangkan dan melestarikan budaya asli (*Authenticity*) dengan cara pengembangan dan pelestarian situs warisan budaya dunia. Jika upaya tersebut dilanjutkan, pengakuan kesadaran lintas budaya meningkat, dan kemudian minat akan keaslian situs warisan budaya dunia akan meningkat. Hal ini akan membantu pengembangan industri pariwisata yang berkelanjutan (21). *Authenticity* merupakan salah satu komponen untuk menjaga kelestarian dan keberlanjutan dari destinasi *heritage* serta belum banyak penelitian mengenai *authenticity* pada destinasi *heritage* maka perlu dilakukan penelitian lanjutan mengenai *authenticity* pada destinasi *cultural heritage*.

Berdasarkan kajian penelitian terdahulu diketahui pengetahuan tentang pengaruh potensial *memorable tourist experience* (MTE) dalam konteks pariwisata *heritage* masih terbatas. Penelitian terdahulu mengenai *memorable tourist experience* (MTE) dalam konteks pariwisata *heritage* baru dilakukan oleh Rasoolimanesh *et al.*, (22). Hal ini menekankan perlunya penyelidikan lebih lanjut untuk mendapatkan pemahaman yang lebih baik dan lebih luas tentang *memorable tourist experience* (MTE) dalam pengaturan pariwisata *heritage*. Penelitian lebih lanjut mengenai *memorable tourist experience* perlu dikaji lebih lanjut karena wisata *heritage* memberikan pengalaman yang otentik (2) sehingga wisatawan bersedia untuk mendapatkan pengalaman yang tak terlupakan saat mengunjungi atraksi warisan di destinasi *heritage*. Studi ini berusaha untuk mengidentifikasi *memorable tourist experience* (MTE) sebagai mediator dalam meningkatkan *tourist satisfaction* sehingga pengaruh tidak langsung antara *Authenticity* terhadap *tourist satisfaction* melalui *memorable tourist experience* menjadi *novelty* dalam penelitian ini.

Destinasi Kraton Yogyakarta merupakan salah satu *cultural heritage* yang diakui sebagai sumber daya strategis untuk pembangunan berkelanjutan, sebagai elemen kunci dalam persaingan global. Selain itu, *heritage* (*cultural memory*) dari generasi masa lalu yang harus ditransfer ke generasi mendatang (pusat bersejarah, dll.) sebagai elemen dasar identitas. Oleh karena itu Destinasi Kraton Yogyakarta menjadi obyek penelitian ini. Dengan kajian tentang *heritage* terutama Kraton Yogyakarta akan meningkatkan kesadaran budaya yang tinggi sehingga minat akan keaslian situs warisan budaya akan meningkat.

Studi ini memberikan beberapa kontribusi teoritis untuk memahami kaitannya antara *Authenticity* terhadap *Memorable tourist Experience* dan *tourist satisfaction*. Berdasarkan uraian yang dikemukakan di atas, maka pokok permasalahan yang dapat di rumuskan dalam penelitian ini adalah :1) Apakah *Authenticity* berpengaruh signifikan terhadap *Memorable tourist Experience*?. Apakah *Memorable tourist Experience* berpengaruh signifikan terhadap *tourist satisfaction*?. Apakah *Authenticity* berpengaruh signifikan terhadap *tourist satisfaction*?

Kajian teori yang dipergunakan dalam penelitian ini antara lain : *Authenticity* merupakan salah satu bidang dalam manajemen warisan budaya dan perencanaan konservasi merupakan sebuah pemikiran yang nyata dan menjadi hal yang serius (33). *Authenticity*

menurut Price dan King (34) mengacu pada sesuatu yang kreatif, pembuatan, dan memiliki identitas dalam bentuk maupun isi, ini berarti sesuatu yang spesifik dan unik dan berbeda dengan identik yang mengacu pada universal, replika, salinan, atau rekonstruksi. Komponen dari *Authenticity* adalah *Design Authenticity, Material, Workmanship dan Setting* (33).

Memorable tourist Experience merupakan pemahaman yang lebih baik mengenai kemungkinan ingatan yang dibentuk oleh pelanggan, bergantung pada keefektifan dan interaksi pengalaman emosional dan rasional (35). Empat kemungkinan ingatan yang dapat dibentuk oleh pelanggan dalam pengalaman berkesan yaitu: *Delighted* (Gembira), *Dissatisfied* (tidak puas), *Dysfunctional* (tidak berfungsi), *Directed* (Diarahkan) (35). Komponen dari *Memorable tourist Experience* adalah *Hedonism, Refreshment, novelty, Social interaction and local culture, Knowledge, Meaningfulness, adverse feeling*.

Kepuasan wisatawan (*Tourist satisfaction*) merupakan sikap yang dihasilkan setelah pengalaman tertentu dan sebagai respon emosional yang muncul akibat menggunakan produk pariwisata (36). Kepuasan wisatawan merupakan evaluasi terhadap *surprice* yang melekat pada pemerolehan produk dan atau pengalaman, dengan kata lain kepuasan wisatawan merupakan penilaian evaluatif wisatawan setelah melakukan pembelian atau pembelian yang dihasilkan dari seleksi pembelian spesifik (37). faktor-faktor yang memengaruhi kepuasan wisatawan menurut Hasan (38), yaitu: 1). keramahan masyarakat lokal dan sikap karyawan terhadap wisatawan. Kualitas pelayanan yang berkaitan dengan kesopanan, keramahan, elisiensi, dan ketanggapan personel pelayanan terhadap permintaan dan kebutuhan wisata.,2). Akomodasi dan fasilitas sebagai faktor signifikan memengaruhi kepuasan wisatawan baik secara fisik maupun psikologis.3). Budaya dan perilaku konsumsi 4). Harga (biaya moneter) 5). Biaya non-moneter.

Hasil kajian penelitian terdahulu yang berkaitan dengan penelitian ini, dapat dijelaskan sebagai berikut :

a. Pengaruh *Authenticity* terhadap *Memorable Tourist Experience*

Gagasan sentral untuk memperkuat tujuan wisata dan daya saing destinasi adalah dengan melibatkan wisatawan dalam mengambil peran aktif dan bersama dengan penyedia layanan, menciptakan penghargaan, keaslian, keunikan, puncak dan pada akhirnya akan membuat pengalaman yang mengesankan (39). Hasil kajian penelitian terdahulu diketahui bahwa *Memorable Tourism Experience* dipengaruhi oleh *Authenticity* (26). Penelitian terdahulu yang lain adalah Rasoolimanesh *et al.*, (22), Anton *et al.*, (23), Cornelisse, (24), Coudounaris and Sthapit, (25) dan Ramkissoon and Uysal (27). membuktikan bahwa *Authenticity* memiliki pengaruh positif terhadap *Memorable Tourist Experience*. Berdasarkan uraian diatas menjadi sarana acuan peneliti untuk mengembangkan hipotesis sebagai berikut:

H_1 : *Authenticity* berpengaruh signifikan terhadap *Memorable Tourist Experience*.

b. Pengaruh *Memorable Tourist Experience* terhadap *Tourist Satisfaction*

Dalam perspektif pemasaran, menciptakan pengalaman yang tak terlupakan (*memorable tourist experience*) merupakan cara yang efektif untuk mencapai kepuasan pelanggan (40). Hasil kajian penelitian terdahulu diketahui *Memorable Tourism Experience* secara signifikan meningkatkan *Tourist Satisfaction* (15). Penelitian terdahulu yang lain adalah Zhong *et al.*, (16), Sharma dan Naya (17), Rachma *et al.*, (18) juga membuktikan bahwa *Memorable Tourist Experience* secara positif mempengaruhi *tourist Satisfaction*. Berdasarkan uraian diatas menjadi sarana acuan peneliti untuk mengembangkan hipotesis sebagai berikut:

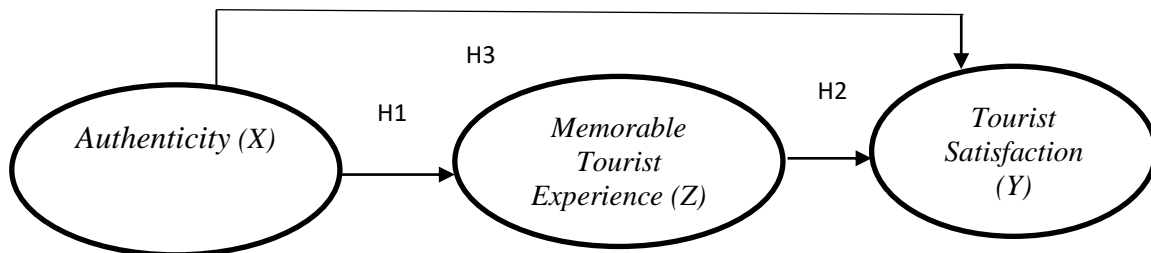
H_2 : *Memorable Tourist Experience* berpengaruh signifikan terhadap *tourist satisfaction*.

c. Pengaruh *Authenticity* terhadap *Tourist Satisfaction*

Daya tarik merupakan atribut destinasi yang unik dan lengkap untuk memenuhi permintaan dan kepuasan yang unggul dibandingkan pesaing (38). Hasil dari penelitian Park *et al.*, (10) menunjukkan bahwa *authenticity* mempengaruhi *satisfaction* secara positif. Hasil penelitian dari Zhang *et al.*, (21) menunjukkan bahwa *Authenticity* berdampak positif pada *Tourist Satisfaction*. Hasil penelitian tersebut juga yang dilakukan oleh Park (12), Cho (13) dan Chhabra *et al.*, (14) membuktikan bahwa *Authenticity* secara positif mempengaruhi *Tourist Satisfaction*. Berdasarkan uraian diatas menjadi sarana acuan peneliti untuk mengembangkan hipotesis sebagai berikut:

H₃ : *Authenticity* berpengaruh signifikan terhadap *Tourist Satisfaction*.

Adapun model hipotesis sebagai berikut :



Gambar 1
Model Hipotesis

2. Metode

Tipe penelitian yang digunakan adalah penelitian *explanatory* yang berupaya untuk menjelaskan ada tidaknya pengaruh suatu variabel dengan variabel lainnya. Sampel dalam penelitian ini adalah wisatawan yang telah berkunjung di destinasi Kraton Yogyakarta. Ukuran sampel ditentukan di dasarkan paada Machin, Campbell, Beng Tan dan Huey Tan (40) sehingga jumlah sampel yang dipergunakan sebanyak 126 orang. Metode yang digunakan adalah *systematic random sampling*. Skala yang digunakan dalam menyusun kuesioner adalah menggunakan Skala Likert. Sesuai dengan model yang dikembangkan pada penelitian ini, maka alat analisis data yang digunakan adalah *SEM* yang dioperasikan dengan menggunakan aplikasi *AMOS*. Uji Hipotesis menggunakan uji t dengan taraf signifikan 5%.

3. Hasil dan Pembahasan

Berdasarkan hasil pengujian dengan menggunakan *SEM AMOS*.seperti yang ada di tabel 1 :

Tabel 1 Uji Hipotesis

			Estimate	S.E.	C.R.	P	Kesimpulan
MTE	<---	AU	0,508	0,087	5,825	0,000	Diterima
TS	<---	MTE	0,708	0,122	5,811	0,000	Diterima
TS	<---	AU	0,206	0,086	2,396	0,017	Diterima

Sumber: data primer yang diolah

*Ket: AU (*Authenticity*)

MTE (*Memorable Tourist Experience*)

TS(*Tourist Satisfaction*)

a. Pengujian Hipotesis1: *Authenticity* berpengaruh signifikan terhadap *Memorable Tourist Experience*

Hasil analisis dengan menggunakan SEM AMOS untuk pengujian pengaruh *Authenticity* terhadap *tourist Memorable Tourist Experience* menunjukkan nilai probabilitas sebesar 0,000. Nilai probabilitas sebesar 0,000 berada kurang dari signifikansi probabilitas 0,05. Hal ini terbukti bahwa hipotesis kesatu dalam penelitian ini dapat diterima. Artinya *Authenticity* berpengaruh signifikan terhadap *Memorable Tourist Experience*. Nilai *critical ratio* (CR) sebesar 5,825 dapat diartikan *Authenticity* mempunyai pengaruh terhadap *Memorable Tourist Experience* sebesar 5,825. Adanya pengaruh positif antara *Authenticity* terhadap *Memorable Tourist Experience* menunjukkan Kraton Yogyakarta semakin menunjukkan dan memiliki *Authenticity* akan mudah menciptakan *Memorable Tourist Experience* .

b. Pengujian Hipotesis2: *Memorable Tourist Experience* berpengaruh signifikan terhadap *tourist satisfaction*.

Hasil analisis dengan SEM AMOS untuk pengujian pengaruh *Memorable Tourist Experience* terhadap *tourist satisfaction* menunjukkan nilai probabilitas sebesar 0,000. Nilai probabilitas sebesar 0,000 berada kurang dari signifikansi probabilitas 0,05. Hal ini memberikan bukti bahwa hipotesis kedua dalam penelitian ini dapat diterima. Artinya *Memorable Tourist Experience* berpengaruh signifikan terhadap *tourist satisfaction*. Nilai *critical ratio* (CR) sebesar 5,811, artinya *Memorable Tourist Experience* mempunyai pengaruh terhadap *tourist satisfaction* sebesar 5,811. Adanya pengaruh positif antara *Memorable Tourist Experience* terhadap *tourist satisfaction*, artinya semakin baik *Memorable Tourist Experience* yang diterima responden maka akan menimbulkan *tourist satisfaction*.

c. Pengujian Hipotesis3: *Authenticity* berpengaruh signifikan terhadap *Tourist Satisfaction*

Hasil analisis dengan SEM AMOS untuk pengujian pengaruh *Authenticity* terhadap *Tourist Satisfaction* menunjukkan nilai probabilitas sebesar 0,017. Nilai probabilitas sebesar 0,000 berada kurang dari signifikansi probabilitas 0,05. Hasil nya menunjukkan bukti bahwa hipotesis ketiga dalam penelitian ini dapat diterima. Artinya *Authenticity* berpengaruh signifikan terhadap *Tourist Satisfaction*. Nilai *critical ratio* (CR) sebesar 2,396, dapat diartikan *Authenticity* mempunyai pengaruh terhadap *Tourist Satisfaction* sebesar 2,396. Adanya pengaruh positif antara *Authenticity* terhadap *Tourist Satisfaction* menunjukkan semakin otentik (*Authenticity*) destinasi Kraton Yogyakarta akan menimbulkan *Tourist Satisfaction*

Berdasarkan tabel 1 diatas, maka hasil olah data menggunakan SEM AMOS dapat diketahui juga pengaruh tidak langsung dari variabel mediasi antara pengaruh *Authenticity* terhadap *Tourist Satisfaction* melalui *Memorable Tourist Experience*. Adapun hasilnya sebagai berikut:

Tabel 2
Hasil pengujian Variabel Mediasi

No	Variabel			Estimasi	SE	T- Statistik	Kesimpulan
	Bebas	Mediasi	Terikat				
1	X	Z	Y	0.0003*	0.087	4.116*	signifikan

Sumber: data primer yang diolah

Keterangan : * = signifikan

Hasil analisis dengan pengujian menggunakan Uji Sobel diketahui *T statistic* sebesar 4.116*. Hal ini berarti nilai *T statistics* > *t*-tabel ($t = 1,96 \alpha = 5\%$). Artinya secara tidak langsung variabel *authenticity* (X) berpengaruh signifikan terhadap *tourist satisfaction* (Y) melalui *memorable tourist experience* (Z). Koefisien *indirect effect authenticity* terhadap *tourist satisfaction* melalui *memorable tourist experience* sebesar 0.0003*, artinya *authenticity* berpengaruh signifikan terhadap *tourist satisfaction* melalui *memorable tourist experience*. Hal ini berarti meningkatnya *memorable tourist experience* yang disebabkan oleh semakin baiknya *authenticity* maka dapat meningkatkan *tourist satisfaction*. Dengan demikian variabel *memorable tourist experience* (Z) mampu memediasi pengaruh *authenticity* (X₂) dengan variabel *tourist satisfaction* (Y).

Berdasarkan hasil penelitian tersebut dapat dijelaskan lebih lanjut, sebagai berikut:

a. *Pengaruh Authenticity* berpengaruh signifikan terhadap *Memorable Tourist Experience*.

Hasil penelitian menunjukkan *Authenticity* berpengaruh signifikan terhadap *Memorable Tourist Experience*. Nilai koefisien bertanda positif mengandung arti bahwa semakin positif *Authenticity* maka akan dapat meningkatkan *Memorable Tourist Experience*. Hasil penelitian ini secara empirik mendukung penelitian sebelumnya yang dilakukan oleh Rasoolimanesh *et al.*, (22), Anton, *et al.*, (23), Cornelisse (24), Coudounaris and Sthapit (25), Cornelisse (26) dan Ramkissoon and Uysal (27) yang telah membuktikan bahwa *Authenticity* memiliki pengaruh positif terhadap *Memorable Tourist Experience*. Arsitektur dan kesan bangunan kraton tradisional di Yogyakarta dan sejarah lama situs-situs warisan mengenai Kraton Yogyakarta merupakan bukti keaslian (*Authenticity*) dari Kraton Yogyakarta. Arsitektur dan kesan bangunan kraton tradisional di Yogyakarta dan sejarah lama situs-situs warisan mengenai Kraton Yogyakarta (otentik) dapat memberi wisatawan akan pengalaman otentik dan tak terlupakan yang selalu dikenang selama hidupnya atau menjadi *Memorable Tourist Experience* (MTE). Keaslian memiliki efek tertinggi pada *Memorable Tourist Experience* (MTE), hal ini dikarenakan saat mengunjungi situs aslinya, seorang wisatawan dapat lebih menikmati pengalaman berkualitas lebih tinggi selama kunjungan mereka (22) dengan informasi yang dijamin keasliannya.

Hasil penelitian menunjukkan bahwa gagasan sentral untuk memperkuat destinasi wisata dan daya saing destinasi wisata dengan melibatkan wisatawan dengan mengambil peran aktif dan bersama dengan penyedia layanan, dalam menciptakan penghargaan, keaslian, keunikan dan pada akhirnya akan membuat pengalaman yang mengesankan (39). Hasil penelitian ini menunjukkan bahwa daya tarik dari suatu destinasi dapat menciptakan pengalaman yang berkesan (MTE). Destinasi heritage yang masih otentik menyajikan informasi yang benar mengenai destinasi akan menjadi pengetahuan dan edukasi bagi wisatawan. Jika dikaitkan dengan model perilaku konsumen dapat dijelaskan bahwa otentik merupakan salah satu daya tarik wisata yang menjadi ransangan pemasaran yang dapat tersimpan dengan kuat dalam memori wisatawan (MTE) (41).

b. *Pengaruh Memorable Tourist Experience* berpengaruh signifikan terhadap *tourist satisfaction*.

Hasil penelitian ini menunjukkan bahwa *Authenticity* berpengaruh signifikan terhadap *tourist satisfaction*. Nilai koefisien bertanda positif mengandung arti bahwa semakin positif *Memorable Tourist Experience* maka akan dapat meningkatkan *tourist satisfaction*. Dengan demikian dapat dikatakan *Memorable Tourist Experience* berpengaruh positif dan signifikan terhadap *tourist satisfaction*. Hasil penelitian ini secara empirik mendukung penelitian sebelumnya yang dilakukan oleh Kim (15) dan Zhong *et al.*, (16), Sharma dan

Naya (17), Rachma *et al.*, (18) yang membuktikan bahwa *Memorable Tourist Experience* memiliki pengaruh positif terhadap *tourist satisfaction*. Wisatawan dapat memahami tradisi, sejarah, arsitektur, dan gaya hidup di kraton pada jaman kerajaan Yogyakarta melalui pengalaman pariwisata sehingga pengalaman dapat menjadi produk inti (20) dari Kraton Yogyakarta. Sehingga ketika wisatawan datang ke Kraton dan berjalan mengelilingi kraton, seolah-olah wisatawan sedang berjalan di sebuah buku sejarah maupun kehidupan masa lalu. Wisatawan merasa berada di kerajaan masa lalu, dan inilah yang bisa menimbulkan emosi yang menyenangkan atau sesansi yang menyenangkan sehingga terjadi kepuasan.

Hasil penelitian jika dikaitkan perpesktif pemasaran, menciptakan pengalaman yang tak terlupakan (*Memorable Tourist Experience*) dianggap sebagai cara yang efektif untuk mencapai kepuasan pelanggan (39). Hasil penelitian ini menunjukkan pengalaman yang tidak terlupakan (*Memorable Tourist Experience*) menjadi dorongan wisatawan untuk berkunjung kembali. Jika saat berkunjung kemabli, wisatawan masih merasakan pengalaman yang menyenangkan maka *memorable tourist experience* akan semakin kuat serta wisatawan sekali lagi kembali merasakan kepuasan. Jika dikaitkan dengan model perilaku konsumen dapat dijelaskan bahwa pengalaman yang menyenangkan maupun memberikan manfaat pada kunjungan pertama kali akan tersimpan dalam memori wisatawan sehingga akan mendorong wisatawan untuk melakukan kunjungan ulang serta akan menimbulkan kepuasan yang berulang (41). Kepuasan yang berulang nanti nya akan menimbulkan perilaku yang lebih kuat dan image menjadi kuat.

c. *Pengaruh Authenticity* berpengaruh signifikan terhadap *tourist satisfaction*.

Hasil penelitian ini menunjukan bahwa *Authenticity* berpengaruh signifikan terhadap *tourist satisfaction*. Nilai koefisien bertanda positif mengandung arti bahwa semakin positif *Authenticity* maka akan dapat meningkatkan *tourist satisfaction*. Hasil penelitian dapat disimpulkan *Authenticity* berpengaruh positif dan signifikan terhadap *tourist satisfaction*. Hasil penelitian ini secara empirik mendukung penelitian sebelumnya yang dilakukan oleh Park *et al.*, (10) dan Zhang *et al.*, (11) membuktikan bahwa *Authenticity* memiliki pengaruh positif terhadap *tourist satisfaction*. Wisatawan yang berpartisipasi dalam wisata budaya dan menemukan bahwa keaslian yang dibangun dan eksistensial memiliki efek positif pada kepuasan (12). Kepuasan ada hubungannya dengan motivasi, keaslian dan menyarankan kalau keaslian yang dibangun dan keaslian eksistensial memiliki efek positif pada kepuasan wisatawan (13).

Authenticity dapat menjadi daya tarik dari Kraton Yogyakarta apabila bisa menunjukkan kelebihan yang di miliki sebagai heritage. Hal ini dikarenakan target wisatawan yang dituju berbeda dengan target wisatawan pada destinasi lain selain heritage. Target wisatawan yang ditujudari cultural heritage adalah wisatawan yang memiliki kesadaran budaya yang lebih tinggi. Jika wisatawan memiliki kesadaran budaya yang lebih tinggi maka akan lebih tertarik pada heritage sejarah dan budaya Situs heritage Budaya Dunia. Wisatawan yang memiliki kesadaran budaya tinggi akan merasakan kepuasan jika pada saat berkunjung itu menemukan banyak heritage yang masih asli atau terjaga kelestariannya.

Keaslian objektif dan keaslian eksistensial berpengaruh positif terhadap kepuasan wisatawan, yang sesuai dengan penelitian sebelumnya (11). Keaslian objektif mempengaruhi akulturasi budaya melalui kepuasan wisatawan (11) sehingga pentingnya pengelolaan yang efektif, perlindungan, dan pembangunan berkelanjutan (*sustainability tourism*) Situs Warisan Budaya Dunia. Dalam penelitian yang dilakukan oleh Zhang(11) diketahui bahwa wisatawan dari Cina ke Korea memiliki keinginan seperti mengunjungi tempat wisata yang memiliki bangunan bersejarah, serta komposisi keseluruhan,

lingkungan, dan kerajinan jika dibandingkan dengan mengejar kesenangan dan kegembiraan. Berdasarkan hasil penelitian ini, diketahui destinasi Kraton Yogyakarta memiliki peluang untuk dikunjungi wisatawan yang memiliki kriteria memiliki kesadaran budaya yang tinggi seperti wisatawan dari Cina maupun anak-anak sekolah (TK dan SD) agar mengetahui budaya Indonesia serta menjadikan masyarakat Indonesia memiliki kesadaran budaya yang tinggi.

Hasil penelitian ini menunjukkan daya tarik sebagai atribut destinasi yang unik dan lengkap untuk memenuhi permintaan dan kepuasan yang lebih unggul dibandingkan pesaing (38). Hasil penelitian ini juga menunjukkan bahwa daya tarik dari suatu destinasi apabila sesuai dengan yang diharapkan dan dibayangkan maka akan menimbulkan suatu kepuasan. Jika dikaitkan dengan model perilaku konsumen dapat dijelaskan bahwa otentik (keaslian) merupakan salah satu daya tarik wisata yang menjadi ransangan pemasaran sehingga menjadi salah satu faktor yang membuat wisatawan menjadi puas (41).

Temuan penelitian ini secara keseluruhan menunjukkan bahwa model yang disajikan dalam penelitian ini secara sistemik mengungkapkan hubungan antara *Authenticity*, *memorable tourist experience* dan *tourist satisfaction*. Hasil penelitian ini dapat memberikan referensi bagi peneliti yang akan mengkaji peran pariwisata terhadap menjaga kelestarian budaya atau *heritage (sustainability heritage)*. Hasil penelitian ini menunjukkan betapa pentingnya pengelolaan heritage yang efektif, perlindungan (jaga kelestarian), dan pembangunan berkelanjutan. Salah satu yang dapat dipergunakan adalah menjaga heritage agar tetap terjaga kelestariannya adalah dengan cara menjaga *Authenticity* atau melestarikan budaya dan adat istiadat dan ornamennya (bangunan d.l).

Temuan penelitian ini juga memberikan rekomendasi praktis untuk mengelola destinasi *heritage* dalam memberikan layanan serta paket wisatanya yang dapat menciptakan *memorable tourist experience* di masa yang akan datang. Sebagai contoh wisatawan bisa dilibatkan untuk menari tarian tradisional sehingga bisa memiliki pengalaman yang lebih bervariasi. Tarian tradisional merupakan salah satu jenis *Authenticity* budaya yang harus dilestarikan dan dengan menarikan tari tradisional akan menjadi pengalaman yang positif bagi wisatawan. Pengalaman tersebut selanjutnya akan menjadi pengalaman yang diingat sampai kapanpun (*memorable tourist experience /MTE*). Selain *memorable tourist experience (MTE)*, temuan kami menunjukkan efek positif dari keaslian pada kepuasan wisatawan. Temuan tersebut sangat membantu pengelola destinasi untuk memahami bagaimana keaslian dari *heritage* dapat menciptakan daya tarik sehingga bisa menjadi pengalaman yang sangat berkesan (*memorable tourist experience/MTE*) dan meningkatkan kepuasan wisatawan pada pembelian berulang. Pengelola Kraton Yogyakarta dapat melakukan recovery strategi marketingnya sebagai contoh membidik target pasar (wisatawan) yang memiliki kesadaran budayanya tinggi seperti wisatawan dari Cina maupun anak-anak sekolah (TK dan SD) yang dapat dimunculkan kesadaran budayanya.

4. Kesimpulan

Berdasarkan hasil analisis dan pembahasan, maka dapat ditarik kesimpulan bahwa: 1). *Authenticity* berpengaruh signifikan terhadap *Memorable Tourist Experience*. 2). *Memorable Tourist Experience* berpengaruh signifikan terhadap *tourist satisfaction*. 3). *Authenticity* berpengaruh signifikan terhadap *Tourist Satisfaction*

Penelitian menggunakan sampel wisatawan yang telah berkunjung sehingga hasilnya berlaku umum. Penelitian yang akan datang dapat menggunakan variabel yang sama akan tetapi dengan menggunakan sampel generasi milenial. Hal ini dikarenakan generasi milenial lebih menyukai destinasi yang memiliki daya tarik seperti instagramable sehingga bisa

dipergunakan untuk update status dan kurang menyukai *heritage tourism*. Oleh karena itu, penelitian ini diharapkan pengelola wisata heritage dapat mempersiapkan destinasi agar dapat menarik minat generasi milenial untuk berkunjung.

Penelitian ini dilakukan saat pandemi covid 19 dimana ada banyak keterbatasan peneliti untuk melakukan penelitian seperti tidak bisa observasi dan melakukan indepth interview secara langsung. Oleh karena itu, diharapkan penelitian selanjutnya dapat menunjukkan hasil penelitian yang berbeda setelah pandemi covid 19 berakhir dengan menggunakan variabel yang bisa dipergunakan untuk menjaga keberlangsungan destinasi Kraton Yogyakarta.

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Multi-sector Collaboration: Success Stories of Tourism Village Development

Rohim^{1*}, M. Zaenul Muttaqin², Asmuni³ and Fadillah Endah Sunarsiyani⁴

¹ Sekolah Tinggi Ilmu Administrasi Pembangunan, Lumba-lumba road No. 9 Jember, East Java, Indonesia.

² University of Cenderawasih, Jl. Kamp Wolker, Heram, Jayapura City, Papua, Indonesia

^{3&4} Sekolah Tinggi Ilmu Administrasi Pembangunan, Lumba-lumba road No. 9 Jember, East Java, Indonesia.

*rohim.annida86@gmail.com

Abstract. Sectoral ego is one of the serious problems experienced by policymakers or bureaucrats in Indonesia. These problems cause a slow process of development and economic growth. Village-Owned Enterprises (BUMDES) are one of the business entities mandated by law as the spearhead of driving the economy in the village. This study wants to know the extent of the BUMDES collaboration strategy with other parties in building and developing tourist villages and other business units. This study uses qualitative research methods, with interviews with several trusted sources in Bhinor Village, Paiton District, Probolinggo Regency. This study shows the success of the BUMDES collaboration strategy with other parties. There are three BUMDES collaboration strategies in developing BUMDes, namely first, collaboration with PT. PJB UP Paiton in optimizing CSR to develop the quality of human resources and infrastructure for tourist villages and BUMDES business units. Second, cooperation with community groups in exploring village potential and recruiting workers. Third, Collaborating with Micro, Small and Medium Enterprises (MSMEs) to develop and promote local products. In short, BUMDES has succeeded in optimizing collaborative collaboration with other parties in driving the economy in the village. In addition, this study uses analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) as an effort to face competition with competitors.

Keywords: BUMDES, collaboration strategy, and SWOT analysis.

1. Introduction

Village-Owned Enterprises are one of the instruments aimed at increasing the village's capability in improving its economy independently. Village Original Income (PADes) does not only rely on injections of funds from the government but requires creation and innovation autonomously from the micro village level. Although the village economy has been the domain of government programs for a long time, the government's dominance in programs has become an inhibiting factor for rural communities to innovate, (Sulaksana & Nuryanti, 2019) [1]. The establishment of BUMDes serves to support the welfare of rural communities to accelerate their economy with productive and independent efforts.

The perspective of establishing BUMDes reconstructs development that starts from the village as outlined in the framework of President Jokowi's Nawacita program, (Rohim, 2018) [2]. The follow-up of this program is shown by the diaspora empowerment program, as well as providing support facilities for village communities so that the formation of BUMDes is expected to support the faster acceleration of the village economy. The concept of

downstream development is a new paradigm in village development, especially after the Village Law is implemented.

The legal basis for the establishment of BUMDes refers to Law Number 6 of 2014 concerning Villages, specifically chapter 10 Articles 87-90 [3]. This article states that the government, from the central to the district level, must provide assistance and provide capital support to develop BUMDes. Facilitation includes community empowerment in the business field of managing village-owned resources. Thus, BUMDes becomes a forum at the village level that accommodates natural resource management and encourages community participation to improve the economy through creative efforts so that gradually the village can generate its economy without capital assistance from the government.

Along the way, the characteristics of the resources or assets owned by the village are different, either due to demographic factors, education level or geography. However, what is more, important is the level of education that is supported through empowerment. At the level of empowerment, village progress relies on the management of the village government. Optimal village income through BUMDes depends on effective BUMDes governance, both in managing economic potential and making collaborative contacts with other parties. PDDT Village Minister Regulation No. 4/2015 in Article 4 states that one of the considerations for establishing BUMDes is the initiation of the village government or village community [4].

Previous research has shown that the development of BUMDes is related to the analysis of the potential of the area which is also a management asset. Sulaksana and Nuryanti (2019) in their research in Cibunut Village which is an agricultural area and mountain slopes show that BUMDes exploit the village's potential by renting out mountain land to local communities, managing agricultural kiosks to accommodate the needs of the community, most of whom work as farmers, and managing automotive circuits. which is done in collaboration with youth organizations [1]. Furthermore, a study conducted by Sukarta et al., (2020) [5] shows that BUMDes is a forum that needs to be considered to raise the economy of the community with local products that are supported by the strength of Traditional Villages in Karangasem Regency. Hilman's research, (2017) in Gunung Malang Village as an Entrepreneurial Village shows that this labelling should go hand in hand with the exploration of business institutions such as BUMDes as an effort to facilitate community productive businesses, especially products from bamboo handicrafts [6]. Broadly speaking, these studies show that the characteristics of village assets or resources have a great influence on the main purpose of the BUMDes being formed.

The World Bank in Mardikanto and Soebiato (2015:8) defines empowerment as an effort to provide opportunities and abilities to the (poor) community to be able to dare to speak up or voice their opinions, ideas, or ideas, as well as the ability and courage to choose something (concepts, methods, products, actions, etc.) that are best for the individual, family, and society [7]. In other words, community empowerment is a process of increasing the ability and attitude of community independence.

Empowerment provides opportunities for parties who have authority in policymakers or decision making from a community group. The application of aspects of democracy and participation with a focus on local wisdom will be the basis for efforts to strengthen the potential possessed by local communities. Community empowerment is also focused on strengthening individuals, both community members and community institutions. Community empowerment, for example, is reflected through one of the developments of tourist villages. Community participation is one of the benchmarks for the success of tourism village management, by involving the community in the whole series of management from planning to an evaluation of tourist villages (Andini and Dewi, 2013) [8]. The main approach in this empowerment concept is to place the community not only as an object but also as a subject or actor of development. BUMDes is an organization or institution, one of which empowers the

community, from exploring the potential to participating in managing BUMDes. The ultimate goal is to make the community independent and economically prosperous.

The success of existing programs in villages, including tourist villages, is strongly influenced by the strategies implemented by BUMDes, especially in building cross-actor cooperation from the government, the community and the private sector. However, first, it is necessary to carry out an inventory at the internal organizational and individual levels to find opportunities and strengths. Prafitri & Damayanti's study, (2016) shows that the internal role of organizations such as BUMDes and community members greatly influences the success of tourism village management [9].

The development of sustainable BUMDes depends on the environmental context. Ihsan & Setiyono, (2018) in their research show that there are several prerequisites that BUMDes should have to achieve their goals [10]. First, resources that include aspects of the social environment and the natural environment. These resources become the dominant factor for the village's potential to be accommodated by BUMDes management. Second, multi-stakeholder involvement in the continuity of BUMDes, especially from the government from the village level to the central level. This involvement is realized, for example, through financial facilities or other support to avoid discontinuity. Third, community involvement to jointly move BUMDes from the lower level. However, this research has not revealed the involvement of other parties outside the government and the community to ensure the sustainability of BUMDes. Ihsan & Setiyono (2018) have not revealed actors from other parties, both private and parties outside the government hierarchy such as companies [10]. On the other hand, adequate technological equipment should be utilized optimally. Meanwhile, research conducted by Nalayani & Ayu, (2016) shows that the development of tourist villages should integrate many strategies, such as the development of tourism awareness groups from the community as well as the application of adequate promotional strategies and equip with the security of existing facilities [11].

However, BUMDes is the key to the success of a tourist village. To achieve its goals, BUMDes must be able to promote the business units it manages. In the era of sophisticated technology like now, the use of social media is a cheap promotional tool by relying on the internet network. In traditional marketing, companies communicate with consumers through advertising, direct marketing, personal selling, sales promotion and public relations using print and electronic media which are referred to here as traditional media (Widyaningrum, 2016:231) [12]. Different studies show that the development of tourist villages rests on the common vision of multi-stakeholders. The development of tourist villages is not only waiting for support from government institutions but also multi-stakeholder involvement in supporting village community initiatives, so that tourist villages are a product of collaboration between the government, private sector and the community (Rizkianto & Topowijono, 2018) [13]. With the cooperation of relevant stakeholders, many initiatives will be created that is built from a common will to achieve progress or villages that manage their natural resource potential independently. As Prakoso's research, (2015) shows that the development of tourist villages intersects with innovation renewal and management concepts such as the concept of culture-based tourism [14]. On the other hand, the lack of collaboration between many parties will make it difficult to develop a village into a tourist village. As shown in the study of Putri & Manaf, (2013), the method of developing a tourist village that only relies on tourism-aware groups causes inequality in the community in obtaining benefits [15].

Probolinggo Regency consists of 24 (twenty-four) sub-districts which are divided into 5 (five) villages and 325 (three hundred and twenty-five) villages. Bhinor Village is one of the villages that is part of the Paiton District area. The potential of Bhinor Village is that the village has a series of potentials that can be developed as an effort to become an independent village. Two of these potentials are the village of Bhinor, which is traversed by the National

road route and has natural tourism. So that BUMDes has an important role in managing the existing potential for the success of the purpose of its establishment for the welfare of the community. Nature tourism owned by Bhinor Village is beach nature tourism. Based on a preliminary study conducted by researchers, shows that this tourist attraction has not been managed properly. This happens because of the garbage factor that is still visible around the beach. This study aims to analyze the strategy of BUMDes in involving multi-stakeholders in the context of developing a tourist village in Bhinor Village, Probolinggo Regency. This research is an exploration of previous research that has not revealed specifically the potential aspects of cooperation with external parties in the development of tourist villages.

2. Methods

This study uses a qualitative paradigm with a descriptive research type. Qualitative methodology is "a research procedure that produces descriptive data in the form of written or spoken words from people and observable behaviour. The type of research used is descriptive research. "The purpose of this descriptive research is research that describes in the form of descriptive words and not numbers so that what is collected becomes the key to what has been researched (Moleong, 2016) [16].

The reason for using the qualitative paradigm with the type of descriptive research in this study is because the researcher tries to reveal the facts that occur in the field. The data collected was carried out by combining field observations and in-depth interviews with several sources involved in the management of Bhinor Energi BUMDes in Binor Village, Paiton District, Probolinggo Regency, East Java Province. The main informants interviewed were the village head of Binor and the head of BUMDes. While the additional resource is the fishing community groups, tourism community, and chairman of the small and medium micro enterprises were selected by purposive sampling. Secondary data (hard data) were obtained from field observations during fieldwork. The time of this research was carried out from April to May 2021.

3. Results and Discussion

In 2020 BUMDes Bhinor Energi received a prestigious award, namely the Second Place Winner of the BUMDes Competition held by the Village Community Empowerment Service of East Java Province and the First Winner in the Community Development and Engagement category at the BUMDes Award 2020 event by the Sepuluh November Institute of Technology (ITS) Surabaya. To get this award requires hard work involving multiple parties with the key role being in the village government and internal village institutions. A strong will accompanied by activities that involve other parties to develop BUMDes results in an effective formula so that BUMDes can achieve its goals [17].

Management BUMDes Bhinor Energi a form-making role as the leader of the village head who saw the potential of villages that can be managed independently by the village to increase rural incomes. Based on the results of the researcher's interview with Mrs. Hostifawati as the Village Head as well as the initiator of improving the management of tourism objects, it shows that the beach in Bhinor Village has various potentials. The beach has good potential for economic activities because it has good corals and can be used for tourism activities such as snorkelling. Every year traditional events held annually is picking sea. This tradition provides opportunities for tourism whose substance departs from cultural tourism. The sea picking tradition cannot be separated from the social life of the community around the coast which aims to actualize the gratitude of the local community for relying on

sources of income from the sea. For fishermen, the wealth of marine resources in Bhinor Village is an inseparable part of the community's livelihood to build the family economy. These components can be aligned with the objectives of establishing BUMDes and designing village economic empowerment programs. However, to achieve success, BUMDes cannot stand alone. Cross-sectoral collaboration is needed in the process of developing, managing and developing BUMDes. The following is an overview of the cross-sectoral strategy in developing Bhinor Energi BUMDes.

3.1. Village Government Support

The village government sees the potential in Bhinor Village requiring the synergy of all parties to build a tourism object management that is not only of economic value but also pays attention to ecological benefits. Humans cannot be separated from the natural environment, so that awareness is the basis for the formation of the Bhinor Village BUMDes. Bhinor village head, Hostifawati initiate the establishment BUMDes Bhinor Energy based on concern over the ecological situation that has not qualified Attraction Area beach. The low awareness of the local village community is shown by throwing garbage around the beach. This waste is not only domestic household waste made of plastic, but also livestock manure that is dumped around the beach which disturbs the balance of the environment. As a result, the beach area looks shabby and unkempt which leads to many sources of problems including social problems. However, the village government cannot solve the problem alone. Community participation in controlling environmental problems is considered very important. Community involvement for environmental restoration will encourage the sustainability of a beautiful coastal environment and increase tourist visits. Based on these facts, the village head and community groups feel challenged to change the mindset and image of the community in the following ways:

12) Improvement of the infrastructure in tourist areas

Steps village government to provide offer solutions controlling garbage on the beach include the provision of bins in some seedy location. This was done because previously there were no trash bins in the area. But then social problems arise, the bad habit of people defecating around the beach is also a serious problem that must be accommodated with socialization efforts. The village government has a policy that is by allocating the village budget to make toilets. In addition to built infrastructure, the village head helped village apparatus and community leaders provide socialization and direct supervision in the field so that the public is aware of environmental hygiene. The success in controlling the problem of the cleanliness of the coastal environment then bears fruit. This collaboration is finally able to change the mindset of society should be and the village government in the year 2017 received a certificate Open Defecation Free (ODF) from the Government of Probolinggo namely race village free of defecation.

After controlling environmental pollution, the village head made a program to plant pine trees along the coast. The main purpose of this activity is to prevent abrasion due to sea waves. In addition, pine trees as a means of supporting beauty. Implementation of the program is not as easy as expected. At first, there was rejection by the fishing community because they could not lean the boat on the shoreline. The steps of the village head and

community groups who care about the environment always provide direction until they reach a meeting point that at a certain point the fishermen can still lean their boats without disturbing the plants. Socialization is accompanied by continuous supervision and slowly the fishing community adapts to these changes, economic needs are met on the one hand, on the other hand growing awareness of a beautiful environment.

To achieve the goal of a beautiful environment, the village government made improvements to road access which was originally a footpath. The condition of the path that was previously difficult to pass, especially during the rainy season, is no longer visible. The village government improve roads with paving and carry out road widening. In addition, along the road is painted in colourful colours, so the beach is called "beach kelir".

13) Setting up a market every weekend

Steps to restore the condition of the coastal environment over time increase the number of visits to Bhinor beach. This potential is then accommodated by the village government build market called Pasar Goddess of Harmony. The concept of this market is quite simple, it is held once a week every weekend and aims to mediate the economic needs of the community with beach visitors. On the one hand, this weekly market attribution becomes the infrastructure for the annual ceremonial promotion of sea picking at the beach. According to the name of this market, this beach was then given the name of the beach goddess of harmony.

However, the entire program has not adequately accommodated the existing potential. The Village Government optimizes the participation of the Family Welfare Empowerment Team (TPPKK) as a form of support in improving human resource development programs. This non-formal organization is used as a form of communication between women. there every meeting, TPPKK regularly discuss how to optimize the potential that exists in the village, there turn affirmed the formation of BUMDes Bhinor Energy.

In 2018, BUMDes was established with a capital investment of IDR 75 million. This capital is used to make paving, gazebos and stalls for villagers to sell local products. Over time, in 2019 BUMDes Bhinor Energi developed by building a new business unit on the east coast. The east coast is known as Bohay Beach, this new BUMDes business on the beach is engaged in culinary and tourism businesses as well as selling local community products [18].

3.2. Cooperation with PT. PJB UP Paiton (CSR)

In addition to utilizing the village's internal institutions, the village government collaborates with external parties to achieve the goal of developing Bhinor Village beach tourism. So that the establishment of Bhinor Energi BUMDes cannot be separated from the cooperation of external parties such as the private sector. One of the collaborations with PT. PJB UP Paiton through Corporate Social Responsibility (CSR). The form of cooperation with this company is in the form of capital injection for the management of BUMDes. In addition, this company provides support in the field of human resource development (BUMDes managers) and improvement of BUMDes facilities and infrastructure.

3.2.1 Human Resources (HR) Development

Human Resources (HR) is one of the important factors in the structure of management or organization. Having superior human resources ensures that organizational goals will be

achieved. Based on this, PT PJB UP Paiton made changes to the BUMDes structure by providing financial support, training, and comparative studies. So that the company's CSR is not only limited to the aspect of modality.

a. BUMDes Management Training

Many BUMDes cannot develop and even fail because they cannot be managed professionally, including Bhinor Energy BUMDes. Based on these facts, BUMDes Bhinor Energi is improving by guiding the leadership level to the structure of BUMDes management members. This improvement was explored through BUMDes management training. The purpose of this training is to improve the soft skills of managers at the skill level in planning to evaluate the use of capital. Leaders and members in the structure of training in managing BUMDes. To achieve this goal, the village government cooperates with the Regional Apparatus Organization (OPD) of the Probolinggo Regency Government by its main duties and functions. The Community and Village Empowerment Service provides training to community groups so that they are aware of participating in all village government activities and programs and being involved in the development of BUMDes. The Regional Revenue Agency provides training related to financial management as well as regional taxes and levies aimed at village officials and BUMDes managers to be able to apply efficient financial management and provide optimal income. The Department of Marine Affairs and Fisheries provides training related to the governance of caring for marine ecosystems and maintaining coastal beauty. Regarding other ecosystems, the marine service focuses on socializing on how to protect corals and another marine biota. In addition, the Department of Marine Affairs and Fisheries accommodates training on processing seafood into processed products to improve the local economy. Meanwhile, the Youth and Tourism Office provides training on the management of tourism objects that are environmentally and economically sound. The training provided by the Youth and Tourism Office is aimed at BUMDes management and tourism awareness groups in Bhinor Village.

These training can have a positive impact. The skills facilitated by the relevant agencies have made a significant change for Bhinor Energy BUMDes. There is a change in the mindset of the BUMDes management and community groups that are oriented towards the awareness of the importance of protecting the environment and turning it into a source of income through fishing activities and the development of comfortable tourist objects. So that the number of tourist visitors on the beach is increasing significantly. This directly increases the source of income for BUMDes.

b. Comparative Study of BUMDes management

In addition to providing training in managing BUMDes by the related department in Probolinggo District Government, other parties involved in the construction of BUMDes Bhinor Energy company. Through its social responsibility or CSR, PT. PJB UP Paiton supports in providing facilities for comparative study activities on the management of BUMDes. This comparative study was carried out to BUMDes Tirta Mandiri, Ponggok Village, Polanharjo District, Klaten Regency, Sumber Sejahtera BUMDes in Pujon Kidul Village, Pujon District, Malang Regency, and the Tourism Office of Buleleng Regency, Bali Province. Tirta Mandiri BUMDes first succeeded in mobilizing BUMDes as a source of

village original income, thus directly supporting the increasing village economy. The same thing applies to the Sumber Sejahtera BUMDes which have succeeded in utilizing the potential of the village through the role of BUMDes to improve the village economy, especially the local community. While the comparative study activity with the Buleleng Regency Tourism Office aims to study the steps of the tourism office in facilitating BUMDes in Buleleng Regency in the tourism sector.

So that it can be briefly understood that, a comparative study was conducted to learn to optimize the potential of Bhinor village. On the other hand, this comparative study is useful for effective BUMDes management to support village independence in the economic and social fields. Thus, with appeal, BUMDes Bhinor Energi can adapt and apply the results of a comparative study by utilizing the potential that exists in the village. Furthermore, this comparative study is useful for updating regulations owned by BUMDes, or studying regulations related to management principles and programs for economic improvement. Through collaboration with this company, indirectly the company's CSR helps BUMDes to develop because it increases the professionalism of BUMDes managers so that it has an impact on the success of achieving BUMDes goals.

One example of BUMDes management adopting BUMDes in Sumber Sejahtera in Pujon Kidul is the application of vouchers for beach visitors. every visitor coming to the beach get a voucher as admission and can be a free drink. This gives the impression that visitors get a warm welcome from the first time they enter the tourist destination. This appreciation through vouchers and soft drinks often triggers the emotional interest of tourist attraction visitors to come back again in the future. On the other hand, efforts to attract the visit was made by existence live music every weekend. This activity is sought to support the conduciveness of the visitors, which on the other hand is a unique attraction to increase the number of visits. These steps are paying off. Visitors to beach tourism are increasing, which means accumulating village income.

3.2.2 Construction of Facilities and Infrastructure

The positive impact in the field of human resource management is also supported by the provision of facilities and infrastructure development assistance. This development assistance support is absorbed from CSR funds of PT. PJB UP Paiton for the advancement of coastal tourism and qualified infrastructure. Construction of stalls and gazebos on some of the coasts. Furthermore, to give the impression of luxury, the manager built a cafe on the east coast. This cafe is managed professionally by using experts in their fields, such as chefs and baristas. This is done to maintain the quality and image of the cafe.

Apart from PT. PJB UP Paiton, BUMDes cooperated with different companies, namely PT. YTL. This company provides support in the development of BUMDes business units on the west coast of Bohay. Similar to the previous CSR, this company also provides facilities and infrastructure assistance for the construction of stalls, gazebos for selling seafood to the surrounding community. For business or seafood products, a forerunner to the establishment of the Sunday market. The collaboration of these two companies has had a positive impact on the development of BUMDes. So that the village of Bhinor has two coastal tourist areas that both provide benefits or income. With the development of this tourist

attraction, directly offers more choices for visitors to enjoy shopping, sightseeing and relaxing on both the west and east coasts.

3.3 Cooperation with community groups (community empowerment)

The community empowerment program must rationally involve or participate in a larger portion of the community because the community knows what their needs are and what must be done. However, pattern control is still being done by the government by way of assisting the relevant authorities in the field of program implementation activities so that the program of activities runs as expected. Empowerment community is a series of activities to strengthen authority or the empowerment of vulnerable groups and the weak in society, including individuals who experience poverty, so that they have the empowerment to suit their necessities of life both physically, economically, and socially as confidence, as well as express aspirations, have a livelihood, participate in social activities and be independent in carrying out their life tasks.

Bhinor BUMDes Energy Cooperation with community group care for the environment is to involve the village government and community leaders in building consensus to achieve a common goal. This was done because the local community initially opposed the village government's plan to form a BUMDes with a tourism and culinary village business unit. The community considers that a tourist village can damage the community's habits and village culture. They thought that could affect the environment. In short, the development of tourism objects in the village of Bhinor poses a serious threat to the welfare of the local community, including livelihoods in the ocean.

Some examples contradiction of the early establishment of BUMDes namely curbing litter, controlling defecate on the beach, planting cypresses, establishment stalls and gazebos, event live music every weekend. The collaboration with POKMASWAS, POKDARWIS, Religious Leaders and Community Leaders in providing understanding to the community by their fields has a positive impact. The community's contradictions are triggered by a minimal understanding of tourism management and environmental awareness that is not yet visionary. The involvement of religious leaders and influential people in society is often considered effective. The reason is that these people are heard more than the village government. As happened in Bhinor Village, the change in the mindset of the people who eventually participated in the development of coastal tourism contributed to the rapid development of tourist objects. Moreover, community participation in the management of BUMDes has a positive impact on financial turnover and village income. The community works for hand in hand to support the Bhinor Energi BUMDes to keep running and moving forward until now. The synergy between the community and BUMDes managers is the key to the success of the development program. Communities benefit economically because they have other income outside the fishing profession. Businesses such as selling seafood products are currently being chosen as an alternative to make a profit. In the end, BUMDes was able to move the wheels of the economy and contribute to the village in the form of Village Original Income (PADes).

3.4 Cooperation with MSMEs

MSMEs are productive business units that stand-alone, which are carried out by individuals or business entities in all economic sectors. MSMEs are a productive business to

be developed to support macro and microeconomic development in Indonesia and influence other sectors to develop (Suci, YR 2017) [19]. MSMEs have a very large number and potential in absorbing labour, so that their contribution to the formation of gross domestic product (GDP) is also quite large (Setyobudi, 2007) [20]. MSMEs can provide opportunities for micro and small economic actors in the community. This can be beneficial for both the community and BUMDes because they can collaborate in developing businesses owned by the community and business units owned by BUMDes. Village economic development is largely determined by the existence of micro-enterprises. On the other hand, BUMDes can move as long as they get support from the community to participate in aligning the goals of their formation. So that BUMDes with community micro-enterprises are in symbiosis with each other to support village development.

The people of Binor village who mostly work as fishermen are one of the pillars for the village government to facilitate the development of employment opportunities other than fishing. Meanwhile, for women, all this time they have a business (making products) such as packaged stick products, in the form of mustard sticks, celery, corn, red spinach, spinach and golden carang. These small businesses need to be accommodated in various ways, including through the development of tourism objects. Before the existence of BUMDes, people sold their products independently or individually, which was done at home. Based on these facts, BUMDes Bhinor Energi collaborates with Citra Lestari SMEs to empower the community by providing product manufacturing training and helping market products produced by the community to be sold online through social media or deposited in BUMDes both on the west and east coasts.

In addition to processed products, MSMEs help fishing communities by buying their catches from the sea, so that fishing communities feel a tremendous impact because fish caught from fishing do not need to be sold outside the area as before. BUMDes, in this case, apart from working in tourist villages, is also engaged in culinary businesses. BUMDes facilitates the marketing and promotion of community businesses outside the region so that people who own businesses do not have too much difficulty in marketing. Based on the results of an interview with the Head of BUMDes, Mr. Abdul Komar explained that the culinary business is the business unit that has the most profit than the tourism business unit. This shows that the impact of tourism objects affects businesses around the tourist attraction area. The community's economy also develops and helps meet family needs. The tourism village business was introduced first, the facts on the ground show that many people are interested in getting into the culinary business because based on the potential for visits to increase along with the management of comfortable tourist objects. With a strategic location with a cross-provincial road, Bhinor Village has a great opportunity to be visited by tourists from other regions to buy products and culinary businesses. So tourism would do for Banyuwangi, Bali or otherwise advance stopped at BUMDes Bhinor Energi business unit due to marine fish culinary managed BUMDes has a different taste with sea fish culinary efforts elsewhere. BUMDes management affords apply this strategic geography as a promotional tool that manages the culinary business.

BUMDes cooperates with local MSMEs and provides them with facilities so that there is a strong institutional synergy to improve the village economy, including community welfare. One of the MSMEs in collaboration with BUMDes Bhinor Energi is Citra Lestari

MSME. These SMEs focus on the culinary business of fish catches. With good cooperation, SMEs turnover increased significantly, meaning that cooperation BUMDes impact positive being able to economic growth.

3.5 SWOT Analysis

This SWOT analysis is carried out as an effort to develop and even survive BUMDes in the face of competition. Nur'aini and Fajar (2019:7) suggest that the SWOT analysis is descriptive, subjective and there may be differences between one region and another [21]. This study uses a SWOT analysis of internal and external factors of BUMDes Bhinor Energi. We obtained this SWOT analysis from a literature study and the results of research in the field. The following is a SWOT analysis listed in the table below:

Table 1. Analysis of Internal and External Factors of BUMDes Bhinor Energi

Internal factors	External factors
<p>Strength (S):</p> <ol style="list-style-type: none"> 1. Village Head Support 2. Natural Resources Potential 3. Local wisdom 4. Community group support 	<p>Opportunity (O):</p> <ol style="list-style-type: none"> 1. Village fund injection 2. CSR fund injection 3. Local and Central Government Support
<p>Weaknesses (W):</p> <ol style="list-style-type: none"> 1. Community conflict 2. HR Professionalism 3. Product marketing 	<p>Threat (T):</p> <ol style="list-style-type: none"> 1. Similar business 2. Consumer tastes

Source: Research result (2021)

From the table above, it can be described as follows:

The strengths that can support the development of Bhinor Energi BUMDes include the following:

1. Village Head Support

The establishment of BUMDes Bhinor Energi cannot be separated from the role of the village head who is so persistent in the planning process, making policies, seeking sponsors from the private sector in the context of the development process and sustainability of business units owned by BUMDes. BUMDes can collaborate with the private sector, namely PT. PJB UP Paiton and PT. YTL is not easy for other BUMDes to do because it requires very strong trust and commitment by the village government. The village head can embrace all parties because there are no personal or elite interests in the village in the management of BUMDes.

2. Natural Resources Potential

Binor Village has the potential of beautiful natural resources in the form of beaches with good coral reefs. This potential encourages the provision of services such as snorkelling services for beach visitors. In addition, cafe entrepreneurs synergize with fishermen, farmers and housewives in running the economy. Fisherman's catch, coffee in the other villages in this case the partner villages partner purchased culinary entrepreneurs for later resale to visitors cafe. This has a positive impact on fishermen who do not have to sell their catch themselves as before the management of coastal tourism. This is in line with the findings of Sulaksana and Nuryanti (2019) in their research in Cibunut Village. This village is an agricultural area and the slopes of the mountain are managed by

BUMDes by accommodating the needs of the community, most of whom work as farmers through assistance in the management of agricultural kiosks [1].

3. Local wisdom

Binor village community has a culture or local wisdom. The village community annually holds a sea picking event or sea alms as a form of gratitude for the fortune that God has given to the community. This activity was attended by many villagers and from outside the village. In line with the results of research by Prakoso, (2015) which shows that the development of tourist villages intersects with the renewal of innovation and management concepts such as the concept of culture-based tourism [14].

4. Community group support

Community groups are always present to support the government and managers BUMDes village at the time of contradiction the beginning of the establishment of BUMDes and new business units owned BUMDes considered incompatible with the culture or the local traditions. The existence of this support is an education to the community that BUMDes is not only established for the welfare of managers but also for the community and to preserve the culture of the community. Community participation is one of the benchmarks for the success of tourism village management, by involving the community in the whole series of management from planning to the evaluation of tourist villages (Andini, 2013; Dewi, 2013) [8].

In addition to having strengths, BUMDes Bhinor Energi also has weaknesses, including the following:

1. Community conflict

Not all policies are accepted by the community. One of the policies of the Bhinor village head was at the time of the establishment of BUMDes. This happens because of changing the habits of the community so far that are not good and orderly. So they assume that these BUMDes can harm them. The vulnerability of the collaboration of many parties will make it difficult to develop a village into a tourist village. As shown in the study of Putri & Manaf, (2013), the method of developing a tourist village that only relies on tourism-aware groups causes inequality in the community in obtaining benefits [15].

2. HR professionalism

At first, the human resources owned by BUMDes have not been able to manage BUMDes. because at the beginning of its establishment it was still not managed professionally. Based on these facts, the village government cooperates with PT. PJB UP Paiton provides training and comparative studies for BUMDes management to manage BUMDes professionally.

3. Product marketing

Before the existence of BUMDes, the surrounding community sold their products individually. In addition, the quality of the products is still simple, there are no raw materials or semi-finished goods yet. After the existence of BUMDes, the community was given training on product making, product marketing by cooperating with MSMEs. Some of the community's products are sold in a souvenir centre managed by BUMDes. In traditional marketing, companies communicate with consumers through advertising, direct marketing, personal selling, sales promotion and public relations using print and electronic media which are referred to here as traditional media (Widyaningrum, 2016:231) [12]. However, the current marketing model is developing through digital devices, so an understanding of digital literacy makes a positive contribution to the promotion of tourism objects and culinary products in Bhinor Village.

The next factor is the external factor which consists of an analysis of opportunities and threats. The opportunities for BUMDes Bhinor Energi are as follows:

1. Village fund injection

The existence of village funds provides a breath of fresh air for Bhinor Energi BUMDes. The village government provides full support as a capital investment which is then used for the establishment and management of BUMDes

2. CSR fund injection

BUMDes Bhinor Energi not only received village funds during the development process but also received an injection of CSR funds from PT. PJB UP Paiton and PT. YTL. the funds are used for the development of human resources as well as the construction of facilities and infrastructure owned by BUMDes. Cooperation with parties outside the government is in line with the opinion of Rizkianto & Topowijono (2018) which explains that the development of tourist villages does not only await support from government agencies, but also multi-stakeholder involvement in supporting village community initiatives so that tourism villages are a product of cooperation between the government, private and public [13].

3. Local and Central Government Support

The Central Government provides support not only in the form of funds entrusted to the village but also in the form of policies that favor the village community to develop the potential of the village. In addition, the government also appreciates the success achieved by BUMDes. BUMDes Bhinor Energi was awarded the 2nd (two) winner at the East Java Province level. This is positive energy for us to always innovate and continue to grow.

The analysis of threats owned by BUMDes Bhinor Energi is as follows:

1. Similiar business

Tourism villages are not new, therefore Bhinor Energi BUMDes are required to innovate. One of the business units owned is a culinary and snorkelling business. The business is also owned by other BUMDes or managed by the private sector.

2. Consumer tastes

Attracting interest and retaining consumers is a difficult thing for businesses and BUMDes to do. Based on these facts, BUMDes managers must be able to read market opportunities and trends or consumer tastes. BUMDes must be more creative or hold events that can attract consumers to visit BUMDes.

Based on the research results, the next step that must be taken by BUMDes Bhinor Energi is to formulate a strategy based on the results of a SWOT analysis of both internal and external factors from the BUMDes. Allison and Kaye (2005) divide the strategy into 4 (four) namely: invest, maintain, determine, and control damage [22]. The strategies that must be carried out are as follows:

1. Investment (Strategy Strength - Opportunity)

This strategy is carried out by utilizing the strengths and opportunities of the Bhinor Energi BUMDes. In the research conducted by Rohim (2021), the strategies carried out are: optimizing the funds owned, both funds originating from village funds and corporate social responsibility (CSR) funds, natural resources owned by BUMDes, and support obtained from groups. community to manage and develop BUMDes professionally and become the pride of the village community [23].

2. Defence (Weakness Strategy – Opportunity)

This strategy is carried out when we have many weaknesses and try to maximize the opportunities that exist. Based on the facts on the ground, what must be addressed is to always increase the capacity of human resources for BUMDes managers, add cooperation networks with travel agents or travel agencies, maintain communication with CSR companies, add new business units according to the potential and tastes of consumers or the community. In addition, maintaining promotions either through event

activities involving certain communities or promotions using social media. Research conducted by Nalayani & Ayu, (2016) showed that rural tourism development should integrate many strategies, such as the development of tourism awareness groups from the community as well as the application of appropriate promotional strategies and include the existing facility security [11]

3. Define (Strategy Strength – Threat)

This strategy is done when confronted BUMDes between the power possessed by the threat of external parties. The strategy that can be done is to maintain the quality of products or services owned by BUMDes business units, to innovate products or services owned by BUMDes. In addition, BUMDes must be able to read threats from competitors, both from BUMDes and the same type of business managed by the private sector. This is because geographically close to Situbondo Regency and Banyuwangi Regency which have the same business and potential. BUMDes managers must be observant in reading the competition and take advantage of strengths as an antidote to competitor threats

4. Damage control (Weakness strategy – Threat)

This condition is the most critical point because BUMDes is faced with weaknesses and threats. BUMDes managers and related parties such as village governments, community groups, and the private sector unite and routinely carry out comprehensive evaluations of the components of BUMDes such as human resources, natural resources, products, services and other factors. Based on the results of the evaluation, it is then identified what needs to be improved as consideration for determining the next steps.

4 Conclusions

Based on the description presented in the discussion above, it can be concluded that the collaboration carried out by Bhinor Energi BUMDes with multi-sectors has succeeded in developing business units owned by BUMDes. It is characterized by the totality of support from the government, whether the village government and the Regional Apparatus Organizations (OPD) of the Probolinggo Regency Government. BUMDes can optimize CSR funds from PT. PJB UP Paiton and PT. YTL to develop human resource capacity as well as improve facilities and infrastructure for BUMDes business units. Community groups or community organizations can become partners for BUMDes and village governments in exploring village potential and maintaining a conducive atmosphere in the community so that they unite in advancing villages and business units managed by BUMDes. The community empowerment program is running well, this cannot be separated from the collaboration with MSMEs in providing product manufacturing training, as well as product marketing online and through BUMDes. In short, multi-sectoral cooperation can develop Bhinor Energi BUMDes, increase community income, reduce unemployment and provide a new source of Village Original Income (PADes).

The SWOT analysis provides an overview so that BUMDes:

1. Maintaining strength as a weapon to compete with other BUMDes and the private sector;
2. Minimize weaknesses in a way to fix the weaknesses and highlight the power of the ag ar seen by the public as well as the competitors are advantages BUMDes.
3. Optimizing opportunities by reading the tastes of consumers or people who often change.
4. Prepare strategies to deal with threats that come from both internal and external BUMDes to minimize these threats.

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Community-Based Tourism Planning in Jumerto Rafting Tourism in Jember Regency

Selfi Budi Helpiastuti, Dina Suryawati, Fathur Farozi

State Administration Study Program, Department of Administrative Sciences,
Faculty of Social and Political Sciences, University of Jember

selfibudihelpiastuti@unej.ac.id

Abstrack Community-based tourism planning at Jumerto Rafting is a conservation program as well as an educational forum to reduce the negative impacts caused by a development. This study aims to: (1) Identify the potential of other resources and determine the role of the community in existing tourism. (2) Community-based tourism planning strategy for the Jumerto area in Jumerto Village, Patrang District, Jember Regency. Tourism in Patrang Subdistrict, Jumerto Village, is still relatively new and has not been exposed by tourists, because the local government is still in the business of tourism planning. Patrang District is one of the tourist destinations in Jember Regency. Patrang District, especially the Jumerto environment, is the location of a special area for the preservation of the Jumerto river. This study uses an interactive model of data analysis. The results obtained in this study are: 4 (four) Tourism Potentials in Jumerto Village, Patrang District: (a) waterfalls Jum-jum, (b) rice fields that are still beautiful, (c) handicrafts from bamboo which have become superior products of the village community Jumerto, (d) cultural heritage in the form of the Palagan National Monument, which is held twice annually by members of the Indonesian National Police from all over Indonesia. Community-based planning strategies in Jumerto Rafting, namely: (A) Community participation through tourism, (B) Increasing awareness of the role of the community, (C) Tourism management efforts, (D) Institutional development.

Keywords: tourism, rafting tourism, community-based tourism planning

1. Introduction

Tourism planning is a plan that considers all tourism resources, organizations, markets, and programs in a particular area, and develops strategies for recreational purposes or studying the uniqueness of tourist attractions to be visited, while the definition of tourism is an industry that is able to provide economic growth. fast in terms of providing employment, income, living costs, and in activating other production sectors in tourist receiving countries. Conservation of nature is a major theme whose significance has been recognized by many. The damage to nature caused by human actions is now rooted in misunderstanding and this misunderstanding stems from the lack of awareness of the importance of maintaining and maintaining ecosystems and the sustainability of natural life. The process that can be done to raise awareness is through education and empowerment of the surrounding community.

Judging from its geographical location, Indonesia is a large archipelagic country, which is rich in natural resources in it. The wealth of natural resources owned by Indonesia can be used as a potential tourist destination that can be developed in national development. In implementing the concept of national development, the government focuses on community development. One of the ways in which community development is carried out by the

government is empowerment. Empowerment is a comprehensive process, an active process between motivators, facilitators, and community groups that need to be empowered through increasing knowledge, skills, providing various facilities, as well as opportunities to achieve access to social welfare resource systems in improving people's welfare. The goal to be achieved from empowerment is to shape individuals and communities to become independent. This independence includes the independence of thinking, acting, and controlling what they do. Within the framework of optimizing the benefits of tourism development to improve the welfare of the local community around tourism, it is adopted as a community-based tourism development strategy which is implemented within a design framework with the centre and the target not only developing economic added value, but also social and cultural added value. For this reason, the role of the local government and also the local village government of tourist sites is needed regarding good tourism management efforts in order to achieve community empowerment. Role is the behavior expected of someone who has a status. In this case the status is a rank or position of a person in a group, or the position of a group in relation to other groups. Each person must have a number of statuses and is expected to fill a role that is in accordance with that status.

One of the new tourism potentials in Jember Regency which is currently a concern is nature tourism in Jumerto Village, Patrang District. Jumerto Village is a village that has a lot of promising tourism potential such as the potential for natural tourism ranging from the beauty of the Jum-Jum waterfall and the beautiful rice fields, white water rafting, rafting, tubing. In addition, there is also cultural potential in the form of handicrafts from bamboo which has become the superior product of the Jumerto village community. On the other hand, it has a historical place in the form of the Palagan National Monument, where every year there are two foot prints activity held by Republic of Indonesia police members from all over Indonesia.

The efforts of local tourism awareness groups who have long been the promoters of nature tourism in Jumerto sub-district are increasingly bearing fruit. This is marked by the increasing number of local tourists from Jember and outside the city of Jember visiting Jumerto village. Most of them are curious about the beauty of the Jum-Jum waterfall and the sensation of rafting on the Jumerto River. However, it is very unfortunate that the tourists who have started arriving have not been well received by the Jumerto community. People just sit quietly watching the tourists who come. This problem occurs because the community still does not know how to provide services if there are tourists who come to their village. The tourism-aware group "Baret Adventure" itself has only moved members, not touching the community. So when there are tourists, their attitude is seen to be quiet. If this is not followed up, it is feared that it will get negative ratings from tourists which will result in tourists not wanting to come back to Jumerto village (Nugroho & Bidhari, 2017)

Structurally, the government or agencies that are above the tourism-aware group must take firm steps in addressing this issue. One solution that can be taken by the government is to take empowerment steps that do not only focus on training activities for tourism-aware groups but also for the entire Jumerto village community collectively if it is true that Jumerto village will be used as one of the tourist villages in Indonesia. Jember Regency.

Community empowerment is the right step as initial capital in developing a tourist area. Because according to Setiawan (2016) human resources are one of the factors that play an important role in advancing the tourism sector. In addition, according to Ir. Firmansyah Rahim in the Guide to Tourism Awareness Groups (2012) states that tourism development requires the support and involvement of all stakeholders in the tourism sector, one of which is the community. Where the community together with the government synergize to implement and support tourism development by taking into account the position, potential, and role of the

community both as subjects or actors and beneficiaries of tourism development. This is because community support also determines the long-term success of a tourism development.

With the formation of this tourism awareness group, it has several objectives, one of which is to empower the community through programs organized by the group. Community empowerment itself aims so that all the potential that exists in Jumerto Village can be developed so that it can improve the welfare of the community. Through the potentials of tourism objects that exist around the community, then the programs that exist in the tourism awareness group that are able to make the community grow, but it is necessary to analyze what tourism potential exists, tourism planning is carried out in the tourism awareness group, and the extent to which the programs carried out by the group are to empower the community, as well as the obstacles faced in carrying out these programs.

Tourism planning in an area needs to be well planned based on the potential of natural resources and the value of tourism. According to Law no. 10/2009 concerning Tourism, what is meant by tourism is various kinds of tourism activities that are supported by various facilities and services provided by the community, businessmen, government and local governments. Regional planning contains spatial planning factors that aim to improve the quality of community and environmental welfare and not only provide location direction, but also guarantee the maintenance of quality space and maintain the existence of tourism objects from a conservation perspective. This can be done by adjusting the spatial layout of an area in the tourism sector, issues that are developing and are currently the center of attention, one of which is environmental damage, to various negative impacts. Community-based tourism planning on nature conservation in Jumerto Village, Jember Regency is expected to be a solution for the local community. The development of tourism that is so complex can reduce the quality of the environment both physically and socially. Not only that, tourism planning also aims to maintain, maintain and preserve the uniqueness that exists in tourist sites so that they remain a tourist destination.

2. Methods

This research is a qualitative descriptive study using primary and secondary data sources. Data collection techniques through interviews, observation, and documentation. The technique of testing the validity of the data in this study uses the triangulation method. The data analysis technique that the researcher uses is the component of interactive model data analysis. According to Miles and Huberman quoted by Silalahi (2012: 339) qualitative data analysis consists of three activities that form a cycle and are carried out simultaneously.

3. Results and Discussion

3.1. Tourism concept

Tourism is a travel activity that done by a person or group people by visiting certain places for recreational purposes, personal development, or learn about the uniqueness of tourist attractions visited in a temporary period of ra. In Law No. 10 Th. 2009 is variety kinds of tourism activities supported by various facilities and services provided by the community, businessmen, government and Regional Government. Similarly, Soekadijo (2000) stated that tourism is a very complex social phenomenon that involves humans and has various aspects, namely sociological, psychological, economic, ecological and so on, from these aspects which get the most attention and is an important aspect. is the economic aspect.

3.2. Community Based Planning Strategy

This community-based strategy focuses on (1). community participation through tourism, (2). increasing awareness of the role community, (3). tourism management efforts, and (4). institutional development. Community-based tourism is a manifestation of the expansion of

the impact of the tourism sector on the development of the local economy of the community around the area tour. This program provides opportunities for community to find work and entrepreneurial opportunities in the tourism sector more broadly. (Suryo Sakti Hadiwijoyo, 2012)

A. Community Participation through Tourism

Community Participation through Tourism that is: 1. Improving the position and role of the community as an important subject or actor in tourism development, as well as being able to synergize and partner with relevant stakeholders in improving the quality of tourism development in the region. 2. Build and foster positive attitudes and support from the community as hosts through the realization of *Sapta Pesona* values for the growth and development of tourism in the region and its benefits for regional development and community welfare. 3. Introducing, preserving and utilizing the potential of tourist attractions that exist in each region

The new tourism potential in Jember which is currently a concern is Jumerto Rafting Nature Tourism in Jumerto Village, Patrang District. Jumerto, is a village that is still natural and has extraordinary natural potential to be packaged in a tourist destination. Jumerto Village, which was previously only known as a historic Village because of the Palagan Monument in this village, is currently pioneering to develop Jumerto Village as a tourist area. It should be noted that the Jumerto village has several potential tourism potentials, namely the natural potential of Jum-Jum waterfalls, white water rafting, rafting and tubing, beautiful rice fields, and the potential for bamboo handicrafts produced by the surrounding community.

This tourism potential is further supported by the annual agenda of the National Police twice a year to trace back at the Palagan Monument, this event brings many people from many regions, so it is the main capital for Jumerto tourism to be increasingly known. This opportunity turned out to have been well captured by the community which then made the group aware of tourism. The role of tourism awareness groups in making Jumerto Village a tourism village is very significant, especially in promoting the tourism potential of rafting, tubing and waterfalls. This effort was not in vain, now tourists who want to enjoy the beauty of Jumerto have started arriving, tourists who come not only from Jember, but also outside the city of Jember.

Community Empowerment is a term that is adopted from the thoughts of a person or group of people as an effort to advance the community environment so that they are able to balance both in thought, word and deed, between rights and obligations, become citizens who behave and act democratically towards fellow human beings towards a society that understands about their rights, authorities and responsibilities in all aspects of national and state life.

The process of community empowerment means a person's ability to understand and control his social, economic and political conditions which are indispensable in an effort to improve his position in society, in other words the empowerment process is any educational effort that aims to raise awareness and sensitivity in the community towards social, economic, and social developments. and/or politics so that in the end the community members have the ability to improve and increase their position in society, or become an empowered community. An empowered society is a society that lives in a civil society, which is a society that believes in the ability of its members to create a better life and a society that is aware of their rights and obligations in social life where conditions of empowerment will be realized if community members get the opportunity. to be more powerful.

Table 1. Forms of community business in Jumerto rafting nature tourism

No.	Local Community Enterprises	Number of Enterprises
1	street vendor	5 people
2	Stalls/places to eat	4 Stalls
3	Rafting Guides	21 Guides
4	Rafting Tour Transportation	2 transportations

Source: research results 2020

The table above can show that the level of participation in community-based tourism provides the use of tourism activities that have a positive impact on the socio-economics of local communities including the existence of job opportunities through the opening of new stalls, rafting guides and so on.

B. Increasing Awareness of The Role Community

Increasing awareness of the role community in the following 2 (two) matters, namely:
1. The community is aware of its role and responsibility as a good host for visiting guests or tourists to create a conducive environment and atmosphere as stated in the slogan *Sapta Pesona*.
2. The community is aware of their rights and needs to become tourism actors or tourists to travel to a tourist destination, as a form of basic needs for recreation and especially in knowing and loving the homeland.

Community-based tourism planning sets out several programs that will be carried out by the manager. In the early stages of managing natural tourism, Jumerto rafting has several programs that have been made with members and the community around the tourism location. The program that has been made by the tourism awareness group is divided into two, namely physical activity programs and facilities and activity programs for tourism development. As the head of the tourism awareness group has said, the tourism awareness group in managing it has an activity plan that is made every year. The program is focused on the development and provision of tourism facilities and infrastructure for development and other activities.

The initial stage of empowering tourism awareness groups in Jumerto Village is the stage of community awareness in nature tourism. Awareness is carried out by means of outreach activities or approaches. Furthermore, awareness-raising is also carried out through dialogue communication between the village government and the community. The first stage or stage of awareness and behavior formation is the preparatory stage in the community-based tourism planning process. At this stage, the empowering party/actor/empowering actor tries to create preconditions, in order to facilitate the ongoing process of effective empowerment. In this awareness activity, it can be said that the approach used is a community organization approach, which is to activate the community, in this case the Jumerto Village community, Jember Regency in an effort to develop the tourism potential of their area by forming a tourism awareness group "*Baret Adventure*". The people of Jumerto Village, Jember Regency have natural resources that need to be developed, one of which is their regional tourism potential such as the Palagan National Monument, waterfalls, green areas, clear rivers and handicrafts. Utilization of these natural resources must be able to provide added value to the surrounding community.

Table 2. The natural tourism potential of Jumerto Village

No.	The natural tourism potential	Transformation
1.	Jum-Jum Waterfall	In this village there is a Jum-Jum waterfall with very clear water conditions, very beautiful natural surroundings and supported by accessibility that can still be said to be quite good to get to the waterfall. In additions there is a river with clear and quite swift water flow.
2	Jumerto River	The river that flows in this village has very clear water, not cloudy, very minimal waste, and the river depth is about 1-1.5 meters so it is safe and not too deep, as well as the presence of rock patterns that have the potential to be used as rafting or rafting tours.
3.	Rice fields and plantations	The view of rice fields and plantations belonging to the Jumerto community is also a special attraction that can be developed and managed into agro-tourism that elevates the concept of natural tourism.
4.	Palagan National Monument	Apart from its natural beauty, it turns out that Jumerto is better known for its Palagan National Monument. This monument is a historical monument or cultural heritage of the struggle of the Indonesian police. Twice a year a footprint event is held in Jumerto which brings members of the Indonesian National Police from all over Indonesia as well as tourists who want to participate in the footprints event.
5.	Handicrafts from bamboo	The community of Jumerto Village initially had a handicraft business for woven bamboo plates and wooden prayer beads, although in the end this business went into torpor. It is hoped that this skill capital can later be developed so that the people of Jumerto are able to make

		handicrafts typical of the Jumerto area, such as key chains in the form of the Palagan monument as souvenirs for tourists
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Source: research results, 2020

Based on the table above, it can be seen that there are several natural tourism potentials in Jumerto Village which have been successfully transformed/transformed by tourism awareness groups into tourist destinations that can be visited by tourists.

C. Tourism Management Efforts

Tourist destinations are expected to have developed and applied long-term strategy development by considering environmental, economic, social, cultural, quality, health, safety, and aesthetic issues developed together with the community. Monitoring and evaluation systems must also be implemented in order to minimize all impacts caused by tourism activities. In addition, tourism destinations are expected to have effective organizations, groups or committees responsible for coordinating the development of sustainable tourism by involving the private sector and the government. This organization also plays a role in providing supervision and reporting to the public on a regular basis.

Management efforts in improving intellectual abilities include several trainings to improve the ability to become a driving force for the Jumerto village community. On the other hand, it can manage business, marketing, and in terms of supporting access for tourists, which means ease of access to transportation, safety and accommodation related to tourism management. several programs implemented by the Tourism and Culture Office of Jember Regency to tourism awareness groups in Jumerto Village, Patrang District, Jember Regency as an effort to support awareness and behavior formation towards the community involved in the tourism awareness group. It is hoped that the people involved in the tourism awareness group can transform their understanding of how to be a good host, the position and role of the community in tourism development, provide and understand tourism awareness so that it has a beneficial impact on tourism development.

In empowering tourism-aware groups, there are several trainings provided by the Jember Regency Culture and Tourism Office to tourism-aware groups, which in the training there are several trainings and are held every 2-3 times a year. The training site is also not seen in a certain place, but the place moves from one tour to another. With the aim that tourism-aware groups can know each other's tourist attractions and can be used as lessons to develop their respective tours.

Table 3. Tour guide training and tourism management capacity

No.	Type of Training	Description
1.	Local guide training	Local guide training is conducted to serve visitors from outside the Jember Regency area as well as foreign tourists. This activity covers the basic insights of tourism, how to lead a group, the ethics of talking to visitors

		and telling the history of tourism.
2.	Tourism management capacity training	Nature tourism management training aims to provide skills, specifically for tourism awareness groups, to welcome and serve guests well, which is comfortable for visitors. The training is complemented by practical exams to obtain certification for delegated tourism awareness groups members.

Source: Data from the Jember Regency Culture and Tourism Office 2020

After the training for members of the tourism awareness group is expected to be able to provide a significant change for the management of rafting tourism in Jumerto. There are several innovations carried out by the tourism awareness group after receiving the training, including:

Table 4. Implementation of training by tourism awareness group

No.	Innovation (Implementation of training)	Description
1.	Cooperation	Establish a partnership with a Jumerto tourism activist, namely Setyo Hadi who is also the author of the book Palagan Jumerto and an owner of the Paradiso event organizer, Alvin, in order to increase the potential for rafting or rafting tourism on the Jumerto River.
2.	Promotion	Utilizing promotional strategies using online media, namely Instagram, Facebook and YouTube.
3.	Community Participation	Involving community participation around the Jumerto river. The livelihoods of the Jumerto community in general are mostly farmers and farm laborers with not too large incomes, Pokdarwis embraces the community so that they can work together

		to provide services to tourists who come
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Source: 2020 research results

D. Institutional Development

Efforts to develop tourism institutions that related to cooperation with elements, such as: government, private sector, and community. Effort building tourism by encouraging the role of the community to be vital (Hadiwijoyo, 2012). Additional services are the existence of tourism institutions that can give tourists a sense of safe and protected. Additional services include the existence of various organizations that facilitate and encourage the development and marketing of a tourist destination. Organizations involved in this matter include the government, such as the tourism office, communities supporting tourism activities, tourism associations such as hotelier associations, travel agencies, tour guides, and stakeholders who play a role in tourism (Cooper, 1995). The role of tourism institutions is an effort to strengthen tourism programs in the village, starting from the policy-making process, setting authority, organizational systems and communication patterns elements involved in the technical implementation of tourism in the village, then proceed with mapping the potential of the region, to determining the model and type of tourism that will be applied (Hilman, 2017).

The establishment of tourism awareness groups is carried out by the village community and local government. The decision making of the management organization is carried out on a bottom-up basis, namely from the community's proposal to the government. The form of community involvement in the formation of tourism awareness groups is participating in decision making and participating in management. Rafting nature tourism management is inseparable from the implementation of community-based institutions. Implementation can be interpreted as the implementation of part of institutional development. Implementation concerns everything that is done by the tourism-aware group in carrying out the management process, including how the tourism-aware group carries out activities in the field and carries out the organizing process. The implementation also includes how the manager mobilizes or invites the community around the location to support and participate in enjoying the positive impacts of tourism.

Table 4.2 description of the task of the tourism awareness group

No	Manager	Tugas
1.	Regional Government Trustees are represented by the Jember Regency Tourism and Culture Office	Conduct direct coaching in the form of direct interaction and face-to-face interaction between the elements of the coach and the Pokdarwis as the fostered party through talks, discussions, education and training.
2.	Advisor	Provide input criticism and suggestions to the technical management team
3.	The Tourism Awareness Group Chair	Leads the Tourism Awareness Group,

		provides guidance to members, coordinates activities and is responsible for finances and the implementation of activities.
4.	Deputy Chairperson of the Tourism Awareness Group	Assist the chairman's duties, representing the chairman in various activities when the chairman is absent
5.	Secretary of the Tourism Awareness Group	Prepare and carry out administrative activities, record meetings or group meetings.
6.	Treasurer of the Tourism Awareness Group	Responsible for income and money expenditure, reporting income at meetings
7.	Security and Order Section	Creating security and order in tourism locations
8.	The Cleanliness and Beauty Section	organizes beauty and cleanliness activities
9.	The Attraction and Memories section	Promoting various tourist attractions and local uniqueness, exploring, fostering and developing various potential tourism resources, as well as uniqueness as an attraction and element of fun
10	Public Relations and Human Resource Development Section	Develop forms of information and publications and Tourism Awareness Group activities
11.	Business Development Section	Establishing relationships and partnerships, both internally and externally related to group business development.
12	Members of the Tourism Awareness Group	Carry out operations in the field, and coordinate with the sections.

Source: bylaws of tourism aware groups “Baret Adventure”, 2020

4. Conclusions

Based on the description of the results of research and discussion that in addition to the Jumerto Rafting, there are four (4) tourism potentials that are quite attractive with the

availability of adequate infrastructure but still need to be completed: (a) waterfalls Friday-Friday, (b) rice fields, (c) handicrafts hand made of bamboo and (4) the cultural heritage of the Palagan monument in Jumerto Village, Patrang District, Jember Regency. The community-based planning strategy through the tourism awareness group program in Jumerto Village, Patrang District, Jember Regency focuses on (1) Community Participation through Tourism, (2) Increasing Community and Government Role Awareness, (3) tourism management efforts and (4) institutional development tourist. On the other hand, it can manage business, marketing, and in terms of supporting access for tourists, which means ease of access to transportation, safety and accommodation related to tourism management.

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Strategi Menumbuhkan Perekonomian Masyarakat Melalui Destinasi Ekowisata Rawa (Studi Kasus Kabupaten Aceh Jaya)

Wahyu Hidayat Farib¹, Ishak Hasan², Said Achmad Kabiru Raffie³

^{1,2}Fakultas Ekonomi, ³Fakultas Ilmu Sosial dan Ilmu Politik Universitas Teuku Umar

wahyu.hidayatf05@gmail.com, Ishakhasan@utu.ac.id, srafiie@gmail.com

***Abstract** Indonesia has the potential for natural beauty and cultural richness of high value in the tourism industry market. In 2019, the number of tourists who came to Indonesia was 16.11 million. This is still very far when compared to countries such as Thailand, Singapore, Malaysia, which have more tourists than Indonesia. When viewed from the natural potential, Indonesia is certainly richer and beautiful, but in terms of aspects of environmental empowerment and promotion of tourism, Indonesia is less superior than neighboring countries. Because there are many things that must be realized by the government and support by the community to explore more widely about tourism in Indonesia. Mangrove ecotourism is also one of the natural potentials in Aceh Jaya Regency. since its establishment in 2017, there are still shortcomings and obstacles in the growth of mangrove tourism. From an economic point of view, mangrove ecotourism can also grow a very good economy for the area and medium-sized businesses. However, these shortcomings and obstacles need to be realized by the government and the community to grow the regional economy, open new jobs for the community, and increase people's income. So with the concept of 3 pillars of ecotourism such as tourism that can preserve the environment, protection of the rights and traditions of local communities, and the economic benefits provided for local communities, it can create economic growth in Aceh Jaya Regency.*

***Keywords:** Economic growth, ecotourism, sustainable development*

1. Pendahuluan

Keindahan alam dan keragaman budaya yang dimiliki Indonesia merupakan potensi yang bernilai tinggi dalam pasar industri pariwisata. Potensi alam tersebut berupa sumberdaya alam hayati dan ekosistemnya, keanekaragaman flora, fauna dan gejala alam dengan keindahan pemandangan yang masih alami. Di bidang kebudayaan, Indonesia memiliki sistem religi, kesenian, bahasa daerah, situs kebudayaan, pengetahuan, dan organisasi sosial. Sebagai negara kepulauan, Indonesia memiliki 17.000 pulau. Jumlah kunjungan wisatawan ke Indonesia pada tahun 2019 sejumlah 16,11 juta jiwa sedangkan negara tetangga Malaysia 26,10 juta, Thailand 39,91 juta, Singapura 19,12 juta (World Bank, 2019). Data ini menunjukkan bahwa tingkat kunjungan wisatawan ke Indonesia masih rendah dibandingkan dengan negara ASEAN lainnya (Sujai, 2016). Pandemi *covid-19* telah menyebabkan sektor pariwisata mengalami penurunan dan berdampak langsung.

Aceh Jaya merupakan daerah pemekaran dari kabupaten Aceh Barat melalui Undang-Undang Nomor 4 tahun 2002 tentang pembentukan kabupaten Aceh Barat Daya, Kabupaten Gayo Lues, kabupaten Aceh Jaya, Kabupaten Nagan Raya dan kabupaten Aceh Taming, di Provinsi Nanggroe Aceh Darussalam. Berdasarkan data (Badan Pusat Statistik, 2020) Aceh Jaya memiliki penduduk 92.892 jiwa yang tersebar di 9 kecamatan. Sektor pendukung

pariwisata seperti sektor akomodasi dan makan minum menyumbang 5.59 % laju pertumbuhan PDRB 2019 dan menurun menjadi -3.09 2020. Potensi pariwisata di kabupaten Aceh Jaya belum dikembangkan secara optimal bagi pertumbuhan ekonomi.

Ekowisata menjadi salah satu solusi bagi pertumbuhan ekonomi di Kabupaten Aceh Jaya. (Hijriati & Mardiana, 2015) menyebutkan pengembangan ekowisata memberikan dampak ekologi, sosial dan ekonomi, salah satu dampak ekonomi yaitu terciptanya lapangan kerja baru. Untuk mengembangkan sektor pariwisata dibutuhkan dukungan pemerintah daerah (Maiyori, 2020). Ekowisata merupakan perjalanan wisata ke suatu lingkungan baik alam yang alami maupun buatan serta budaya yang ada yang bersifat informatif dan partisipatif yang bertujuan untuk menjamin kelestarian alam dan sosial-budaya (Fandeli, 1995). Ekowisata menitik beratkan pada tiga hal utama yaitu; keberlangsungan alam atau ekologi, memberikan manfaat ekonomi, dan secara psikologi dapat diterima dalam kehidupan sosial masyarakat.

Kabupaten Aceh Jaya memiliki banyak potensi di bidang pariwisata namun belum dikembangkan oleh pemerintah daerah itu sendiri. Ada 57 destinasi wisata yang ada di kabupaten Aceh Jaya, namun untuk ekowisata sendiri hanya berada di 3 tempat yaitu, kampong baru, sampoiniet, dan patek. Ekowisata yang ada di Aceh Jaya terdiri dari hutan mangrove, gajah, dan penyu. Lahan yang sudah menjadi tempat wisata merupakan lahan hibah dari masyarakat kepada pemerintah untuk dijadikan sebagai potensi daerah dari kabupaten Aceh Jaya. Namun dari potensi yang terdapat di kabupaten Aceh Jaya belum dapat terealisasi dengan baik, dan banyak objek wisata di daerah tersebut belum mendapatkan fasilitas yang memadai untuk menarik pengunjung dari luar.

1.1 Ekowisata

Ekowisata yang didefinisikan sebagai suatu bentuk perjalanan wisata yang bertanggungjawab ke kawasan alami yang dilakukan dengan tujuan mengkonservasi lingkungan dan melestarikan kehidupan dan kesejahteraan penduduk setempat. Ekowisata merupakan kesatuan konsep yang terintegratif secara konseptual tentang keseimbangan taraf menikmati keindahan alam dan upaya mempertahankannya. Secara konseptual ekowisata dapat didefinisikan sebagai suatu konsep pengembangan pariwisata berkelanjutan yang bertujuan untuk mendukung upaya-upaya pelestarian lingkungan (alam dan budaya) dan meningkatkan partisipasi masyarakat dalam pengelolaan, sehingga memberikan manfaat ekonomi kepada masyarakat setempat. Sementara ditinjau dari segi pengelolannya, ekowisata dapat didefinisikan sebagai penyelenggaraan kegiatan wisata yang bertanggungjawab di tempat-tempat alami dan atau daerah-daerah yang dibuat berdasarkan kaidah alam dan secara ekonomi berkelanjutan yang mendukung upaya-upaya pelestarian lingkungan (alam dan budaya) dan meningkatkan kesejahteraan masyarakat setempat.

Beberapa definisi yang dirangkumkan mengenai ekowisata sebagai berikut:

1. Menurut (Suprayitno, 2008), ekowisata merupakan suatu model wisata alam yang bertanggung jawab di daerah yang masih alami atau daerah yang dikelola secara alami yang memiliki tujuan untuk menikmati keindahan alam dengan melibatkan unsur pendidikan serta dukungan terhadap usaha konservasi dan meningkatkan pendapatan perekonomian masyarakat setempat.
2. Menurut (Arlym & Hermon, 2019), ekowisata adalah kegiatan perusahaan wisata yang dapat memberikan banyak manfaat, seperti sumber pendanaan bagi kawasan konservasi, perlindungan kawasan konservasi, alternatif sumber mata pencaharian masyarakat lokal, pilihan untuk mempromosikan konservasi dan dorongan upaya konservasi secara khusus.

Secara sederhana, konsep ekowisata menghubungkan antara perjalanan wisata alam yang memiliki visi dan misi konservasi dan kecintaan lingkungan. Hal ini dapat terjadi karena keuntungan finansial yang didapat dari biaya perjalanan wisata digunakan juga untuk

kebutuhan konservasi alam serta perbaikan kesejahteraan penduduk lokal. Di sisi lain, konsep ekowisata juga diarahkan untuk mempertahankan kebudayaan lokal serta tidak melanggar Hak Asasi Manusia (HAM) dan pergerakan demografi.

Aktivitas ekowisata saat ini tengah menjadi tren yang menarik yang dilakukan oleh parawisatawan untuk menikmati bentuk-bentuk wisata yang berbeda dari biasanya. Dalam konteks ini wisata yang dilakukan memiliki bagian yang tidak terpisahkan dengan upaya-upaya konservasi, pemberdayaan ekonomi lokal dan mendorong respek yang lebih tinggi terhadap perbedaan kultur atau budaya. Hal inilah yang mendasari perbedaan antara konsep ekowisata dengan model wisata konvensional yang telah ada sebelumnya.

1.2 Pembangunan

Kata pembangunan mungkin saja sangat akrab di telinga kita. Secara umum kata ini diartikan sebagai usaha untuk mewujudkan kemajuan hidup berbangsa. Akan tetapi pada sebagian besar masyarakat, pembangunan selalu diartikan sebagai perwujudan fisik. Bahkan pada masyarakat kecil, pembangunan mempunyai makna yang khas, seperti makna kata pembangunan yang sering kita temukan di berbagai tempat yang ditulis pada papan peringatan di tepi-tepi jalan: hati-hati sedang ada pembangunan mall, jembatan, jalan raya, rumah ibadah, dan sebagainya.

Menurut pengertian ilmu ekonomi yang ketat, istilah pembangunan secara tradisional diartikan sebagai kapasitas dari sebuah perekonomian nasional yang kondisi-kondisi ekonomi awalnya kurang lebih bersifat statis dalam kurun waktu yang cukup lama (Michael P Todaro, 2008). Pembangunan dilakukan untuk meningkatkan taraf hidup suatu bangsa yang sering kali diukur dengan tinggi rendahnya pendapatan dan meningkatkan produktivitas. Menurut Siagian, Pembangunan adalah suatu usaha atau rangkaian usaha pertumbuhan dan perubahan yang berencana dan dilakukan secara sadar oleh suatu bangsa, negara dan pemerintah, menuju modernitas dalam rangka pembinaan bangsa (*nation building*).

Menurut Bintoro Tjokroamidjojo, pembangunan merupakan suatu proses perubahan sosial berencana, karena meliputi berbagai dimensi untuk mengusahakan kemajuan dalam kesejahteraan ekonomi, modernisasi, pembangunan bangsa, wawasan lingkungan dan bahkan peningkatan kualitas manusia untuk memperbaiki kualitas hidupnya. Emil Salim, Pembangunan berkesinambungan (*sustainable development*) sebagai "suatu proses perubahan yang didalamnya eksploitasi sumber daya, arah, investasi, orientasi pengembangan teknologi, dan perubahan kelembagaan semuanya dalam keadaan yang selaras serta meningkatkan potensi masa kini dan masa depan untuk memenuhi kebutuhan dan aspirasi manusia

Dengan demikian, pembangunan sangat berkaitan dengan nilai, dan bersifat transendental, suatu gejala meta-disiplin, atau bahkan sebuah ideologi (*the ideology of developmentalisme*). Pokok pikiran pembangunan tertuju pada cita-cita keadilan sosial. Untuk itu, pembangunan butuh proses dan tahapan terukur. Tahapan itu harus dapat menyentuh berbagai bidang, yakni pertama ekonomi sebagai ukuran kemakmuran material. Kedua adalah tahap kesejahteraan sosial. Ketiga adalah tahap keadilan sosial. Secara umum, kita dapat memberikan makna tentang pembangunan sebagai suatu proses perencanaan (*social plan*) yang dilakukan oleh birokrat perencanaan pembangunan untuk membuat perubahan sebagai proses peningkatan kesejahteraan bagi masyarakat. Konseptualisasi pembangunan merupakan proses perbaikan yang berkesinambungan pada suatu masyarakat menuju kehidupan yang lebih baik atau lebih sejahtera sehingga terdapat beberapa cara untuk menentukan tingkat kesejahteraan pada suatu negara.

Beberapa teori menurut para pakar ekonomi yaitu.

➤ Teori Pembangunan Adam Smith

Teori ini juga dikenal dengan Teori Hukum Alam. Teori ini meyakini berlakunya doktrin hukum alam dalam persoalan ekonomi maka wajar jika ia menganjurkan kebijakan

pasar bebas dalam ekonomi. Kekuatan yang tidak terlihat yakni pasar persaingan sempurna yang merupakan mekanisme menuju keseimbangan secara otomatis dan cenderung memaksimalkan kesejahteraan nasional.

➤ Teori Pembangunan Ricardian

Teori pembangunan yang dibangun oleh David Richardo yaitu teori mengenai hubungan antara tiga kelompok perekonomian yaitu tuan tanah, kapitalis dan buruh. Keseluruhan pendapatan nasional dibagikan pada tiga kelompok tersebut sebagai uang sewa, keuntungan dan upah.

➤ Teori Pembangunan Malthus

Dalam teori ini, Thomas Robert Malthus menganggap bahwa proses pembangunan ekonomi itu tidak terjadi dengan sendiri, namun membutuhkan berbagai usaha yang konsisten dari pihak rakyat. Jadi proses pembangunan adalah suatu proses naik turunnya aktivitas ekonomi lebih daripada sekedar lancar mtidaknya aktivitas ekonomi.

➤ Teori Pembangunan Mill

Dalam teori ini, John Stuart Mill menganggap pembangunan ekonomi sebagai fungsi tanah, tenaga kerja dan modal. Peningkatan kesejahteraan hanya mungkin jika tanah dan modal mampu meningkatkan produksi lebih cepat dibanding dengan angkatan kerja.

➤ Teori Pembangunan Marxis

Ada 3 hal yang disumbangkan KarlMax dalam teori pembangunan nasional yaitu dalam arti luas memberikan tafsiran sejarah dari sudut ekonomi, dalam arti sempit merinci kekuatan yang mendorong perkembangan kapitalis dan menawarkan jalan alternatif tentang pembangunan ekonomi terencana. Dalam penafsiran sejarah, semua peristiwa sejarah merupakan hasil perjuangan ekonomi yang terus menerus di berbagai kelas dan kelompok masyarakat. Dalam perkembangan kapitalis, karena produksi tunduk pada perubahan Maka kekuatan produksi bertentangan dengan struktur kelas masyarakat akan terjadi revolusi sosial.

➤ Teori Pembangunan Schumpeter

Joseph Alois Schumpeter menyatakan bahwa pembangunan adalah perubahan yang spontan dan terputus-putus pada saluran sirkuler dari produksi barang, penawaran, permintaan, laba, tabungan dan bunga.

➤ Teori Pembangunan Rostow

Dalam teori ini Rosrow membuat pernyataan tentang membedakan adanya lima tahap pertumbuhan ekonomi, diantaranya:

- Masyarakat tradisional
- Prasyarat untuk tinggal landas
- Tinggal landas
- Dewasa / maturity
- Masa konsumsi massal

➤ Teori Pembangunan Lewis

Teori sistematis yang dibangun W. Arthur Lewis yakni pembangunan ekonomi dengan penawaran buruh yang tidak terbatas. Negara berkembang memiliki ketersediaan buruh yang melimpah dengan upah sekedar cukup untuk hidup. Pembangunan ekonomi berlangsung jika modal terakumulasi sebagai akibat peralihan buruh surplus dari sektor subsisten ke sektor kapitalis.

1.3 Pembangunan Ekowisata

Pembangunan ekowisata sangat penting untuk dilakukan agar objek wisata yang ada di Kabupaten Aceh Jaya menjadi pusat daya tarik bagi penduduk luar daerah sehingga dapat meningkatkan pendapatan daerah dan membuka lapangan pekerjaan bagi masyarakat. Pembangunan ekowisata dapat dilakukan dengan cara membangun sarana dan prasana yang cukup memadai bagi objek wisata yang ada disana. Sarana dan prasana tersebut dapat berupa

Hotel/penginapan, kendaraan bagi para wisatawan, rumah makan, tempat parkir, toilet, dan sarana lain yang dianggap perlu untuk disediakan.

Dari beberapa destinasi wisata yang ada di Aceh Jaya terdapat beberapa destinasi wisata yang unggul seperti wisata bahari, wisata rawa, dan hutan mangrove yang memerlukan adanya pemeliharaan potensi di tempat wisata tersebut agar dapat dimanfaatkan oleh pemerintah Kabupaten Aceh Jaya.

1.4 Ekowisata dan Peningkatan Perekonomian

Berdasarkan observasi awal menunjukkan bahwa Kabupaten Aceh Jaya memiliki banyak potensi wisata yang dapat menjadi suatu potensi dan investasi ekonomi yang besar di masa yang akan datang jika dikelola dengan baik. Namun ojek wisata yang ada disana dapat dikatakan belum dikelola dengan baik, hal ini dapat dilihat dari fasilitas yang disediakan masih mengalami kekurangan, fasilitas yang dimaksud seperti hotel, tempat ibadah, toilet dan lain-lain. Selain fasilitas, untuk keberadaan tempat wisata disana juga belum banyak diketahui banyak orang. Dikarenakan kurangnya promosi tempat wisata sehingga orang yang berada dari luar daerah tersebut tidak mengetahui bahwa banyak objek wisata yang bagus disana. Upaya pengembangan objek wisata di Kabupaten Aceh Jaya dilakukan agar dapat bermanfaat lebih optimal sehingga dapat menambah pendapatan bagi masyarakat di daerah tersebut.

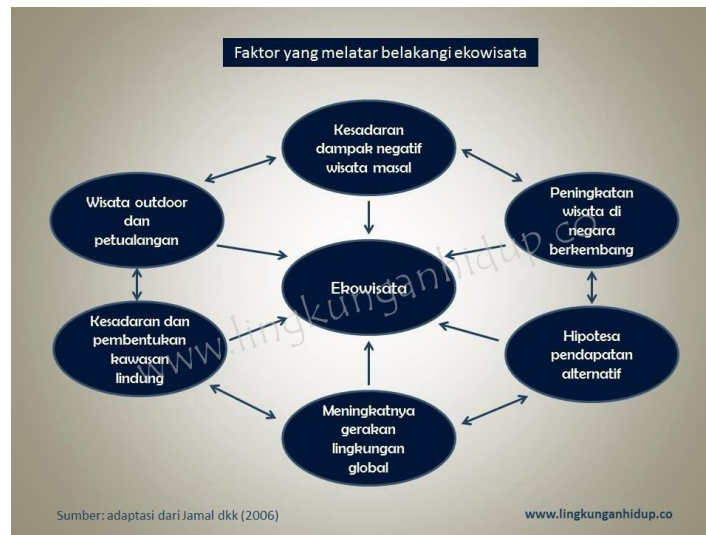
Berdasarkan dari uraian latar belakang tersebut, peneliti tertarik untuk meneliti lebih mendalam mengenai pengelolaan objek wisata di Aceh Jaya dengan pertanyaan dasar bagaimana dampak pertumbuhan perekonomian di Aceh Jaya melalui destinasi ekowisata yang ada disana. Konsep ekowisata ini memiliki sejarah yang belum terlalu lama. Gagasan ini baru berkembang dalam empat puluh tahun terakhir. Istilah menggabungkan wisata alam dan konservasi pertama kali dikembangkan oleh Budowski pada tahun 1976. Istilah ekowisata sendiri baru muncul pada pertengahan tahun 1980an (Orams, 1995).

Sejak pada decade 1980an, konsep gerakan lingkungan semakin meningkat. Bahkan pada decade yang sama ini menjadi isu publik yang mendapat perhatian lebih bagi pemerintah, wisatawan dan pihak swasta. Sebelum tahun 1980an upaya melindungi dan melestarikan lingkungan masih sangat tertinggal bila dibandingkan dengan saat ini. sebenarnya, salah satu faktor yang mendasari gerakan ekowisata ini berakar dari di wilayah Afrika. Sejak saat itu, orang-orang dapat melakukan wisata alam dan memburu satwa liar dengan membayar tarif tertentu. Perburuan ini dikatakan sebagai olahraga. Mereka berburu gajah, macan tutul, dan singa. Kegiatan berburu satwa ini dianggap sebagai bentuk simbol sosial karena untuk berburu harus membayar tarif yang mahal.

Akibat meningkatnya berbagai masalah pada lingkungan hidup saat itu, dalam kasus tersebut adalah perburuan satwa liar tanpa kendali, tanpa disadari, telah menurunkan populasi satwa liar. Spesies binatang liar seperti singa dan gajah menjadi korban utama yang pupolasiya menurun drastis. Meningkatnya dampak negatif kegiatan pariwisata masal, seperti peburuan satwa di Afrika, menurunnya kualitas lingkungan, degradasi budaya masyarakat lokal menyadarkan beberapa pihak untuk mengembangkan jenis wisata ramah lingkungan (Jamal dkk, 2006). Ide ini disambut antusias oleh masyarakat. Hal ini ditandai dengan tingginya minat masyarakat untuk mengalami kegiatan wisata ke lokasi pelestarian lingkungan yang dilengkapi dengan interpretasi (Orams, 2012).

Perkembangan praktek dan konsep ekoturisme disebabkan oleh beberapa faktor. Faktor yang utama adalah keinginan menyediakan dana yang berkelanjutan bagi kegiatan konservasi alam dan satwa liar. Namun, dikarenakan implemantasinya melibatkan atau memiliki dampak terhadap berbagai pemangku kepentingan, maka gagasan tersebut melibatkan motif yang lebih kompleks (Jamal dkk, 2006).

Untuk lebih jelasnya, faktor-faktor yang melatar belakangi munculnya konsep ekowisata adalah sebagai mana ditunjukkan oleh gambar di bawah ini.



Gambar 1. Faktor munculnya konsep ekowisata

Ekowisata bukanlah sekedar konsep sederhana sebagaimana banyak diucapkan banyak pihak. Ia adalah gagasan yang kompleks. Melibatkan banyak komponen, prinsip, kriteria. Tanpa mengimplementasikan prinsip atau kriteria tersebut, maka sebuah aktifitas wisata alam tidak dapat dikategorikan sebagai ekowisata.

Ekowisata di Indonesia mulai dikenal sejak digelarnya seminar dan lokakarya nasional yang diselenggarakan oleh *Pact-Indonesia* dan WALHI, bulan April 1995 di Wisna Kinasih Bogor. Pada acara tersebut dihasilkan suatu rumusan kegiatan ekowisata, bahwa masyarakat lokal harus terlibat dalam pengelolaan ekowisata secara proporsi. Pada Juli 1996 dilaksanakannya lokakarya nasional yang kedua di Bali, dalam acara tersebut dibentuklah sebuah forum Masyarakat Ekowisata Indonesia (MEI). Gerakan ekowisata mencapai titik-titik tonggakunya, antara lain dengan mengembangkan ekowisata di Kepulauan Seribu, Gunung Leuser (Sumatera), Gunung Halimun (Jawa Barat), dan lainnya.

Upaya perintisan dalam pengembangan ekowisata mulai dilakukan oleh beberapa pihak di wilayah Bali, mulai dari masyarakat desa pakraman, Lembaga Swadaya Masyarakat (LSM), atau varian di antara keduanya. Dalam mengembangkan ekowisata mereka fokus dalam mendampingi pengembangan ekowisata pada 4 desa di Bali, yaitu Desa Tenangan, Desa Pelaga, Desa Ceningan, dan Desa Sibetan. Mereka saling bahu-membahu dengan berbagai pihak bekerja sama dalam upaya pengembangan ekowisata sejak tahun 1999 hingga sekarang.

Paradigma pembangunan harus bersifat optimal dalam penguatan diri sendiri serta keberlanjutan. Masyarakat setempat harus terlibat secara aktif dalam proses pembangunan yang pada hakikatnya untuk membangun diri mereka sendiri. Memiliki peran aktif disini berarti ikut terlibat dalam perencanaan, pembangunan, dan pengawasan, serta yang paling penting yaitu menikmati hasilnya pertama kali. Jelas adanya kompensasi apabila ada keterlibatan dari masyarakat lokal dalam perencanaan ekowisata.

Partisipasi dari masyarakat lokal digambarkan sebagai memberi lebih banyak peluang kepada masyarakat untuk berpartisipasi secara efektif dalam kegiatan pembangunan ekowisata. Hal ini berarti memberikan wewenang dan kekuasaan kepada masyarakat lokal untuk memobilisasikan kemampuan mereka sendiri, menjadi pemeran sosial dan bukannya hanya subjek pasif, mengelola sumber daya, membuat keputusan dan melakukan kontrol terhadap kegiatan yang mempengaruhi kegiatannya.

Partisipasi masyarakat lokal sering dipandang sekedar pembagian manfaat sosial dan ekonomi. Proses partisipatif ini membantu orang untuk memiliki pengawasan cukup terhadap kehidupan mereka sendiri. Pandangan partisipatif ini berbeda dengan pendekatan pewaris dimana orang menerima keuntungan namun tidak diberikan wewenang dalam hal mengatur dirinya sendiri.

Pemberdayaan masyarakat merupakan aspek penting dalam pengembangan ekowisata. Artinya, sebelum ekowisata dikembangkan harus ada upaya sadar untuk meningkatkan kapasitas masyarakat lokal agar dapat berpartisipasi aktif dalam program. Usaha pemberdayaan masyarakat lebih diarahkan agar masyarakat mampu membuat keputusan sendiri agar dalam pengembangan ekowisata mampu mempresentasikan inisiatifnya dan memiliki posisi tawar yang memadai ketika berhadapan dengan *stakeholders* yang lain.

Dalam upaya pemberdayaan masyarakat hal terpenting yang disosialisasikan sejak awal adalah, bahwa kegiatan ekowisata selain memberi manfaat bagi masyarakat lokal juga harus memberi kontribusi langsung bagi kegiatan konservasi lingkungan. Hal ini penting dilakukan, agar dalam mengembangkan usahanya mereka memiliki ramburambu konservasi yang harus dijaga, dan dalam hubungan dengan *stakeholders* lain juga dapat saling bekerjasama untuk melaksanakan kegiatan konservasi.

Ekowisata berbasis masyarakat adalah sebuah pola mengembangkan ekowisata yang mendukung dan memungkinkan untuk keterlibatan penuh oleh masyarakat setempat dalam hal perencanaan, pelaksanaan, dan pengelolaan usaha ekowisata dan segala keuntungan yang diperoleh.

Ekowisata berbasis masyarakat merupakan usaha ekowisata yang memberi peran aktif komunitas masyarakat. Hal demikian didasarkan pada kenyataan bahwa masyarakat memiliki pengetahuan tentang alam serta budaya dari daerah lokal yang menjadi potensi dan nilai jual sebagai daya tarik wisata, sehingga terlibatnya masyarakat lokal menjadi suatu hal yang mutlak. Pola ekowisata berbasis masyarakat mengakui hak masyarakat lokal dalam hal mengelola kegiatan wisata yang ada di daerah mereka baik secara adat maupun sebagai pengelola.

Ekowisata berbasis masyarakat dapat menciptakan lapangan kerja bagi masyarakat setempat, mengurangi kemiskinan dan meningkatkan pendapatan bagi masyarakat daerah. Dimana penghasilan dari kegiatan ekowisata adalah hasil dari jasa-jasa untuk turis, mulai dari pemandu wisata, transportasi, penginapan, menjual kerajinan tangan, makanan khas daerah, dan lainnya. Ekowisata sangat berdampak positif pada pelestarian lingkungan dan budaya asli setempat yang nantinya diharapkan dapat menumbuhkan jati diri dan rasa bangga bagi masyarakat setempat yang tumbuh akibat kegiatan ekowisata.

Dengan adanya pola ekowisata berbasis masyarakat bukan berarti masyarakat akan menjalankan usaha ekowisata dengan sendirinya. Tataran implementasi ekowisata perlu dipandang sebagai bagian dari perencanaan pembangunan secara terpadu yang dilakukan oleh suatu daerah. Untuk itu, pelibatan para pihak terkait yang dimulai dari komunitas masyarakat, pemerintah, wirausaha, dan pihak swasta diharapkan turut membantu membangun jaringan dan menjalan kemitraan yang sesuai dengan peran dan keahliannya di bidang masing-masing.

Beberapa aspek kunci dalam pola ekowisata berbasis masyarakat yaitu:

- Masyarakat membentuk panitia atau lembaga untuk pengelolaan kegiatan ekowisata di daerahnya, dengan dukungan dari pemerintah dan organisasi masyarakat (**nilai partisipasi masyarakat dan edukasi**) *f*
- Prinsip local ownership (=pengelolaan dan kepemilikan oleh masyarakat setempat) diterapkan sedapat mungkin terhadap sarana dan pra-sarana ekowisata, kawasan ekowisata, dll (**nilai partisipasi masyarakat**) *f*
- Homestay menjadi pilihan utama untuk sarana akomodasi di lokasi wisata (**nilai ekonomi dan edukasi**) *f*

- Pemandu adalah orang setempat (**nilai partisipasi masyarakat**) f
- Perintisan, pengelolaan dan pemeliharaan obyek wisata menjadi tanggungjawab masyarakat setempat, termasuk penentuan biaya (=fee) untuk wisatawan (**nilai ekonomi dan wisata**).

1.5 Ekowisata dan konservasi

Sejak tahun 1970an, organisasi konservasi mulai melihat ekowisata sebagai alternatif ekonomi yang berbasis konservasi karena tidak merusak alam dan juga tidak berdampak negatif terhadap lingkungan seperti penebangan hutan dan penambangan. Ekowisata juga dianggap sebagai suatu usaha yang berkelanjutan baik di bidang ekonomi dan lingkungan bagi masyarakat yang tinggal di daerah konservasi ekowisata. Namun agar ekowisata tetap menjadi suatu usaha yang berkelanjutan, perlu terciptanya suatu kondisi yang memungkinkan dimana masyarakat daerah diberikan wewenang untuk mengambil keputusan dan pengelolaan usaha ekowisata, mengatur arus dan jumlah wisatawan, dan mengembangkan usaha ekowisata sesuai dengan visi dan harapan masyarakat lokal untuk masa depan.

Ekowisata perlu dikembangkan sebagai salah satu program usaha yang sekaligus bisa menjadi strategi konservasi alam dan dapat membuka alternatif perekonomian bagi masyarakat. Dengan adanya pola ekowisata, masyarakat lokal dapat memanfaatkan keindahan alam yang masih sangat alami, budaya, dan sejarah dari daerah setempat tanpa merusak atau menjual isinya.

Penginapan/*Homestay* merupakan suatu system akomodasi yang sering dipakai dalam hal ekowisata. *Homestay* bisa mencakup berbagai jenis akomodasi dari penginapan sederhana yang dikelola langsung oleh masyarakat setempat ataupun menginap di rumah keluarga masyarakat tersebut. *Homestay* bukan hanya sebuah pilihan akomodasi yang tidak memerlukan modal yang tinggi, dengan system *homestay* pemilik rumah dapat langsung merasakan manfaat ekonomi dari kunjungan turis, dan distribusi di masyarakat sekitar lebih terjamin.

Sistem *homestay* mempunyai nilai yang tinggi sebagai produk ekowisata dimana para turis mendapat kesempatan untuk mempelajari mengenai alam, budaya, dan kehidupan sehari-hari dari masyarakat daerah tersebut. Pihak tuan rumah dan turis dalam saling belajar dan berbagi ilmu satu sama lain, dengan itu dapat menumbuhkan rasa toleransi dan pemahaman yang baik antara tuan rumah dan pengunjung wisata. *Homestay* sesuai dengan tradisi dan keramahan orang Indonesia.

Dalam ekowisata, pemandu merupakan masyarakat lokal yang memiliki pengetahuan dan pengalaman lebih banyak terhadap lingkungan dan alam setempat yang menjadi asset terpenting dalam memberikan jasa kepada pengunjung wisata. Demikian pula seorang pemandu lokal akan merasakan secara langsung manfaat ekonomi dari ekowisata, dan sebagai pengelola mereka juga harus menjaga kelestarian alam dan lingkungan di kawasan obyek wisata tersebut.

2. Metode

Metode penelitian ini menggunakan pendekatan kualitatif deskriptif. Penelitian kualitatif adalah penelitian yang bersifat menggunakan pendekatan proses memaknai suatu peristiwa, memanfaatkan data berbentuk narasi, cerita detail, ungkapan, dan bahasa asli hasil dari informan.

Data dapat diperoleh dengan teknik pengumpulan data berupa wawancara yang mendalam dan observasi. Penelitian kualitatif dilakukan untuk menjelaskan fenomena, menganalisis peristiwa, memahami dinamika sosial, sikap dan kepercayaan serta untuk memahami persepsi seseorang/kelompok terhadap suatu peristiwa. Sehingga yang menjadi tujuan penelitian kualitatif ini ingin menggambarkan bagaimana responden dari beberapa

masyarakat terhadap objek wisata. Penelitian dengan pendekatan kualitatif memerlukan keterangan langsung dari narasumber tentang keadaan subjek dan objek penelitian yang akan di teliti.

Penelitian ini dilaksanakan di kabupaten Aceh Jaya, tepatnya di Gampong Baro, Kecamatan Setia Bakti, Kabupaten Aceh Jaya. Penelitian dilakukan juga di Dinas Pemuda Olahraga dan Pariwisata Kabupaten Aceh Jaya yang menyebutkan bahwa pusat ekosistem rawa terdapat di kecamatan tersebut. Alasan peneliti mengambil lokasi tersebut dengan mempertimbangkan bahwa lokasi penelitian tersebut memiliki banyak objek wisata yang dapat mengundang para wisatawan ke daerah tersebut.

3. Pembahasan dan Diskusi

Menurut data (Badan Pusat Statistik Aceh, 2021) sebanyak 10.402 wisatawan mancanegara (wisman) berkunjung ke Aceh sejak Januari hingga Oktober 2020. Ini mengalami penurunan yang drastis sebesar 56,77% dibandingkan dengan periode yang sama pada tahun 2019. Dimulai dari bulan Mei 2020, tidak ada satupun wisatawan mancanegara yang berkunjung ke Aceh, atau mengalami penurunan 100% dibandingkan dengan tahun 2019. Selama penerbangan dan pelayanan luar negeri di tutup maka sejak saat itu tidak ada kunjungan wisatawan yang masuk ke Aceh.

Wabah pandemi covid-19 ini dinilai menjadi penyebab menurunnya jumlah wisatawan yang masuk ke daerah Aceh. Karena kasus perdana positif covid-19 pada provinsi bagian barat Indonesia itu terdeteksi pada akhir bulan Maret 2020.

3.2 Selayang pandang Kabupaten Aceh Jaya

Kabupaten Aceh Jaya merupakan Kabupaten pemekaran dari Kabupaten Aceh Barat pada tahun 2002. Aceh Jaya merupakan salah satu kabupaten yang terletak di wilayah Barat Selatan di Provinsi Aceh dengan panjang garis pantai 160 km. Secara susunan organisasi tahun 2005, Kabupaten Aceh Jaya memiliki 11 dinas, 3 badan, 9 wilayah administrasi atau kecamatan, dan 172 desa. Saat ini Aceh Jaya menjadi salah satu ikon wisata di Provinsi Aceh karena keindahan alamnya yang dapat memanjakan mata manusia. Wisata alam yang terdapat di Aceh Jaya masih sangat terjaga akan alamnya dari polusi dan pencemaran. Inilah yang menjadi daya tarik dari Kabupaten Aceh Jaya untuk menarik pengunjung dari luar daerah. Serta dengan produk-produk dan usaha kecil dari masyarakatnya juga bisa menjadi sebuah daya tarik bagi pengunjung untuk mencoba makanan dan produk-produk yang unik dan khas dari daerah tersebut.

Penelitian ini di lakukan di wilayah Gampong Baro, Kecamatan Setia Bakti, Kabupaten Aceh Jaya. Penelitian juga dilakukan di kantor Dinas Pemuda Olahraga dan Pariwisata Kabupaten Aceh Jaya. Alasan peneliti memilih tempat tersebut sebagai lokasi penelitian, karena wilayah ini merupakan wilayah yang memiliki potensi alam terhadap ekowisata rawa. (Sukardi, 1998), potensi wisata adalah segala sesuatu yang dimiliki oleh suatu daerah untuk daya tarik wisata dan berguna untuk mengembangkan industri pariwisata di daerah tersebut.

Hasil wawancara dengan Dinas kepemudaan dan olahraga, dan pelaku usaha pariwisata di Kabupaten Aceh Jaya. Berdasarkan hasil wawancara dengan kabid pariwisata Kabupaten Aceh Jaya (Yenni Elpiana, S.Kep) "Belum adanya SOTK Pariwisata di Kabupaten Aceh Jaya, sehingga bidang pariwisata masih tergabung ke dalam dinas kepemudaan dan olahraga, ketidak adanya SOTK ini mempengaruhi jumlah anggaran yang di terima bidang pariwisata". SOTK ini sangat dibutuhkan agar dinas pariwisata dapat menyusun tata kerjanya sendiri tanpa bergantung pada dinas kepemudaan dan olahraga. Selain itu dengan adanya SOTK dinas pariwisata di Kabupaten Aceh Jaya dapat lebih memaksimalkan untuk pemanfaatan potensi alam yang sangat indah tersebut agar dijadikan objek wisata.

Pandangan masyarakat daerah tersebut masih awam terhadap pariwisata. Ada beberapa desa yang masyarakatnya menolak jika daerahnya dijadikan objek wisata. karena masih adanya pemikiran negative dari masyarakat terhadap wisatawan, mereka takut akan timbulnya perbuatan maksiat yang dilakukan oleh pengunjung jika dibukanya tempat wisata” Tambah Yenni Elpiana. Kemudian beliau juga menyebutkan bahwa “Salah satu potensi yang dimiliki di daerah tersebut adalah hutan mangrove yang sangat luas dan saat ini menjadi objek wisata yang di kunjungi wisatawan lokal maupun luar daerah”. Seperti yang kita ketahui ekosistem mangrove berada di wilayah pesisir yang merupakan pertemuan antara ekosistem darat dan laut. Hutan mangrove sangat memberikan manfaat pada masyarakat pesisir berupa barang yang didapat melalui peningkatan hasil tangkapan dan perolehan kayu bakau yang mempunyai nilai ekspor tinggi. Selain itu, kawasan mangrove menyediakan jasa lingkungan yang sangat besar, yaitu perlingungan pantai dari badai dan erosi serta pendapatan langsung dari masyarakat melalui kegiatan pariwisata (Krauss et al., 2008; Martinuzzi et al., 2009).

Kemudian dari hasil wawancara dengan pelaku usaha wisata mangrove (Kariman) “Terkait fasilitas pada objek wisata ini masih sangat banyak yang dibutuhkan, seperti toilet umum, lahan parkir, Mushalla dan lainnya. Karena banyak pengunjung yang datang ke tempat tersebut namun mereka masih kesusahan karena tidak adanya fasilitas tadi di tempat wisata tersebut”. Seharusnya ketika akan dibangunnya objek wisatawan di suatu tempat, hal utama yang perlu di sediakan merupakan sarana dan prasarana yang pastinya banyak dibutuhkan oleh pengunjung yang datang. Ini merupakan suatu tanggungjawab bagi pengelola pariwisata untuk dapat menyediakan sarana dan prasarana yang memadai bagi para pengunjung agar mereka betah dan nyaman ketika berkunjung ke objek wisata tersebut.

Terdapat beberapa spot yang bisa dinikmati para pengunjung wisata di tempat wisata tersebut. antara lain seperti spot perahu bagi yang ingin berkeliling sambil menikmati keindahan hutan mangrove. Untuk menikmati spot perahu ini para pengunjung cukup membayar Rp. 15.000/orang, para pengunjung dapat menikmati kawasan hutan mangrove dengan berkeliling menggunakan perahu” lanjut Kariman. Kariman juga mengatakan bahwa “Di kawasan hutan mangrove juga terdapat pondok untuk bersantai dan tempat beristirahat bagi para pengunjung wisata, kemudian disana juga terdapat tower dan digunakan untuk memantau hama dari atas yang dapat merusak hutan mangrove. Dan di kawasan tersebut juga ada spot memancing bagi para pecinta mancing untuk melakukan aktivitas mancing. Untuk yang ingin menikmati spot mancing juga harus membayar kepada pengelola wisata mangrove”.

Terkait pemasaran objek wisata “kami belum melakukan pemasaran secara baik menggunakan sosial media, jadi pengunjung yang datang masih masyarakat lokal” tambah Kariman. “Dana yang digunakan dalam pembangunan wisata mangrove tersebut menggunakan dana desa, KKP, dan BPSPL. Dana tersebut di kelola oleh pemerintah dan juga masyarakat desa untuk membangun hutan mangrove dan menjadikannya sebagai objek wisata di Kabupaten Aceh Jaya. kawasan mangrove seluas 300 hektar merupakan sebagian lahan hibah dari masyarakat desa” tutup Kariman..

Selain itu, Kabupaten Aceh Jaya juga memiliki potensi dari UMKM yang sangat cocok di kembangkan di objek wisata tersebut. antara lain UMKM yang dapat di kembangkan seperti chingku, gurita, abon ikan, ikan asin, kerupuk kerang, dan udang lobster. Kemudian juga terdapat beberapa permasalahan dan kendala dalam pengembangan objek wisata di Aceh Jaya. Dari segi akomodasi dalam sarana dan prasana seperti tempat penginapan/hotel dan kendaraan pariwisata belum tersedia di Kabupaten tersebut. sehingga orang yang awalnya ingin berkunjung menjadi gagal karena tidak adanya tempat penginapan dan kendaraan untuk berkunjung ke daerah wisata.

Objek atau atraksi wisata apa saja yang dapat ditawarkan kepada mereka apabila mereka datang berkunjung pada suatu daerah atau DTW tertentu? Secara garis besar ada 4 kelompok yang merupakan daya tarik bagi wisatawan datang pada suatu Negara, yaitu:

1. *Natural Attractions*

Yang termasuk dalam kelompok ini adalah pemandangan (*Landscape*), pemandangan laut (*seascape*), pantai (*beaches*), danau (*lakes*), air terjun (*water fall*), kebun raya (*national park*), agro wisata (*agrotourism*), gunung berapi (*volcanos*), termasuk pula dalam kelompok ini adalah flora dan fauna.

2. *Build Attractions*

Termasuk dalam kelompok ini antara lain adalah : Bangunan (*building*), dengan arsitek yang menarik, seperti rumah adat dan termasuk bangunan kuno dan modern seperti Opera Building (Sydney), WTC (Newyork), Forbidden City (China), atau Big Band (London), atau Jam Gadang (Bukit Tinggi), Meseum, Disney land, maupun TMII (Taman Mini Indonesia Indah).

3. *Cultural Attractions*

Dalam kelompok ini termasuk diantaranya; Peninggalan sejarah (*Historicall building*), cerita rakyat (*folklore*), kesenian tradisional (*tradisional dance*), meseum, Upacara keagamaan, festival kesenian, dan semacamnya.

4. *Social Attractions*

Tatacara hidup suatu masyarakat (*the way of life*), ragam bahasa (*language*), upacara perkawinan, potong gigi, khitanan atau turun mandi, dan kegiatan sosial lainnya.

Pertanyaan kedua yang biasa diminta wisatawan bila ingin datang berkunjung suatu daerah adalah menyangkut apa yang disebut sebagai "*destination facilities and service*" wisatawan yang datang membutuhkan pelayanan perusahaan-perusahaan kelompok industri pariwisata. oleh karena itu, dari sisi penawaran daerah tersebut harus siap dengan bentuk-bentuk fasilitas dan pelayanan sebagai berikut.

1. *Accomodations*

Yaitu semua bentuk akomodasi, mulai dari hotel, motel, *camping site*, *caravan site*, *home stay* maupun hotel non bintang dan losmen yang dapat dijadikan tempat tinggal sementara dalam perjalanan. Hendaknya penyediaan kamar hotel ini dapat disesuaikan dengan kebutuhan segmen pasar yang beragam, mengingat daya beli wisatawan berbeda satu dengan yang lainnya.

2. *Restaurants, Bars, and Cafe*

Bagi wisatawan tidak ada suatu keharusan, jika menginap di hotel harus makan di hotel. Tidak ada ketentuan demikian. Wisatawan bebas menentukan dimana mereka makan siang atau makan malam, sesuai dengan selera dan daya beli masing-masing. Yang penting daerah yang bersangkutan perlu membina dan kerjasama dengan pengusaha restoran untuk menyediakan macam-macam makanan dan minuman sesuai dengan kebutuhan dan keinginan wisatawan yang datang. Atas dasar pertimbangan itu kita jumpai pada suatu daerah adanya restoran Chinese foods, Korean foods, restoran padang, atau saung kuring, semuanya untuk memenuhi selera wisatawan yang datang.

3. *Transportation at the destination*

Di daerah yang dikunjungi, wisatawan biasanya memerlukan macam jenis kendaraan yang dapat mengunjungi objek atau atraksi wisata. selain taksi, terdapat bermacam-macam transportasi, mulai dari sepeda, canoe, sepeda motor, bus, *coach bus*, taksi, *rent a car* yang dapat disewa perjam untuk melihat atau menyaksikan objek atau atraksi yang mungkin dapat dijangkau oleh masing-masing kendaraan tersebut.

4. *Sport of activites*

Yang termasuk dalam kelompok ini, penglihatan apa yang dapat ditawarkan bila wisatawan ke daerah tertentu. Inilah dikenal dengan istilah "*something to do*". Wisatawan

datang pada suatu daerah tidak hanya menginap di hotel, akan tetapi ingin mencari pengalaman baru yang sebelumnya belum pernah ia lakukan. Di Bali kita temukan *Bungy Jumping, Banana Boating, parachuting, surfing, snorkling, fishing*, arung jeram, dan banyak aktivitas lain yang dapat ditawarkan kepada wisatawan.

5. *Other Facilities*

Banyak pula wisatawan yang datang ingin mempelajari sesuatu seperti kalau di Yogyakarta dan di Bali belajar membuat, tarian Jawa, wayang atau pencak silat, bahasa atau melukis, ukiran Jepara atau patung Bali.

6. *Retail Outlets*

Pedagang eceran sangat membantu wisatawan untuk memberi kemudahan bagi wisatawan yang berkunjung pada suatu daerah. Oleh sebab itu suatu daerah perlu tempat-tempat seperti:

- *Local Travel Agen/tour operator*

Tempat pemesanan tiket atau perpanjang visa atau membeli *option tour* sebelum meninggalkan daerah

- *Souvenirshop*

Toko tempat wisatawan membeli cinderamata khas daerah tersebut.

- *Money Changer*

Tempat wisatawan menukarkan mata uang yang dibawanya dengan kurs resmi sebelum berbelanja di daerah tersebut.

- *Photo Supplier*

Toko tempat wisatawan dapat membeli kamera, film, dan cuci cetak film dengan *one day service*.

- *Tourist Information Service*

Tempat dimana wisatawan dapat memperoleh informasi tentang objek, atraksi wisata yang akan dikunjungi, atau event pada waktu-waktu tertentu

- *Tourist Police*

Wisatawan akan merasa aman jika mereka mengetahui bahwa pada objek dan atraksi yang dikunjungi ada penjagaan dari polisi pariwisata.

- *Other Services*

Ada kalanya wisatawan memerlukan adanya salon kecantikan (*hairdressing*), SPA, atau *sauna bath*, dan sebagainya.

Ecotourism adalah suatu usaha untuk melindungi lingkungan dengan memberikan manfaat sosial ekonomi sehingga tercipta keberlangsungan pembangunan. Ekowisata memberikan dampak ekonomi sebagai berikut:

1. Meningkatkan kesempatan kerja untuk pemandu wisata, transportasi, konstruksi, restoran, hotel, dan usaha lainnya.
2. Meningkatkan pendapatan masyarakat sekitar dan peningkatan usaha kecil dan menengah (Ross & Wall, 1999).

Untuk pembangunan Aceh Jaya, pemerintah daerah perlu bekerja sama dengan sektor swasta untuk membangun infrastruktur pendukung pariwisata seperti restoran dan hotel. Disamping itu pemerintah perlu memberikan sosialisasi kepada masyarakat tentang manfaat dan pentingnya ekowisata terutama ekowisata hutan mangrove. Pemerintah juga perlu mendorong kerja sama dari media untuk turut mempromosikan ekowisata di Aceh Jaya.

4. **Kesimpulan**

Terdapat 3 masalah pengembangan ekowisata di Aceh Jaya. pertama, masalah struktural ini belum adanya SOTK dinas pariwisata, hingga saat ini masih di gabungkan dalam Dinas Pemuda dan Olahraga. Kedua, masih adanya persepsi masyarakat yang mengindentikkan wisata dengan perbuatan maksiat, sehingga sektor wisata sulit dikembangkan oleh pemerintah

daerah. Ketiga, belum lengkapnya fasilitas pendukung sektor pariwisata seperti hotel dan restoran. Sehingga dibutuhkan konsep ekowisata yang berpondasikan berdasarkan 3 pilar, yaitu:

1. Wisata yang melestarikan lingkungan alam dari segala macam pencemaran yang dapat merusak lingkungan.
2. Perlindungan terhadap hak-hak dan tradisi masyarakat lokal.
3. Memberikan manfaat ekonomi bagi pengembang ekowisata dan masyarakat sekitar.

Dengan 3 pilar tersebut diharapkan ekowisata dapat menjadi solusi bagi berkembangnya pembangunan daerah di Kabupaten Aceh Jaya.

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Implementation of Collaborative Governance in Derawan Island Tourism Development in the Berau Regency Government.

Daryono^{1*}, Arwin Sanjaya², Ahmad Bintoro³, Andini Febriyanti⁴, Anita Proyogo⁵, Mulia Rahmah⁶

¹Public Administration Department, Faculty of Social and Political Sciences, Mulawarman University, Jl. Suryanata, Perum Bukit Pinang Raya, Blok G No 3, Kota Samarinda, Provinsi Kalimantan Timur, Indonesia

²Business Administration Department, Faculty of Social and Political Sciences, Mulawarman University, Samarinda, East Kalimantan, Indonesia

³Faculty of Fisheries and Marine Science, Mulawarman University, Samuntai Village, Long Ikis Sub-District, Paser District, East Kalimantan Province, Indonesia

⁴Faculty of Mathematics and Natural Sciences, Mulawarman University, Pait Village, Long Ikis District, Paser Regency, East Kalimantan, Indonesia

⁵Faculty of Economic and Business, Mulawarman University, Sawit Jaya Village, Long Ikis District, Paser Regency, East Kalimantan, Indonesia

⁶Faculty of Cultural Studies, Mulawarman University, Pait Village, Long Ikis District, Paser Regency, East Kalimantan, Indonesia

*daryono@fisip.unmul.ac.id

Abstract. The purpose of writing this paper is to determine the implementation of Collaborative Governance in the tourism development of Derawan Island, Berau Regency. The conclusion of this paper is, the first, the implementation of Collaborative Governance in the governance of Derawan Island tourism development in the Government can make a positive contribution to the development and progress of the tourism sector in the Berau Regency area. Second, positions of the Private Sector and the Community are as partners of the local government in developing Derawan Island tourism. Third, tourism developments on Derawan Island have been developed well but still need improvements in the tourism infrastructure sector and collaboration between the government, the community and the tourism private sector. The government is trying to fulfill the facilities and infrastructure by the tourist needs of Derawan Island even though the existing facilities and infrastructure are not adequate. The development of facilities and infrastructure is carried out by the master plan to increase the tourist attraction of Derawan Island. Great collaboration between the government, the community and the private sector will have a positive impact on tourism development.

Keywords: collaborative governance, tourism, community, private sector

1. Introduction

Tourism is one of the sectors that support and is the most important for development, because through tourism, funds, and development service, either in the form of foreign exchange, taxes, and levies obtained from companies engaged in tourism. The development of tourism in Indonesia has progressed rapidly since the government decided to rely on the tourism sector as the country's largest foreign exchange earner. In 2016 the tourism sector is projected to contribute 5% to the National GDP with the foreign exchange of 172 trillion, creating jobs for 11.7 million people, and foreign tourist visits of 12 million people. The development of the tourism sector has a positive influence on regional economic growth. Furthermore, the tourism sector can help preserve local values and culture, also have the potential to bridge socio-cultural differences and economic disparities. However, at this time the tourism sector is experiencing quite serious problems due to the Covid-19 which has a very significant influence on the decline in the tourism sector.

East Borneo is a tourist destination in Indonesia, has cultural and tourism potential that is no less interesting than other tourist destinations in Indonesia. Almost 90% of the existing tourist attractions are provided by the nature of Borneo, and the other 10% are artificial attractions to support tourism in this area. Derawan Island, which is one of the mainstay tourist attractions in Berau Regency, East Kalimantan Province, does indeed present a beautiful underwater charm. Derawan is an archipelago located in the easternmost part of the island of Borneo. The Derawan Islands consist of 6 islands, including Derawan Island, Kakaban Island, Meratus Island, Sangalaki Island, Panjang Island and Semama Island. The Derawan Islands are named the Marine Tourism Object (Objek Wisata Bahari) in the Derawan Marine Park area.

Tourism development in a tourist destination must be based on planning, development, and clear management directions however, the potential of a tourist destination can be empowered optimally to improve community welfare and advance regional development. In economic, social, and cultural development in the tourism sector, the development of the tourism sector has a positive influence on regional economic growth. Furthermore, the tourism sector can help preserve local values and culture, also have the potential to bridge socio-cultural differences and economic disparities.

Derawan Island has natural and cultural resources that have the potential to be developed into a leading tourism destination in Indonesia. Through the Collaborative Governance Implementation process involving three pillars, namely the Government, the Private Sector, and the Community starting from the planning, utilization, and control stages of space utilization, and evaluation system will emerge from development activities that have been carried out and become input for the next development process.

Furthermore, involving the community in tourism development processes and efforts is also very important, so that the community itself has a sense of responsibility to preserve the potential of natural resources owned by the region. In a tourist area, many prospective businesses can be established to complement the tourist attractions themselves. Foreigner tourists certainly need tour and travel services including tour guides to guide them to several tourist attractions. To go to tourist attractions, a vehicle is also needed as a means of transportation it becomes a business opportunity for vehicle rental providers and places to rest or lodging if the tourists intend to travel more than one day. Finally, when they return home, tourists need a special gift that becomes an identity of an area to be given to relatives or relatives. Whether it's a gift in the form of food, fashion, or crafts.

From all of the above, the Derawan Island tourism business opportunity is more competitive with many new business actors emerging and must be balanced with an increase in the number of tourist visits. In addition to the ability of business actors in the tourism sector. For sure, the progress of the tourism business in Indonesia cannot develop without the support of the government. Like war, the government is the weapon and the private sector in tourism is the bullet. There needs to be a mutual synergy between one another.

Local governments have an important role in developing tourism, one of by placing the community as the main component in tourism development having a role in supporting regional tourism development aimed at developing the local potential that comes from nature, socio-culture, or the community's economy the role of local governments as initiators, motivators and facilitators will determine the success of tourism development. According to Law Number 10 of 2009 concerning Tourism, it is stated that the community has the same and widest opportunity to participate in the implementation of tourism. Community participation in maintaining the natural and cultural resources owned is a big contribution and has the potential to become a tourism attraction.

From the above phenomenon, the Regional Government is responsive to regional conditions that have great potential to be developed, especially in the tourism sector therefore, regional tourism can be lifted which will have implications for the increasing number of jobs and regional economic improvement in Berau Regency. Through this, the Berau Regency Government must develop Derawan Island Tourism by implementing Collaborative Governance.

This study focuses on the implementation of Collaborative Governance in the development of Derawan Island Tourism at the Berau District Government to develop the Tourism Sector to improve the welfare of the community and regional development. In addition, this paper looks at the effectiveness of the involvement of the private sector in participating in developing Derawan Island Tourism. To get optimal results, tourism development is not only supported by one side but is a collaboration of various parties, both the private sector, the community, and the local government. Therefore, with the implementation of Collaborative Governance in Local Governments which should have the capacity to develop Derawan Island, they must have a series of careful planning involving the Private Sector and the Community.

2. Theories and Concepts

2.1. Collaborative Governance

One form in the concept of governance is called the concept of collaborative governance. According to Ansell and Ghoshal, "Collaborative governance is, therefore, a type of governance in which public and private actors work collectively in a distinctive way, using particular processes, to establish laws and rules for the provision of public goods". Collaborative Governance can be regarded as one of the types of governance. This concept states the importance of a condition where public actors and private actors (business) work together in certain ways and processes that will produce legal products, rules, and policies that are right for the public or society. This concept shows that in the administration of government. Public actors, namely the government and private actors, namely business organizations or companies, are not separate and work independently but work together for the benefit of society.

Collaborative Governance emerged in the era of the governance paradigm, were at that time society was growing so that the government faced more complex problems. Besides that, the

government also has limited time to overcome these problems, so it requires collaboration with external actors (Charalabidis et al., 2012: 264). Ansell and Gash (2007: 543) state that collaborative governance is a new strategy in governance that makes various policymakers gather in the same forum to create a common consensus. Furthermore, Ansell and Gash define collaborative governance as a governance arrangement in which one or more public institutions directly involve non-governmental actors in a formal, consensus-oriented, consultative collective policy-making process to make or implement public policies, managing programs, or public assets.

The definition of Ansell and Gash (2007: 5) emphasizes six criteria. First, the forum is initiated by a public institution. Second, participants in the forum must include non-government actors. Third, participants must be directly involved in policymaking and not merely “consult” with the government. Fourth, the forum must be formally organized and meet regularly. Fifth, the policies taken must be based on consensus. And sixth, the collaboration focuses on public policy or public management (Ansell and Gash, 2007: 544).

Collaborative governance is an instrument used to solve a problem. Collaborative governance is the right instrument for confronting problems because collaborative governance creates “shared ownership” of the problem. Various actors have different perspectives in viewing a problem. It is not easy to create an understanding between the actors' roles. Collaborative governance acts as a mediator so that actors can formulate a common understanding of a problem (Ansell, 2014: 172).

Collaborative governance is a forum used to achieve a goal. According to Donahue and Zeckhauser (2011: 4), collaborative governance is a condition in which the government fulfills public goals through collaboration between organizations and individuals. The same thing was also expressed by Holzer et al., (2012: 349) which stated that collaborative governance is a condition when the government and the private sector seek to achieve a common goal for the community.

Collaborative governance can also describe the state of interdependence between actors. The desire to do collaborative governance arises because the actors are aware of their limitations. Then, the actors need to express their desire and willingness to forge closer relationships with other actors. Each actor involved needs to recognize the legitimacy of the other actors. After the actors are committed to collaborating, it is necessary to build a sense of shared ownership of each collaboration process (Ansell, 2014: 178).

Based on the opinions of various experts, it can be concluded that Collaborative Governance is the process of a cross-sectoral multi-organizational network structure (government, private sector, civil society) that makes collective agreements, joint decisions, consensus achievement -through formal and informal interactions-making and developing norms- norms in mutually beneficial interactions in achieving common goals. Therefore, in collaboration, the interactions that appear are egalitarian, that is, all actors have the same position.

Collaboration is realized as cooperation between actors, between organizations, or between institutions in the context of achieving goals that cannot be achieved or carried out independently. In Indonesian, the terms cooperation and collaboration are still used interchangeably and there has been no attempt to show the differences and depth of meaning of these terms. By definition, experts define collaborative governance in several meanings whose main idea is the same, namely collaboration between the public and non-public or private sectors in the administration of government.

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Ansell and Gash (2007:546) define collaborative governance as follows: Collaborative governance is a set of arrangements in which one or more public institutions directly involve non-state stakeholders in a formal, consensus-oriented and deliberative policy-making process that aims to create or implement public policies or administer programs or assets.

Besides that opinion, another opinion regarding collaborative governance was put forward by Agranoff and McGuire in Chang (2009: 76-77) which stated that in particular, collaborative governance has placed a lot of emphasis on voluntary horizontal collaboration and horizontal relationships between multi-sectoral participants, because of the demands of clients. often go beyond the capacities and roles of a single public organization, and require interaction among the various organizations involved and involved in public activities. collaboration is needed to enable governance to be structured to effectively meet the increasing demands arising from management across government, organizational, and sectoral boundaries.

Based on the definitions by the two experts, they have defined collaborative governance in the same idea. However, in Ansell and Gash's explanation, it can be seen that the collaborative aspect of government administration is more on the aspect of formulating and implementing public policies or programs from public institutions, in this case the government. Furthermore, in practice collaboration in government administration must uphold the value of deliberative or deliberation and consensus between each actor or stakeholder involved in the collaboration. Meanwhile, the idea of Agranoff and McGuire shows that collaborative governance or collaboration refreshes government in a more general scope, namely the administration of government as a whole. Collaborative governance in this case focuses more on the voluntary aspects of collaborative practice. It is hoped that the voluntary aspect of each actor involved in the collaboration works optimally to achieve the goals of the collaboration. With the result that the program or policy implemented will be more effective because it involves organizational or institutional relations.

2.2. Implementation Collaborative Governance

Collaboration in governance is one thing that is needed in today's government practice. There are various reasons behind the collaboration of each institution or institution. Junaidi (2015:8) states that collaborative governance does not appear suddenly because it is caused by initiatives from various parties that encourage collaboration and coordination in solving problems that are being faced by the public. Collaborative governance or collaborative governance emerged as a response to the failure of implementation and the high costs and politicization of regulations (Ansell and Gash, 2007: 54).

It is even more positive that people may argue that the tendency towards collaboration arises from the development of science and the capacity of institutions or institutions. The opinion above states that collaborative governance does not just arise but is motivated by various aspects. The emergence of collaborative governance can be seen from the aspect of the need for institutions to collaborate between institutions, because of the limited ability of each institution to carry out its programs/activities. Furthermore, the collaboration also arises due to limited budgetary funds from an institution, until with the collaboration the budget does not only come from one institution but other institutions involved in the collaboration.

Collaboration can also be said as an aspect of the development of government science, especially with the emergence of the concept of governance which emphasizes the involvement of

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several actors such as the government, the private sector, and the community in government administration. Collaboration can also be an alternative in developing interest group involvement and failure in managerialism of one institution or organization. The complexity that arises in its development results in conditions of interdependence between institutions and results in increased demand for collaboration

Furthermore, another more specific explanation was put forward by Ansell and Grash in Sudarmo that collaborative governance appears adaptively or deliberately created consciously for the reasons and importance of this concept as follows: (1). complexity and interdependence between institutions, (2) conflicts between interest groups that are latent and difficult to suppress, and (3) efforts to find new ways to achieve political legitimacy. (4) Failure to implement policies at the field level. (5) The inability of groups, mainly due to the separation of power regimes to use other institutional arenas to impede decisions. (6) Mobilization of interest groups. (7) The high cost and politicization of regulations (Junaedi, 2015:10).

The opinion above states that collaboration is carried out because of the complexity of the interdependence of each institution. Collaboration is also considered to arise due to the diversity of interests between each group, giving rise to a collaboration. Therefore, the collaboration can mobilize interest groups. Collaboration is considered to be a solution for the poor implementation of a program or activity carried out by only one institution, due to the limitations of that institution. Apart from this, collaboration is also considered as a solution to overcome the high cost of a program or activity

2.3. Dimensions of Collaborative Governance

Effective collaboration has pursued the achievement of client goals, improving inter-organizational relationships and organizational development. Mentioning these three different dimensions reflects the different types of organizational goals that are sought from inter-organizational collaboration as follows:.

“The first dimension, the achievement of client goals refers to the main goal of some public sector efforts to increase collaboration, namely obtaining resources that will improve services. Second, inter-organizational relationships are enhanced to capture both the collective benefits and the potential for organizational collaboration. If the organization in collaborative activities is equally good, it can increase social capital in the communities it serves. Better relationships between organizations work to increase problem-solving opportunities and pave the way for better future relationships. The third dimension, organizational development mostly directly benefits the organization. If collaboration enhances organizational development, it can increase its capacity to compete effectively on future contracts and can increase its ability to achieve its mission and goals.”

In the context of implementing collaborative governance in tourism development in local government, these collaboration dimensions need to be used as a reference in implementing collaborative practices. With the implementation of collaboration, there are efforts to develop tourism because of the involvement of human resources, namely collaborative governance actors. Collaboration in tourism development is also carried out to improve community welfare and regional development. Because in practice collaboration requires more than one actor involved. The relationship between actors in collaboration can also solve tourism development problems

which may not be able to be solved by one actor alone but may be solved by the roles of other actors. The implementation of this collaboration will also benefit each actor involved in tourism development. This is because each actor develops each other's capacity in the attractiveness of tourism development so that they can achieve their goals in tourism development

2.4. Tourism Management

Law Number 10 of 2009 concerning Tourism is a legal standing in the management and development of tourism in Indonesia. In this law, it is stipulated that the tourism industry business is divided into three parts; a. Tourism service business (tourist travel agency, travel agent, tour guide), b. Business of tourism facilities (providing accommodation, provision of food and drink, provision of tourist transportation for tourist areas), c. Entrepreneur of tourist objects and attractions (nature tourism, cultural tourism, special interest tourism).

Terry (2005:8) says that the management process is planning, organizing, actuating, motivating, controlling: First, Planning is the determination of the work that must be carried out to be able to realize and achieve established goals. Second, Organizing; includes dividing the components of the activities needed, dividing the task to a manager or leader to hold the grouping, and assigning authority among organizational units. Third, actuating or it can also be said as an activist movement that includes activities carried out by a leader to initiate and continue the activities determined by the planning and organizing elements so that goals are achieved. Fourth, Motivating, namely providing internal encouragement to organizational resources, so that these resources are maximally useful. Fifth, controlling is an effort to control the movement and mobility of the organization. Meanwhile, another management concept was put forward by Siagian (2002:44) that the management function includes planning, organizing, activation, controlling, and evaluation.

2.5. Tourism Development

According to Sastrayuda (2010:7) suggests that development planning includes:

- b) Participatory Planning approach, where all elements involved in planning and developing tourist attraction areas are included both theoretically and practically.
- c) Approach to the potential and characteristics of the availability of cultural products that can support the sustainability of the management of the tourist attraction area.
- d) The community empowerment approach is to provide opportunities for the community to develop their abilities in order to achieve both personal and group abilities.
- e) Regional approach, the inter-regional linkage factor is an important activity that can provide its potential as a part that must be owned and balanced in a planned manner.
- f) The potential optimization approach, in optimizing the existing potential in a village such as the development of cultural potential is still rarely touched or used as part of the indicators of development success.

According to Spillane in Sari (2011:45-47), there are five very important elements of the tourism industry, namely:

a) Attractions

Attractions can be classified into site attractions and event attractions. Site attractions are permanent physical attractions with fixed locations, namely tourist attractions in tourist destinations such as zoos, palaces, and museums. Meanwhile, event attractions are temporary

attractions and their locations can be changed or moved easily, such as festivals, exhibitions, or regional art performances.

b) Facilities (necessary facilities)

Facilities tend to be oriented towards attraction in a location because they must be located close to the market. During their stay in tourist destinations, tourists need to sleep, eat and drink, therefore lodging facilities are needed.

c) Infrastructure

Attractions and facilities cannot be easily reached if there is no basic infrastructure. The infrastructure development of an area is actually enjoyed by both tourists and the people who also live there, so there are benefits for residents who are not tourists.

d) Transportation

In tourism objects, the progress of the world of transportation or transportation is needed because it really determines the distance and time in a tourism trip. Transportation, both land, air, and sea transportation is a direct main element which is a dynamic stage of tourism phenomena.

e) Hospitality

Tourists who are in an unfamiliar environment need security guarantees, especially foreign tourists who need an overview of the tourist destinations they will visit. Therefore, the basic need for security and protection must be provided, and also the tenacity and friendliness of the tourism workforce need to be considered in order for to tourists feel safe and comfortable during their travels.

According to Mariotto in Arsyadha (2002:27) which are tourist objects and attractions are:

- a) Objects that are available and contained in the universe, the term tourism is called natural amenities.
- b) Man-made supply
- c) The way of life

The availability of tourist objects and tourist attractions is one of the conditions that must be available in tourism development. Because the object and tourist attraction is one of the attractions for tourists to come to visit. Thus, in developing tourism potential on Derawan Island, Berau Regency, it is necessary to pay attention to the potential of existing tourist objects and available tourist attractions. The opportunity was born because of the demand for tourists. Thus the arrival of tourists to an area will open up opportunities for the community to become entrepreneurs of hotels, guesthouses, homestays, restaurants, stalls, hawkers, facilities and sports, services, and others. These business opportunities will provide opportunities for coastal communities to work and at the same time can increase income to support household life (Suwanto in Aziz, 2003:17).

Furthermore, according to Suwanto in Aziz (2003:17) suggests that tourism growth has been able to provide various social, economic, and environmental benefits in various coastal areas. The tendency of tourists to enjoy tourism in coastal areas has encouraged growth in the region, resulting in more and more people being involved in tourism activities such as improving facilities and accessibility

2.6. Tourism Concept

Law Number 10 of 2009 concerning Tourism Article 1 states that the definition of tourism is everything related to the implementation of tourism. Thus, matters relating to objects and tourist

attractions visited, the means of transportation used, entertainment, social interaction between tourists and residents, and tourism businesses are included in the scope of tourism. Budianta (1993: 46) states that the notion of tourism is the overall activity of the government, business world, and society to regulate, manage and serve tourists. By referring to these sources, it can be concluded that the concept of tourism includes everything related to the management of tourism objects and attractions.

Fandeli (2001:37) provides an understanding that tourism is everything related to tourism, including the exploitation of tourist objects and attractions and related businesses in that field. The definition of tourism according to section 1 of article 3 of Law Number 10 of 2009 concerning Tourism is various kinds of tourism activities and is supported by various facilities and services provided by the community, businessmen, government, and local governments.

According to Mujadi (2009: 8), tourism means a trip or traveling that is done repeatedly or around. Thus from some of the definitions above, it can be concluded that tourism is a tourist activity outside the place of origin by visiting certain places for recreational purposes, studying the uniqueness of tourist attractions, religious or for business purposes supported by various facilities and services provided by the community, entrepreneurs. Central government and local government.

The principles of "proper tourism" according to Mapaung and Herman (2002:45-46), are as follows:

- a) Actively encourage the continuity of heritage in an area, culture, history, and nature.
- b) Emphasizing and displaying regional identity as something unique.
- c) It is carried out based on existing heritage interpretation skills.
- d) Empower local communities to interpret their heritage to guests.
- e) Building local people's sense of pride in their heritage and enhancing guest relations and service skills.
- f) Help maintains local lifestyles and values.
- g) Empowering local communities to plan and facilitate authentic and meaningful multiple-dimensional experiences for visitors.
- h) It is "intercultural" which means that guests and hosts alike receive a mutually enriching experience.
- i) Representing a program that can be applied at every level of tourism development and all tourism conditions.
- j) Displaying a "value-added" approach to tourism means increasing the depth and level of service provided to tourists.
- k) Displaying an approach towards sustainable tourism development. Because it emphasizes and respects the heritage of an area and empowers its population as a true basis for development.

2.7. Tourism Objects and Their Development

The definition of a tourist object proposed by Suwanto (2004:6) is a natural resource that has the potential and attractiveness for tourists and for fostering the love of nature, both in natural activities and after cultivation. According to Fandeli (2001: 58), a tourist attraction is the embodiment of human creation, way of life, art, culture, and the history of the nation and places or natural conditions that have an attraction for tourists to visit. Meanwhile, natural tourism objects are

tourist objects whose attractiveness comes from the beauty of natural resources and environmental management.

Furthermore, Samsuridjal (1997:20-21) suggests that the success or failure of a place to develop into a Tourist Destination Area (DTW) depends on four main factors, namely:

- b) Attractions are everything that is characteristic or unique and becomes an attraction for tourists to come to visit these tourist attractions.
- c) Accessibility (easy to reach) means that the place is close to the location or the availability of transportation to tourist attractions on a regular, frequent, cheap, comfortable and safe basis.
- d) Amenity (facilities) means the availability of facilities such as lodging places, restaurants, entertainment, local transportation that allows tourists to travel in that place as well as other means of communication.
- e) Tourism organization is to develop a framework for tourism development, regulate the tourism industry and promote the area so that it is known to people.

According to Yoeti (2006:177-178) what is important to note in the development of an area that becomes a tourist destination, to attract potential tourists to visit various markets, it must meet three conditions, namely:

- a) The area must have what is known as "something to see". That is, in that place, there must be a tourist attraction and tourist attraction, which is different from what is owned by other regions.
- b) The tourism object must have what is called the term "something to do". This means that many attractions can be seen and witnessed, recreational facilities must also be provided that can make tourists feel at home longer in these attractions.
- c) The tourism object must have what is known as "something to buy". This means that the tourist attraction must have shopping facilities, especially souvenir items and handicrafts from the community as souvenirs.

3. Methods

This type of research is qualitative. According to Sudarwan Danim and Darwis (2003), qualitative research procedures are flexible according to the situations and conditions in the field. The stages of his research are as follows: formulating the problem as the focus of research; collecting data; Analyze data; Formulate study results, and Making recommendations for decision making. Meanwhile, Anwar Hidayat (2012) said that five stages must be carried out by researchers if they want to conduct qualitative research, namely: Determining the problem; Formulate research questions; Gather relevant data; Conduct data analysis, and Answering research questions.

The purpose of writing this paper is to determine the implementation of Collaborative Governance in the tourism development of Derawan Island, Berau Regency. The focus of research is to limit qualitative studies and also to limit research, the aim is to limit which data are relevant and irrelevant (Moleong, 2010). This research was conducted in one of the tourist destinations in Derawan Island, Berau Regency by involving some key informants who are representatives of these agencies. Data collection is used through several stages including; document research, website tracking, interviews with key informants. This study uses an interactive model analysis from (Miles & Huberman, 1992) through four stages of analysis, as follows: data collection, data reduction, data display, conclusions, and verification. Referring to the opinion of Moleong (2000); Qualitative research requires standards to see the degree of trust or the truth of research results therefore, data must be checked through Credibility, Transferability, Dependability, and Confirmability

4. Results and Discussion

4.1. Derawan Island

Derawan is an island located in Berau Regency, East Borneo with an area of 44.6 hectares. To reach Derawan Island, you can use air and land routes. Choosing the air route, you can start from Samarinda or Balikpapan to Berau. Then continue by land to Tanjung Bantu, then cross by boat or speed boat to Derawan Island which takes about 3-4 hours. Meanwhile, the land route starts from Samarinda-Berau in about 12 hours. However, the route requires extra energy because the path is not easy. In these islands, there are several charming marine tourism objects, one of which is an underwater park that is in demand by domestic and foreign tourists. There are 4 famous islands in the Derawan Archipelago, namely Derawan, Maratua, Kakaban, and Sangalaki, which are the largest hawksbill and green turtle nesting sites in Asia. It should also be noted that this type of turtle is a rare and protected turtle (Wikipedia, 2016)

4.2. Local Government

According to Law Number 12 of 2008 concerning the Second Amendment to Law Number 32 of 2004 concerning Regional Government (State Gazette Number 59 and Supplement to State Gazette Number 4844), the so-called Regional Government is the administration of government affairs by the regional government and DPRD according to the principle of the widest possible autonomy in the system and principles of the Unitary State of the Republic of Indonesia as referred to in the 1945 Constitution of the Republic of Indonesia. The role of the Regional Government in supporting a participatory development policy is very important. This is because the Regional Government is a government agency that is most familiar with the potential of the region and also recognizes the needs of the local people (Soekanto, 2009: 245).

Government affairs under the authority of regional governments are divided into mandatory and optional matters. The implementation of mandatory government affairs guided by minimum service standards is carried out in stages and determined by the government. As the implementing regulation of Law No. 32 of 2004, Government Regulation No. 38 of 2007 was made concerning the Division of Government Affairs between the Government, Provincial Governments, and Regency/City Regional Governments. Section 6 article (2) reads that government affairs as referred to in paragraph (1) consist of mandatory and optional affairs. The affairs of choice as referred to in Article 7 paragraph (4), including marine and fishery; Agriculture; forestry; energy and Mineral Resources; tourist; industry; trading; and transmigration.

4.3. Society

According to Syafutrieza (2011) states that community involvement has a very broad meaning. All experts say that community participation or participation is essentially based on attitudes and behavior but the boundaries are not clear, but they are easy to feel, understand and practice but difficult to formulate. Community participation is the participation of individuals, families, and community groups in every movement of health efforts which is also the responsibility of the health of themselves, their families, and the community.

According to Isbandi in Sinulingga (2014: 22-23), community participation is community participation in the process of identifying problems and potentials that exist in the community, selecting and making decisions about alternative solutions to deal with problems, and community

involvement in the process of evaluating changes that occur. Participation or community participation in (rural) development is the actualization of the willingness and willingness of the general members to sacrifice and contribute to the implementation of the project to be implemented. Increasing community participation is one form of active community empowerment that is oriented towards achieving development outcomes carried out in the community. With community participation, development planning is sought to be more focused, meaning that the development plans or programs that are prepared are by what is needed by the community.

According to Ndaha in Sinulingga (2014: 25) states that improving conditions and improving people's living standards can move the community's role in development, these efforts, namely:

- a) Adapted to the real needs of the community.
- b) Served as a stimulus to the community that serves to encourage the emergence of the desired answer.
- c) It is used as a motivation for the community which functions to generate the desired behavior continuously.

In addition to the methods above, the role of the community can be mobilized through:

- k) Village development projects that are designed to be simple and easy to manage by the community.
- l) Organizations and institutions capable of mobilizing and channeling community aspirations.
- m) Increasing the role of the community in development.

4.4.Private Sector

According to Damanik in Sinulingga (2014:29-31) states that in the tourism market many actors are involved. Although their roles are different, they must be taken into account in tourism development, namely:

a) Travelers

Tourists are consumers or users of products and services. With different motives and backgrounds, tourists are the ones who create demand for tourism products and services. In this case, it is understandable why an area or country with high tourism intensity, on the other hand, another region or country only occupies a position as a recipient of tourists or a service provider.

b) Tourism Industry

The tourism industry is all businesses that produce goods and services for tourism. The tourism industry can be divided into:

- (1) Direct actors, namely tourism businesses that offer services directly to tourists. For instance hotels, restaurants, travel agencies, tourist information centers, and entertainment attractions.
- (2) Indirect actors, namely businesses that specialize in products that indirectly support tourism. Examples: handicraft businesses, tourist guide sheets, and so on.

c) Government

The government has the authority to regulate, provide and allocate various infrastructures related to tourism needs. The government is also responsible for determining policy directions, which serve as a guide for other stakeholders who play their respective roles in tourism. In carrying out its role, the government needs to develop a clear plan. No less important is the consistency between the plan and implementation.

d) Local Community

Local communities, especially indigenous people who live in tourist areas, are one of the keys to tourism because they are the ones who provide most of the attractions as well as determine the quality of tourism products, such as traditional ceremonies, handicrafts, and cleanliness of tourist destinations. In addition, the local community is the direct owner of the attractions that are visited and consumed by tourists. Art being one of the tourist attractions is also almost entirely theirs. Not infrequently these local communities were already involved in the management of tourism activities before any development and planning activities took place. Local communities usually have local traditions and wisdom in the maintenance of tourism resources.

e) Non-Governmental Organizations

Many NGOs, both local, regional and international, carry out activities in tourist areas. This non-governmental organization has carried out its activities both in particular and in collaboration with the community.

4.5. Implementation of Tourism Development

The success of the tourism sector, especially in Berau Regency, of course, is determined by many things, such as the implementation of Collaborative Governance and all actors directly involved as Government, Community, and Private Sector who are affected by the implementation of Collaborative Governance related to tourism. According to Law Number 12 of 2008 concerning the Second Amendment to Law Number 32 of 2004 concerning Regional Government (State Gazette Number 59 and Supplement to State Gazette Number 4844), the so-called Regional Government is the administration of government affairs by the regional government and DPRD according to the principle of the widest possible autonomy in the system and principles of the Unitary State of the Republic of Indonesia as referred to in the 1945 Constitution of the Republic of Indonesia. The role of the Regional Government in supporting a participatory development policy is the most important. This is because the Regional Government is the government agency that best recognizes the potential of the region and also recognizes the needs of the local people.

The private sector is one of the actors engaged in the tourism sector whose duties and authorities are regulated by local governments. The presence of the private sector in tourism is expected to be able to help the government to advance the Derawan island tourism sector at the national and regional levels in the eyes of the international world. As an independent private sector, of course, the tourism private sector must be able to innovate and accelerate to develop of the Derawan Island tourism sector because the benefits of developing the tourism sector are not only for increasing regional income (PAD) but also the most important of regional development is being able to be beneficial. good for the welfare of the surrounding community and several fields such as: useful in the field of nature conservation, tourism, economics, and employment. The private sector and local communities, apart from being partners with the government, the private sector and society also have a function as a tourism coordinator carried out by the business world, both at the center and in the regions.

4.6. Implementation of Collaborative Governance

Collaboration means cooperating with other people. This implies that both actors and individuals, groups, or organizations cooperate in some activities. In collaborative governance

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according to Ansell and Gast, an arrangement that regulates one or more public institutions together with non-state actors and stakeholders is directly involved in the collective decision-making process that is formal, consensus-oriented, and deliberation aimed at making or implementing public policies. or managing public programs or assets (Ansell and Gash, 2007): This definition emphasizes six important criteria, namely:

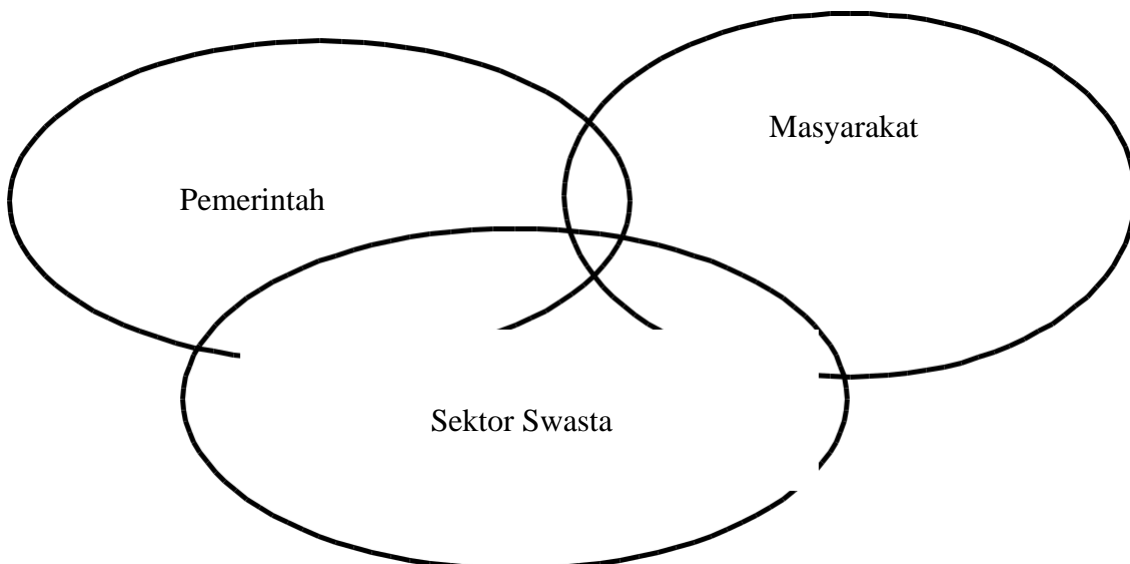
- a) Forums initiated by public institutions. Participants in the forum include non-state actors
- b) Participants are directly involved in decision making and not only consult with public institutions.
- c) Forums are officially organized and meet collectively.
- d) The forum aims to make decisions by consensus (even if consensus is not achieved in practice).
- e) The focus of collaboration on public policy or public management.

Thus, the collaborative aspects of government according to Walter and Petr (2000: 495), are collaborative as a formal activity, which involves joint activities, joint structure, and various resources. The collaborative model process develops gradually. Gray formulated a three-step collaborative process, namely problem influence, direction determination, and implementation. Ansel and Gash (2007) show that the collaborative process is divided into;

- a) Face-to-face dialogue
- b) Building trust between government and stakeholders
- c) Commitment and
- d) There is a common understanding between all stakeholders.

Referring to the concepts and theories according to the experts above, in carrying out its authorities and duties the Berau Regency Government involves various elements consisting of implementers, such as the government, the private sector, and the community. The following can be seen the pattern of the relationship between the three domains in the Government Collaborative in determining the direction of tourism policy in Berau Regency:

Picture. 3.2. Policy Implementation, Collaborative Governance Relation Patterns in the Direction of Derawan Island Tourism Development in Berau Regency



In carrying out the implementation of Collaborative Governance in the tourism development of Derawan Island, the three actors already have their respective duties and functions, starting from the government which develops tourism in all respects and in general. As for the Private Sector, Tourism has the authority that has been determined based on regulations that have been built and formed by the government and the community to provide most of the attractions while determining the quality of tourism products, such as traditional ceremonies, handicrafts, and cleanliness of tourist destinations. In addition, the local community is the direct owner of the attractions that are visited and consumed by tourists.

In terms of developing Derawan Island tourism, it is an activity carried out by collaborative governance actors to attract domestic and foreign tourists to come to Berau Regency with the result that community welfare and advanced regional development can be realized. This tourism development activity is carried out in various ways through the implementation of collaborative governance and then applied in the form of developing accessibility, amenities, and tourism attractions.

Accessibility is the means and infrastructure to get to a destination. Access to sea transportation, the availability of safety facilities and equipment are important aspects of a marine tourism destination. It should also be noted that access to good transportation is not enough without being accompanied by the availability of facilities. For individual tourists, public transportation is very important because most of them arrange their trips without the help of travel agents, so as they are very dependent on public facilities and facilities.

Amenity is all supporting facilities that can meet the needs and desires of tourists while in a tourist destination. Amenity relates to the availability of accommodation facilities to stay overnight as well as restaurants or stalls to eat and drink.

Attraction is the main product of a destination. Attractions related to what to see and what to do. Attractions can be in the form of natural beauty and uniqueness, local community culture, historical building heritage, and artificial attractions such as games and entertainment facilities. An attraction should have a high value of differentiation. Unique and different from other regions or regions.

From the results of the writing and field actualization which is based on the conceptual framework, we can find facts that tourism development is carried out by the master plan to increase the tourist attraction of Derawan Island. Good collaboration between the government, the community, and the private sector will have a positive impact on tourism development so that community welfare and regional development can be realized. The results of the collaboration of the government, the community, and the private sector on the development of Derawan Island, Berau Regency, East Borneo Province based on field observations through the identification of potentials and obstacles, including:

- a) Accessibility, supporting factors include the government, the community together also pay attention that access to good transportation is not enough without being accompanied by the availability of facilities. Inhibiting factors include: Land transportation access from the capital city of Berau Regency to Tanjung Batu Village, Derawan Island District, is very far and crosses the sea to get to Derawan Island, the availability of safety facilities and equipment for sea

transportation access is lacking, transportation access takes a long time. and relatively high costs and allegations of illegal levies (extortion).

- b) Amenities, supporting factors include accommodation in the tourist attraction area of Derawan Island following the tourism market in the form of mass tourism, accommodation managed by the community in the form of homestays and inns, coaching and training to the community related to how to manage good lodging and by standards tourism, public facilities in the Derawan Island tourist attraction, the government has provided facilities that suit the needs of tourists, the people of the Derawan Island tourist area are known to be friendly and open and accommodation in terms of service (hospitality) is feasible. Derawan follows the tourism market in the form of mass tourism. Accommodations managed by the community are in the form of homestays and inns. The government provides guidance and training to the community regarding how to manage good lodging and by tourism standards. And regarding the public facilities in Derawan Island tourist attraction, the government has provided facilities that suit the needs of tourists. Inhibiting factors include the scarcity of tour guides and security officers around tourist sites and the lack of funds to run programs such as promotional activities.
- c) Attractions, supporting factors include: the beauty of the beach, an underwater charm that stores underwater diversity, beach atmosphere, there are many resorts or homestays, can swim on the beach, do diving or diving and snorkeling, and Berau district is known as marine tourism. Inhibiting factors include unpredictable weather conditions around the location.

5. Conclusions

Based on the description of the results of the writing and the results of the discussions that have been stated in previous chapters, the authors can draw the following conclusions:

1. Implementation of Collaborative Governance in the governance of Derawan Island tourism development in the Government can make a positive contribution to the development and progress of the tourism sector in the Berau Regency area.
2. The position of the Private and Community Sector is as a working partner of the local government in developing Derawan Island tourism.
3. Tourism Development in Derawan Island has been well developed but still needs improvement in the tourism infrastructure sector and collaboration between the government, the community and the tourism private sector. The government is trying to fulfill the facilities and infrastructure by the tourist needs of Derawan Island even though the existing facilities and infrastructure are not adequate. The development of facilities and infrastructure is carried out by the master plan to increase the tourist attraction of Derawan Island. Good collaboration between the government, the community and the private sector will have a positive impact on tourism development.

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PARIWISATA BERKELANJUTAN

Nihi Sumba Resort's Sustainable Tourism Development Strategy in Maintaining its Image as the World's Best Hotel

Daniel Dairu Djowa^{1*}, Monika Wutun², and Sylvania S.E.Mandaru³

¹ Universitas Nusa Cendana, Adi Sucipto Street, Penfui Kupang, East Nusa Tenggara, Indonesia.

² Universitas Nusa Cendana, Adi Sucipto Street, Penfui Kupang East Nusa Tenggara, Indonesia.

³ Universitas Nusa Cendana, Adi Sucipto Street, Penfui Kupang East Nusa Tenggara, Indonesia.

*monika.wutun@staf.undana.ac.id

Abstract.

Nihi Sumba Resort is located on the south coast of Sumba, Hobawawi Village, Wanokaka District, West Sumba Regency, East Nusa Tenggara Province. It is one of the best hotels in the world according to the Travel+Leisure travel magazine based in the United States. Nihi Sumba Resort Management needs strategy to maintain this particular image. The main aim of this research is to describe the strategy carried out by the management of Nihi Sumba in maintaining its image. The research method used is a case study. Additionally, the image theory from Frank Jefkins was used to explain, predict and understand the phenomena. The research informants are hotel management, local government and the nearby community. The results of the study found that the strategy carried out to maintain the image was that Nihi Sumba carried the concept of sustainable tourism that was friendly to three main elements, such as human friendly, nature friendly and environmentally friendly. These three elements are in line with the principles of sustainable tourism development, namely Ecological Sustainability; Social and Cultural Sustainability; and Economic Sustainability. Nihi Sumba also carries the concept of ecotourism by preserving nature, leaving the surrounding environment as natural as possible and hotel guests will really feel they are in the savanna of Sumba Island or enjoying the waves on the Nihiwatu beach or mortal stone. Hotel architecture and infrastructure highlighted the locality of Sumba culture that also can be seen when hotel guests visit traditional villages and witness firsthand the lives of the Sumbanese people. The management of Nihi Sumba employs local residents with a number of up to 90% of the total employees. Furthermore, the management of Nihi Sumba also acquire support from the Government, the West Sumba community, the international community as well as other tourism industry sectors. Therefore, so that this support is in line with the concept of sustainable tourism in order to maintain the image of the world's best hotels, innovative approach is needed in optimizing the socio-cultural aspects of the community beyond the beautiful natural aspects.

Keywords: Nihi Sumba, sustainable tourism, ecotourism, Image.

1. Introduction

Indonesia is a country that is profoundly rich in natural beauty, biodiversity and culture. The location of Indonesia which is crossed by the equator and between the continents of Asia and Australia and flanked by two oceans namely the Pacific Ocean and the Indian Ocean makes Indonesia known as an archipelagic country. Indonesia has 17,499 islands with a total area of around 7.81 million kilometers spread over 34 provinces (Pratama, 2020).

This reality makes Indonesia a pluralist country with the national motto "Bhineka Tunggal Ika" which means different but still one. In addition to having a dense population and large area, Indonesia has a nature that supports the second largest level of biodiversity in the world. This diversity in Indonesia is very attractive to tourists from within and outside the country. Because Indonesia's tourism potential is currently developing in a positive direction. The tourism sector is the fourth largest foreign exchange earner after the oil and gas, coal, and palm oil sectors. In addition, Indonesia's tourism world ranking has increased in recent years. The government through the Ministry of Tourism and Creative Economy is aggressively promoting tourism to achieve the set targets. The natural beauty of various cultures makes Indonesia has a lot of potential and tourist destinations to make it happen.

Indonesia does have to compete with tourism in other Southeast Asian countries such as Thailand, Singapore, and Malaysia, which have become major tourist destinations. The recognition of Thailand, Singapore, and Malaysia as the main tourist destinations cannot be separated from the branding attached to the country's tourism. Thailand is known for its Amazing Thailand branding, Singapore is known for its "Your Singapore" branding, and Malaysia is known for its "Truly Asia" branding.

Therefore, Indonesian tourism branding is important in promoting tourism, especially regarding the concept of sustainable tourism development. With the Wonderful Indonesia branding, Indonesian tourism has achieved achievements including, the increasing number of foreign and domestic tourists visiting tourist attractions in Indonesia, which initially amounted to 7.6 million in 2011, then based on the performance report of the Ministry of Tourism in 2017 it became 14.04 million visitors. Tourist visits, especially foreign tourists (tourists) to Indonesia through all entrances in 2020 amounted to 4,052,923 visits or decreased by 74.84% compared to 2019 which amounted to 16,108,600 visits. (Kemenparekraf/Baparekraf, 2021). This decline is normal due to the people of Indonesia and the world are starting a new life order with the Covid-19 pandemic.

What about tourism potential and visits in East Nusa Tenggara (NTT)? Indeed, this research is not directed to examine the number of tourist visits with the Covid-19 pandemic situation, but this research is directed to examine aspects of sustainable tourism development. It must be acknowledged that the NTT Province is an attractive tourism destination and saves natural beauty. The Indonesian government has designated the province of East Nusa Tenggara to be the new leading tourism area in eastern Indonesia from 2007 to the present. The stipulation aims to make NTT the gateway to the Asia-Pacific region based on specific tourism, arts and culture.

The province of East Nusa Tenggara consists of various large islands and small islands totaling 624 islands which are rich with variations in natural conditions and cultural nuances (NTT, 2020). The largest islands are known by the acronym FLOBAMORA or Flores, Sumba, Timor and Alor. This potential is optimized by the Provincial Government to develop tourism potential by

trying to build community-based tourism promotion through tourism communities formed in various districts/cities.

One of the islands in NTT that has tourism potential that attracts domestic and foreign tourists is Sumba Island. Sumba Island is a tourism destination that has an attraction and panorama of natural beauty and beaches as a potential area for sustainable tourism development. Sumba Island has a variety of attractions and uniqueness that cannot be found in other areas such as the Pasola rite, Nyale traditional procession, Weekuri Lake, Walakiri Beach, Waimarang Waterfall, Wairinding Hill, Lapopu Waterfall, Waru Wora Traditional Village, Ratenggaro Traditional Village and also Nihi Watu Beach which is famous for Nihi Watu Hotel. The hotel is now renamed Nihi Sumba Resort. Nihi Sumba Resort was awarded the title of the world's best hotel by the United States-based Travel+Leisure magazine as the #1 Hotel in the world in 2016 and Best Hotel in The World in 2017. This award has made the Indonesian tourism industry gained a world-class reputation.

Nihi Sumba Resort is located on the southern coast of the island of Sumba, precisely in Hoba Wawi Village, Wanokaka District, West Sumba Regency, East Nusa Tenggara Province, Indonesia. Resort Nihi Sumba is a coastal area protected by a dense savanna forest. This area is located on a rocky plain with a topographical slope that is not too steep. The natural beauty of Nihi Sumba Resort which has 33 villa accommodations equipped with private swimming pools adds to the comfort of hotel guests (data source: interview with General Manager of Nihi, Cara Stoffel on August 05, 2020). This data when compared with data on the official website of Nihi.com, the data is distributed there are 28 unique villa designs with private swimming pools. In addition, the architecture of the typical Sumbanese traditional building is also a distinctive feature of Nihi Sumba Resort. A variety of interesting services are offered ranging from body treatments through spa safari packages, to day trips to the island where hotel guests can explore trekking packages known as Land Experiences to various hidden waterfalls, beautiful rice fields, and visit the villages of the traditional village site. to explore the culture and work of local artists. They can also enjoy lunch accompanied by natural scenery along with a complete picnic package with young coconut ice dinner, on the edge of the beach with a private nuance.

Therefore, until 2021, the Nihi Sumba Resort Management's strategy to maintain its image as the world's best hotel is not only related to financial aspects, but they prioritize the trilogy of sustainable tourism that is friendly to humans, nature and the environment. Nihi Sumba Resort combines luxury with local wisdom and elements of local culture, thus presenting a unique charm as a blend of natural beauty, local wisdom and ecotourism.

Nihi Sumba Resort is not only incidental in tourism development, but is sustainable because it has become a company commitment. This has been integrated as a moral call in the company's management to participate in development in the surrounding area in particular West Sumba Regency, and Sumba Island in general. The initiation of Nihi Sumba Resort in carrying out its program activities is driven by three factors, namely as a form of moral calling to improve the company's image and gain economic benefits. The existence of the Nihi Sumba Resort business which prioritizes ecotourism has an impact on the development of social, economic, and ecological aspects in Sumba. This thought prompted the Research Team to examine how the management of Nihi Sumba Resort implements a sustainable tourism development strategy to maintain its image as the best hotel in the world.

Communication is a construction made by humans, such as clay that can be shaped anything or water that can fill a container regardless of its shape. Communication is something that can be

said to be vital in everyday life. With communication we can know or understand one another. In addition, communication can be used as a propaganda tool to achieve a goal. Communication itself can be divided into two, namely interpersonal communication and organizational communication (Hamid & Budiarto, 2016).

While the concept of tourism according to Kamus Besar Bahasa Indonesia (KBBI), tourism is defined as relating to travel for recreation; travel; or tourism (Badan Pengembangan dan Pembinaan Bahasa, 2016). Meanwhile, Law Number 10 of 2009 concerning Tourism limits the notion of tourism as various kinds of tourism activities and is supported by various facilities and services provided by the community, entrepreneurs, the Government, and Regional Governments. So, tourism can simply be understood as a travel activity to various places or objects for recreation that has the opportunity to involve many people or business fields.

Tourism communication develops with the merging of several disciplines in one study of communication and tourism. The study of tourism communication has a biological closeness to the studies of communication and tourism that gave birth to it. Communication contributes theories of persuasive communication, mass communication theory, interpersonal and group communication theory. Meanwhile, tourism contributes to the field of tourism marketing studies, tourism destinations, accessibility to destinations and human resources as well as tourism institutions. Tourism communication allows us to get to know new and good places to visit (Bungin, 2015).

Bill Canton on Soemirat and Ardianto (2010) defines image as: image: the impression, the feeling, the conception which the public has of a company; a consciously created impression of an object, person or organization. (Image is the impression, feeling, public self-image of a company; a deliberately created impression of an object, person or organization). Sukatendel argues, the image needs to be created intentionally to have a positive value. The image itself is one of the most important assets of a company or organization (favorable opinion) (Soemirat & Ardianto, 2010).

Frank Jefkins stated 5 images on his book Public Relations (1984) and Essential of Public Relations (1998) quoted by Soemirat and Ardianto (2010) as follows:

- 1) Mirror Image is the image attached to people or members of the organization, and the image held by insiders regarding the outside view of the organization. The shadow image is almost always inaccurate, or does not correspond to the actual reality.
- 2) Current Image is the opposite of the shadow image or view held by outsiders about an organization.
- 3) Wish Image is an image desired by management. This image is also not the same as the actual image. Usually the expected image is better or more pleasant than the existing image.
- 4) Corporate Image is the image of an organization as a whole. A business entity that has a positive corporate image is easier to sell its products or services.
- 5) Multiple Image : An organization can have image variations due to internal factors of the organization itself or by external factors that can make an organization imaged differently (Soemirat & Ardianto, 2010).

Brand image is a set of beliefs in a name, symbol / design and the impression that a person has of a brand that is obtained based on information about the facts who then use the brand, so that the impression that appears is relatively long-term formed in the minds of consumers. According to Shiffman et al (2010) mentioning the factors forming a brand image are as follows:

1. Quality, related to the quality of products offered by manufacturers with certain brands.

2. Can be trusted or relied upon, relating to opinions and agreements formed by the community about a product that is consumed.
3. Usefulness or benefits, which are related to the function of a product that can be utilized by consumers
4. Service, which relates to the task of producers in serving their consumers.
5. The risk is related to the profit and loss experienced by consumers.
6. Price, in this case related to the high or low or the least amount of money spent by consumers to influence a product, can also affect the long-term image..
7. Image, which is owned by the brand itself, which is in the form of customers, opportunities and information related to a brand of a particular product (Schiffman et al., 2010)

According to Timmerman, brand image is often conceptualized as a collection of all associations associated with a brand. Brand image consists of: (1) Physical factors: characteristics of the brand, such as packaging design, logo, brand name, function and product use of the brand. Additionally, (2) Psychological factors: shaped by emotions, beliefs, values, personality that are considered by consumers to describe the product of the brand (Noble, 1999).

On Book of Professional Hotel Front liner (Hotel front office) Determining the type of hotel cannot be separated from customer needs, characteristics, or characteristics possessed by tourists as users (Tarmoezi & Manurung, 2000). Based on their location, hotels can be grouped as follows:

- a. City Hotel which are located in urban areas, are usually reserved for people who intend to stay temporarily (transit). City Hotel is also known as a transit hotel because it is usually inhabited by business people who take advantage of the facilities and business services provided by the hotel.
- b. Residential Hotel, the hotel is located in a suburban area of a large city away from the hustle and bustle of the city, but easy to reach places for business activities. This hotel is located in quiet areas, because it is intended for people who want to stay for a long time. By itself this hotel is equipped with complete facilities for all family members.
- c. Resort, Hotels located in mountainous areas (mountain hotels) or on the beach (beach hotels), by the lake or by the river. Hotels like this are mainly intended for families who want to rest on holidays or for those who want to relax.
- d. Motel (Motor Hotel) Hotels located on the outskirts of or along the highway that connects one city to another, or on the outskirts of the highway close to the gate or big city limits. This hotel is intended as a temporary resting place for those who travel by public transportation or private car. Therefore, this type of hotel provides garage facilities for cars (Tarmoezi & Manurung, 2000).

The concept of Sustainable Development, introduced by the World Commission on Environment and development (WCAD in the Brunlad Report in 1987), states that, "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs". From the statement it is understood that Sustainable Development is part of sustainable development by considering the needs of the present without neglecting the ability of future generations to meet their needs. Likewise, the WTO (World Trade Organization) puts forward the principles of development which include, Ecological Sustainability; Social and Cultural Sustainability; and Economic Sustainability, both for current and future generations (Indrawati, 2017).

The concept of sustainable tourism development begins with the concept of sustainable development. So far, we are familiar with the conventional that states that sustainable development is one that meets the needs of the present without compromising the ability of the future generations to meet their own needs. which will come. Sustainable development in its goals must adhere to three basic principles, namely: (1) Ecological sustainability; (2) Socio-cultural sustainability; and (3) economic sustainability where development is able to meet the needs of the present without compromising the ability of future generations to meet their needs. (https://sinta.unud.ac.id/uploads/dokumen_dir/045de673d0d0a4e2688b32278b4c1823.pdf)

The concept of sustainability can be broken down into three aspects of understanding (Harris, 2000) :

- a) Economic sustainability is defined as development that is able to produce goods and services continuously to maintain government sustainability and avoid sectoral imbalances that can damage agricultural and industrial production.
- b) Environmental sustainability: An environmental sustainability system must be able to maintain stable resources, avoid exploitation of natural resources and environmental absorption functions. This concept also concerns the maintenance of biological diversity, stability of air space, and other ecosystem functions that are not included in the category of economic resources.
- c) Social sustainability, social sustainability is defined as a system capable of achieving equality, providing social services including health, education, gender, and political accountability.

Wall, emphasized sustainable tourism development not only on ecology and economy, but also on cultural sustainability because culture is also an important resource in tourism development. The concept of sustainable development was then adapted by Burns and Holder for the tourism sector as a model that integrates the physical environment (Place), the cultural environment (Host community), and tourists (visitors). (Indrawati, 2017).

To fulfill the achievement of sustainable tourism development, Burns and Holder construct this through 7 principles (references). Firstly, the environment has intrinsic value which can also function as a tourism asset. Its use is not only for short-term interests but also for the benefit of future generations; Secondly, tourism must be introduced as a positive activity that provides mutual benefits to the community, the environment, and the tourists themselves; Thirdly, the relationship between tourism and the environment must be made in such a way that the environment is sustainable in the long term. Tourism must not destroy natural resources so that they can still be enjoyed by future generations or have an acceptable impact; Fourthly, tourism and development activities must pay attention to the scale/size of nature and the character of the places where these activities are carried out; Fifthly, in other locations, harmony must be established between the needs of tourists, place/environment, and society; Sixthly, a world that tends to be dynamic and full of change can always provide benefits. Adaptation to change, however, should not depart from these principles. Lastly, the tourism industry, local government, and non-governmental organizations (NGOs) who care about the environment, all have a duty to care about the above principles and work together to realize them.

2. Method

This research is a qualitative research with a case study approach which is directed to analyze sustainable tourism strategies in maintaining the image of Nihi Sumba Resort as the Best Hotel in the World. Case study is one of the strategies and methods of qualitative data analysis that emphasizes special cases that occur in the object of analysis (Bungin, 2010). In a case study, the researcher tries to examine an individual or a unit in depth. Researchers try to find all the important variables that underlie the emergence and development of important variables of a case. The researcher tries to collect data regarding the individual or unit being studied regarding the symptoms that existed when the research was carried out, past experiences, their living environment and how these factors relate to each other (Arikunto, 2010).

Purposive sampling technique was used to interview four groups of informants, namely the Management of Nihi Sumba Resort, Employees/Staff of Nihi Sumba Resort, Head of the West Sumba Regency Tourism Office, Head of Hobawasi Village and Hobawawi Village Community. Data collection techniques were carried out by in-depth interviews, documentation studies and observations. The instruments used in making observations are checklists, rating scales, anecdotal records, periodic notes, and mechanical devices (Moleong, 2010).

The data analysis technique used in this research is an Interactive Model of Analysis. According to Miles and Huberman, data analysis techniques consist of data collection, the next step is data reduction, because the data obtained from the field is quite large so it needs to be recorded carefully and in detail. The third step is the presentation of data (data display) which can be done in the form of a brief description, a chart of relationships between categories, flowcharts and the preference. The step that is usually done most often in qualitative research is to present data with narrative text (Sugiyono, 2011).

3. Results and Discussion

3.1. Tourism at Nihi Sumba Resort.

Nihi Sumba with the initial name Nihi Watu, was founded by Claude Graves who was born in Germany and his wife Petra in 1998. At first, they went to Sumba to look for surfing locations and were made to fall in love with the beauty of its beaches. They then interacted and made friends with the local people of Sumba to build a resort with a total of 8 villas. This resort was named Nihi Watu.

When traveling to Nihi Sumba, the land tour packages that tourists can do include the Sumba Expedition, Blue Waterfall Trek, Wanukaka River Adventure, Rice Island Trek and Brunch, Nihioka Trek and Breakfast, Lamboya Highlands Trek, and Nihioka Spa Safar. The Sumba Sea is not only beautiful, interesting and challenging to conquer. Activities that can be done include surfing, kitesurfing, hydrofoiling, fishing, spearfishing, swimming with horses, survival apnea, snorkeling, and boat cruise. Guests can also do culinary activities, including learning mixology to Indonesian culinary specialties. Those who want to relax can also do yoga, meditation, and spa activities.

Nihi Watu is a name taken from the language of the local community (Sumba) which consists of two syllables, namely "Nihi" which means mortar (in Bahasa Indonesia) and "Watu" which means stone (in Bahasa Indonesia). Nihiwatu Beach, which means "stone mortar," was named by the early inhabitants of the isolated rock formations along the high tide line. The cemetery is called Resort Nihiwatu for all the surrounding areas. However, in 2012 the company changed its

*FISIP, University of Jember presented the International Conference and Call Papers 2021
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name to Nihi Sumba. At the time of the name change, Claude had sold his resort to US entrepreneur Christopher Burch who now manages the resort with Managing Partner James McBride who has experience in the hospitality sector. Since then the resort development has been carried out, until now it has reached the total of 28 villas (Nihi.com, 2021b)

Nihi Sumba Resort carries a vision: To improve the livelihoods of local people and protect the valuable ecosystems on the island of Sumba. Meanwhile, the Mission of this Resort consists of three, namely 1) Carrying out environmentally friendly tourism activities by upholding the cultural values of the Sumbanese people; 2) Provide benefits to the local community by jointly introducing the island of Sumba in the eyes of the world. While the slogan carried is "The Edge of Wildness". The meaning of the slogan is to explain the existence of Resort Nihi Sumba which is located on the edge of the wilderness which is unique for an adventurous spirit who wants to unite with nature. If you want to visit this resort, describe life with freedom to enjoy the wild nature and culture of the unspoiled Sumba community.

Travel + Leisure readers have voted NIHI Sumba as the number one hotel in the world, across all categories, in 2016 & 2017 receiving the World's Best Award. Of course, time has passed, but when looking for information about Nihi Sumba, it still looks interesting to study, even it seems luxurious and difficult to reach for local people. The existence of Nihi Sumba as a world-class tourist attraction makes the Research Team seek to examine what strategies are used in order to maintain its image as the World's Best Hotel. The research team found that tourism in Nihi Sumba is not only oriented to the financial aspect, but more than that, management is very concerned about tourism sustainability with three mainstay aspects, namely Ecological Sustainability; Social and Cultural Sustainability; and Economic Sustainability which is understood as a Sustainable Tourism strategy.

3.2. Strategy to Maintain the Image of Nihi Sumba Resort as the World's Best Hotel

To know the strategy to maintain the image, of course, a mapping is needed first about the advantages of this Nihi Sumba Resort. This advantage is a tourist attraction. Cara Stoffel, General Manager of Nihi Sumba Resort, explained the advantages of Nihi Sumba when interviewed at the resort on August 5, 2020:

"Our advantage is that we built this resort, based on the concept of ecotourism or with local wisdom, environmentally friendly and a blend of cultural elements that blend with the local customs of the Sumbanese people. In particular, such as the shape of our resort building, resembling a traditional Sumbanese house, using local resource base materials in each property the interior of each of our facilities is designed in authentic and antique local materials. We are also developing local community-based tourism by involving our resort guests to experience firsthand the culture of the Sumbanese people which is still unique today. As for lodging rooms, we have a villa concept in the form of a tree house. This villa is located on a cliff and faces directly to the Indian Ocean from the south side. In addition, there are more than 33 villa accommodations with private pools and beautiful views of the Nihi Sumba resort beach."

Stoffel also describes tour packages that hotel guests can enjoy as part of a strategy to maintain the resort's image because this package is an integral part of the overall experience of tourists exploring the earth of Sumba. Nihi Sumba offers a variety of services that guests can enjoy themselves, such as surfing, kite surfing, fishing, snorkeling, paddle boarding, horse back riding,

Sumba sunset, nihi oka spa safari. In addition, a private beach is provided for guests who want to enjoy it. This private beach is the main attraction of Nihi Sumba. The management of Nihi Sumba also strives to satisfy the wishes of guests to be able to visit and mingle directly with the Sumbanese people outside the resort area, be it natural attractions such as waterfall panoramas, hoba Kalla panoramas, lapale panoramas, marine tourism objects such as kerewei beach, marosi beach, beach pahiwi, dassang beach rua beach. In addition, cultural attractions such as visiting the weiwuang site village, weihola traditional village, weigali traditional village, praigoli village, sodana village, pasola attraction village, bijalung shark paana, or seeing the work of local community tie weaving artists add to the advantages of tourism in Nihi Sumba. The objects mentioned earlier spread around the resort.

Protection of the privacy and comfort of guests is highly respected at this resort. Hotel employees are instilled in being friendly and serving the wishes and needs of guests appropriately. During working hours employees are not allowed to use mobile phones as a management SOP that has been implemented and implemented by every employee. This is done so that guests feel that their privacy is respected and enjoy a comfortable holiday. Another thing that adds value to this Resort, according to the General Manager, Cara Stoffel is the employees, most of whom are local Sumbanese, even the number can reach 90% of the total employees.

Recognition of the various advantages of the resort, the policies made as SOPs that must be obeyed by employees and the mission to always make guests able to enjoy their travel time in comfort and privacy were also conveyed by employees. Paulus H.Lewa, an employee who works at the Nihi Sumba Resort, who was interviewed on August 10, 2020 at the resort location, revealed his experience in carrying out tasks.

"In accordance with our position as staff, we also know deeply about this tourist attraction and what is being developed by the Nihi Sumba resort management. We work according to our respective duties. We are placed in every villa and in several tourist objects inside the resort and outside the resort. As far as I know, our resorts are developed according to local wisdom and are also environmentally friendly using local resources. In carrying out our duties, we are always directed how to work on time, because we also work in shifts, namely day and night according to the instructions from the resort management. We are also of course taught to strive for friendly service to every guest who comes by not disappointing our guests, when they want to enjoy our tour package accommodations."

As an employee, Paulus knows and is aware of the image of Nihi Sumba Resort as the Best Hotel in the World so that they as staff are always friendly with the environment and preserve the natural environment. Nature is treated as a precious heritage as the slogan "The edge of wildness".

One of the Nihi Sumba Resort staff, Kaledi Wawu, also emphasized Paul's explanation. Kaledi even explained at length regarding the accommodation of the tour packages offered by Nihi Sumba. His explanation is similar to that of General Manager Stoffel. It is emphasized that as staff they are directed to ensure the comfort level of guests by maintaining their privacy. In essence, it was conveyed that guests should not be disturbed by their presence as waiters when serving.

The management of Nihi Sumba Resort in running its business maintains good relations with the local government and with the community. The presence of Nihi Sumba resort in Hoba Wawi Village apparently received support from the local government, namely the West Sumba Regency Government, East Nusa Tenggara Province through the Head of the Tourism Office, Charles Hermana Weru.

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The Head of West Sumba Regency Tourism who was interviewed on August 10, 2020 revealed that Nihi Sumba is a resort with a beautiful tourist attraction with special interests. It is said, Nihi Sumba is a special interest tourism in West Sumba Regency. It seems that the successful communication carried out by the management of Nihi Sumba provides the right picture for the local government in explaining the uniqueness of this resort. Kadis Hermana Weru revealed that Nihi Sumba offers unique lodging services with the building resembling a traditional Sumbanese house with various attractions of Sumbanese customs that resort guests can enjoy. The tourism developed is also community-based and sustainable (sustainable tourism development model).

"Nihi Sumba with community-based tourism development as well as sustainable tourism with three elements of tourism that are friendly to humans, friendly to nature and environmentally friendly. The existence of full community participation in every accommodation offering activity is the main thing that attracts the Nihi Sumba resort. That's what makes it good because it doesn't damage the cultural and environmental values of the Sumbanese people. All other uniqueness can be found at the Nihi Sumba Resort with the freedom of guests in choosing a tour package to explore the island of Sumba with satisfaction and witness various activities of the local community in every traditional village and tourist village.

The unique tourism concept that pays attention to sustainability aspects with various accommodation package offers, of course, makes the community around the resort also get a fortune or play a role in supporting the tourism business developed by Nihi Sumba. One of the residents of Hoba Wawi village, Robertus Ringu Mogu who was interviewed on August 20, 2020, admitted that the village community did not feel disturbed by the presence of hotel guests, they were even happy to be visited. It was said that hotel guests used to come to every traditional village, meet the village community and mingle in doing activities both in daily activities and when there were traditional parties. The community is always friendly to welcome hotel guests starting with greetings with betel nut. After receiving betel nut, hotel guests mingle with the community in carrying out their activities.

People in Sumba admitted that they did not really know the strategy carried out by the management of Nihi Sumba Resort. This was acknowledged by one of the residents around the resort, Martha Kewu Deki who admitted that she knew that Nihi Sumba was the best hotel in the world but did not know anything about the strategy implemented by management.

"According to what we see as the community around the hotel, we don't really know what is the strategy for the Nihi Sumba resort, but we see in the hotels being developed there, there are many views that blend with culture, such as the hotel building formed from reeds, the same as a house. Our tradition which is still sacred there is also displayed the motif of Sumba woven cloth."

3.2.1. Implementation of Nihi Sumba Resort's Sustainable Tourism Development Strategy in Maintaining its Image as the World's Best Hotel

Muharto (2020) mapped two major problems commonly faced by the tourism sector. First, the problem of competitiveness. Competitiveness is important because there is a positive correlation between the competitiveness of the country/tourist destination and the number of foreign tourists entering the country/region. Competitive tourism will provide satisfaction for tourists, then form behavioral loyalty, namely the tendency of tourists to visit repeatedly and invite others to visit tourist destinations. Second, the problem of negative impacts that are often caused by tourism

activities. Tourism not only provides economic benefits such as employment, but also provides foreign money inflows, multiplier effects for other sectors, reduces poverty and income disparities. This tourism activity turns out to have various negative impacts such as environmental damage, disrupting the socio-cultural structure and morality of generations. Often the tourism sector pays more attention to economic aspects and less concerned with social and environmental aspects. Tourism actors are limited to obeying the law, following political maneuvers, marketing interests and public relations (Muharto, 2020).

Then what about the implementation of sustainable tourism strategies at Nihi Sumba Resort? It is undeniable that based on the previous explanation, the strategy carried out by the management of Nihi Sumba in maintaining its image as the best hotel in the world is in line with the principles of sustainable tourism. The two problems that often hamper tourism activities as stated by Muharto have apparently been mapped out and handled well by Nihi Sumba Resort. The problem of competitiveness and the negative impact of tourism activities in a country or region can be handled well by Nihi Sumba (Muharto, 2020).

The tour packages offered by Nihi Sumba actually optimize Sumba's natural tourism which is undeniably very beautiful, both the beaches and the sea that offer adventure, as well as exploring the mainland which cannot be left alone because of its naturalness. The forest is left natural, even the situation at the resort is left as natural as possible or nature is cared for, preserved so that it does not become extinct. Cultural tourism also offers a variety of interesting and unforgettable experiences, both in traditional villages that have collaborated with Nihi Sumba and when there are traditional parties that leave an unforgettable impression.

Despite getting support from the local government and the community, the management of Nihi Sumba still prioritizes sustainable tourism development at this international scale resort. Cara Stoffell as General Manager of Resort Nihi Sumba applies a strategy to maintain an image based on sustainable tourism development that is friendly to three main aspects, namely natural resources, human resources, and culture, which is strengthened by the implementation of Corporate Social Responsibility (CSR). These three aspects plus CSR make this Resort a tourist place that cares about sustainable tourism. Tourism is not only for the present generation, but also for future generations to enjoy, especially when the policies implemented in Nihi Sumba are ecotourism.

"The factors that support the implementation of our strategy (sustainable tourists) in maintaining the image as the world's best hotel are natural resources, human resources, culture and the implementation of CSR" (Interview with Cara Stoffell on September 15, 2020)

Regarding the CSR program run by Nihi Sumba, the General manager of Nihi Sumba Resort, Cara Stoffel explained that to support tourism sustainability and also to maintain a balance between the resort atmosphere and the surrounding environment, his party seeks to map the problems experienced by the community such as difficulty accessing clean water, high number of sufferers. Malaria and malnutrition as well as other social issues are trying to be mapped and assisted on an ongoing basis, not only once this social program is implemented.

"We carry out social programs in the health sector such as establishing a health clinic around the resort village. We help provide health services for underprivileged communities, distribute medicines, distribute mosquito nets in every traditional village. In the field of education, we are partnering with several schools around the resort. We socialize clean/healthy living, help provide stationery for underprivileged school children, distribute

FISIP, University of Jember presented the International Conference and Call Papers 2021 "Rebuilding Tourism for the Future: Collaborative Innovation Strategies" uniforms and shoes, open computer lessons, provide English lessons and many others. Furthermore, in the social sector here, we provide clean water services to every traditional village around the village. We build boreholes and dug wells for clean water. We also invite our hotel guests to contribute directly to the implementation of the program together with the community so that it useful to help others." (Interview Result, 15 September 2020).

The CSR programs run by Nihi Sumba was also confirmed by the Head of Hoba Wawi Village and the residents interviewed. The Head of Hoba Wawi Village, Matius Moma Bili described the social assistance that his village community received from Nihi Sumba Resort. The things that helped the people of Hoba Wawi village the most were assistance in the fields of health, education and clean water assistance. In addition, Nihi Sumba also employs employees from the Hoba Wawi Village community.

"Here we as the village government see the social assistance provided by the resort to us, Hoba Wawi village, such as in the health sector, education sector and clean water assistance. We feel helped in community development. There is a positive impact on the economy of our community, where the people employed in the resort itself are our own people. Resort provides employment, does not destroy the value of our cultural environment here. Our community also continues to live as it is in carrying out their activities." (Interview Result, 15 September 2020)

One of the community members of Dewa Hoba Wawi, Robertus Ringu Mogu, said that the assistance of clean water from drilled wells and dug wells in the village made people's lives better. Apart from that, it is acknowledged that there are also a number of other assistances in various fields.

"We, the people here, feel more about what the hotel has helped us with. With the help there is clean water from dug wells, drilled wells in our village. Assistance at school by giving children food, there are computer lessons, and English for our children. Also health assistance, there is a mosquito net service, distribution of drugs. The hotel also built for us a clinical hospital." (Interview result, 29 September 2020)

The human aspect as a trilogy of sustainable tourism development as part of a sustainable social and cultural aspect is considered with a fairly large portion, namely 90% of employees come from the local community, as stated by Cara Stoffel. This recognition was also confirmed by one of the informants of the Hobawawi Village Community, Martha Kewu Deki.

"With this hotel, we the people really have job opportunities. All of them are our own children, Sumbanese children who work with the limited knowledge we have. We are still mostly high school graduates here but with this hotel our children can work in hotels. Now, there are less of our children who go to work in Bali, Malaysia or abroad. In the past, there was no hotel, a lot of our children who went abroad who wandered. Now there are no more, many have worked in hotels, some have built kiosks. Guests come to traditional villages, we also sell Sumba motif sarongs, scarves, statues, and other jewelry sold at hotel guests. Therefore, we can also meet the needs of our children who go to school and their daily needs are quite fulfilled." (Interview result, 29 September 2020)

3.3. Discussion.

The concept of sustainable tourism development in its implementation cannot be separated from sustainable development with the main principles being Ecological Sustainability; Social and

Cultural Sustainability; and Economic Sustainability for current and future generations. Sustainable tourism development, of course, does not only pay attention to ecological and economic aspects, but more than that, the socio-cultural aspects that frame people's lives.

A tourism activity can be considered sustainable if it fulfills several requirements as stated by Suwena, namely First, ecologically sustainable, namely tourism development does not cause negative effects on the local ecosystem. In addition, conservation is a necessity that must be pursued to protect natural resources and the environment from the negative effects of tourism activities: Second, it is socially acceptable, which refers to the ability of local residents to absorb tourism businesses (industry and tourists) without causing social conflict. Third, it is culturally acceptable, namely the local community is able to adapt to a quite different tourist culture (tourist culture). Fourth, it is economically profitable, namely the benefits obtained from tourism activities can improve the welfare of the community.

Based on the description in the description of the research results, it can be seen that Nihi Sumba Resort applies the principles of sustainable tourism development. With the slogan The Edge of Wilderness, Nihi Sumba strives to keep the natural environment (ecological aspects) around the resort unchanged, remain sustainable and even conserved so that it remains natural not only in the present but can be inherited. For the social aspect, Nihi Sumba develops a tourism business based on community participation because they optimize Sumba's local potential to be sold to potential guests, the community is empowered by becoming staff/employees at the resort. In addition, the community is invited to support each tour package offered, such as visiting traditional villages to experience the natural life of the community. Even with the presence of Nihi Sumba, as acknowledged by the informants, it changed the mindset of the people who were reoriented to regional potential. They are no longer looking for work outside Sumba but instead become workers at resorts in an effort to improve their competence or ability to meet Nihi standards. In addition, the villagers who usually weave optimize the weaving business as a social tourism object, both for the process and for the exhibition of the results. The social life of the community with stilt houses and the habit of living together with pets in the house with sanitation and health issues are important things that are considered in the development of this social aspect.

For the cultural aspect, the presence of Nihi Sumba actually makes the Sumbanese people more aware of and preserve the beauty of their culture, some of which still adhere to the animist belief in Marapu. A number of traditional villages and their rituals are preserved and even become the main attraction. Receiving guests by presenting betel nut is an interesting thing, when the guests look interested in the taste of betel nut mixed with white lime and blends in the tongue. This custom is still maintained, even traditional artifacts are used as displays or decorations at the resort.

As for the economic aspect, of course, the income for the management itself must be of international standard. The Nihi Sumba Resort category, as conveyed by the West Sumba Regency Tourism Office, is a resort with a special interest tourism category. Because the cheapest villa rates are \$818 / night for one bedroom (\pm IDR 11.9 million), \$9,447 / night for five bedrooms (\pm IDR 132 million), owner estate with \$ 14,030/night (\pm IDR 198.2 million) even at this price can penetrate Rp 250 million (Nihi.com, 2021a). Still from the economic aspect, of course the local community's economic optimization is felt. People no longer rely on agriculture or animal husbandry to meet their daily needs, but with the presence of tourists, the community has thought economically by become entrepreneurs and starting family business such as selling woven fabrics, or handicrafts such as statues or other pottery. some needs of tourists.

The implementation of sustainable tourism development can be said as one of the strategies to maintain the image of Nihi Sumba Resort as the Best Hotel in the World (Travel + Leisure's 2016 & 2017 World's Best Awards). Its implementation is strengthened by the implementation of CSR, of course, it will have a positive impact on the branding image that attracts potential tourists/hotel guests to come or come back here. One of the interesting CSR activities is to employ local employees with a high school education background but who are trained to become professional and competent personnel in the tourism sector, as well as a number of other social programs.

Soemirat and Adiarto wrote that corporate image is the impression, feeling and image of the public towards the company, an impression that is deliberately created from an object, person or organization. (Soemirat & Ardianto, 2010). Based on this concept, this is in line with the actions of the Nihi Sumba resort which carries the concept of Ecotourism, namely environmentally friendly tourism activities that prioritize aspects of nature conservation and maintain the architectural design of buildings according to Sumba culture. The architecture of the traditional Sumba traditional house building is integrated with the natural contours such as building materials made of certain wood which have meaning in the Sumba traditional house. The construction of the resort also involves the Rato (noble titles / traditional Sumbanese elders) in building villas that are preceded by traditional rituals in making villas that resemble traditional houses in the form of the Sumbanese version of tower houses. Surrounding the resort are stone age sites and traditional villages that have remained unchanged for centuries. Its culture and customs are unique with ancient animism rituals where the people of Sumba still believe in Marapu which is still embraced and believed to this day. Resort Nihi Sumba consists of several buildings, villas and several bedrooms, all offering a different experience on the secluded island of Sumba, Bungalows and thatched roof villas are handcrafted by local people with local materials.

The use of vernacular and eco-architecture concepts at Nihi Sumba Resort is a concrete effort to support energy efficiency and environmentally friendly campaigns that are often echoed by environmentalists. Nihi Sumba Resort can reduce the amount of energy consumption. Vernacular buildings can be said to be a type of building that supports sustainable principles because building materials are available around the site, the construction process uses local energy, generally uses renewable energy resources, and does not damage nature. Building materials made from natural materials, such as roofing materials made of reeds, during the day can reduce the heat entering the room. Meanwhile, at night you can keep the room temperature warm with a sea view on the edge of a beautiful rock cliff.

With the slogan they currently using, as a business brand, The Edge of The Wildness, where guests have the freedom to enjoy the wild nature of the pristine Sumba Island with a private beach that guarantees the comfort and satisfaction of guests in carrying out various tourism accommodations within the resort itself. The curiosity of their international tourists about the existence of the Nihi Sumba resort is currently increasing by starting to be named the world's best resort. This is part of a form of promotion carried out by the resort to the public so that the island of Sumba is currently being invaded by many tourists who come both tourists and tourists. domestic and international because it offers plenty of very exclusive tourism activities.

Based on the image theory presented by Frank Jefkins about five types of images, namely Mirror Image, Current Image, Wish Image, Corporate Image and Multiple Image, and by implementing a sustainable tourism development strategy, it can be said that the management of Nihi Sumba Resort seeks to display a current image that is in accordance with the wish image and is

in line with the corporate image so that it can give birth to multiple images that bring benefits to management, especially to create a previously positive image that can be maintained and can even be improved.

4. Conclusions

Nihi Sumba Resort with the award as the Best Hotel in the world by Travel+Laisure for two years in a row, 2016 and 2017 made the management try to implement the right strategy in defending this title. Because Nihi Sumba makes the tourism business in NTT especially international scale in addition to the Komodo National Park which has been worldwide. From the results of the study, it was found that the strategy applied at Nihi Sumba Resort in maintaining its image as the #1 Hotel in the world (2016) and Best Hotel in The World (2017) is to carry out the principles of sustainable tourism development with four main aspects, namely ecological aspects, social aspects, cultural and economic aspects. These four things are actually in line with the principles of sustainable development involving aspects of Ecological Sustainability; Social and Cultural Sustainability; and Economic Sustainability issued by the WTO (World Trade Organization).

The implementation of the sustainable tourism development strategy by Nihi Sumba Resort can indeed be ascertained as the right effort in maintaining the resort's image so that what Frank Jafkins mandated in his image theory can be realized. However, to optimize this effort, the management should pay more attention to the development of community-based tourism or its socio-cultural field by optimizing the advantages of the local community in addition to the natural aspects which are definitely beautiful. Indeed, Nihi Sumba has run a number of CSR programs, but it is hoped that these programs can also touch the aspects of community economic development through Small and Micro Community Enterprises activities with a profit orientation that can improve community welfare.

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Social Media Marketing in Efforts to Build Image for Visiting Decisions of The Bengkulu Regional Tourism (Case Study on Pesona 88 Curup in Rejang Lebong Regency)

Lisa Adhrianti, Yuli Hartanto

Universitas Bengkulu, Bengkulu
Jurusan Ilmu Komunikasi

lisaadhrianti@unib.ac.id; hartantojuli997@gmail.com

Abstract. The tourism sector is able to contribute to regional income while being able to build and strengthen the reputation of an area. Rejang Lebong Regency is one of the areas in Bengkulu Province, this area has very promising tourism potential. Rejang Lebong Regency has advantages over other regions. Geographically, Rejang Lebong is located in a mountainous area with very cool environmental conditions, with various natural and artificial tourism facilities to be used as family tourist destinations. Digital marketing for the tourism sector is a study that becomes an interesting new concept to be associated with the study of tourism in an area. The concept of digital marketing if applied to the tourism sector will allow convenience in promoting local tourism with limited capital. Tourism promotion is one of the important aspects for the sustainability of tourism in the digital era. One of the best tourism marketing tools that can be used is digital marketing through the use of social media (Social Media Marketing). Pesona 88 Curup is one of the artificial tourism destinations that is managed by a private person located in Rejang Lebong Regency. In a month tourist visits reach about 4000 visitors. The results of initial observations also show that Pesona 88 Curup is very active in carrying out digital marketing activities by utilizing social media. This study focuses on the implementation of social media marketing in an effort to build an image for the decision to visit tourist attractions using descriptive research methods with a qualitative approach. The informant selection technique used purposive sampling. Data analysis was carried out using the Miles and Huberman method. The results of the study will describe the forms of application carried out by the management of Pesona 88 Curup to build a good image and reputation through tourist visit decisions.

Keywords: Social Media Marketing, Tourism Communication, Tourism Promotion, Image, Regional Tourism of Rejang Lebong Regency.

1. Introduction

Tourism has a very potential and strategic role in regional development and also supports national development as well as a very strategic factor to increase national and regional economic income. The tourism sector which is currently being intensified by the Ministry of Tourism is the construction of tourist villages in various parts of Indonesia (Yohana et al, 2019:1). Tourism in Bengkulu Province has the potential to be used as a tourist destination for tourists, Bengkulu Province has several tourist attractions that have natural beauty that is still awake. The number of

tourist destinations developed by Bengkulu Province in 2019 was recorded as 8 cultural tourism, 19 historical tourism, 21 artificial tourism and 182 natural tourism, so that the tourist destinations developed by the local government in Bengkulu Province were dominated by natural tourism (Regency/City Tourism Office throughout the province). Bengkulu Province, 2019).

The development of tourist destinations by carrying out various marketing strategies by the Bengkulu Province tourism office has been implemented and is still being promoted in the effort to develop the tourism sector in Bengkulu Province, a targeted and appropriate program is needed in order to increase the number of local, domestic and foreign tourist arrivals. Tourists who visit tourism in Bengkulu Province are dominated by domestic tourists with a low number of visits, data on the number of domestic tourists in Bengkulu Province for the last three years from 2016-2018 on average only amounted to 2 million visitors, 2016 amounted to 2, 02 million, in 2017 it increased to 2.27 million and in 2018 it decreased to 2.15 million. (BPS, 2020:47).

Rejang Lebong Regency is one of the areas in Bengkulu Province, this area has very promising tourism potential. Rejang Lebong Regency has advantages over other regions. Geographically, Rejang Lebong is located in a mountainous area with very cool environmental conditions, with various natural and artificial tourism facilities to be used as family tourist destinations. One of the best tourism marketing tools that can be used is digital marketing, one of which is the use of social media. Tourism promotion is an important aspect for the sustainability of tourism in the digital era. The tourism sector is able to contribute to regional income because with the existence of tourism objects in an area, the regional economy will spin. The problem is that tourism promotion in several regions in Indonesia is still not optimal, such as tourism promotion by the Rejang Lebong district government.

Rejang Lebong Regency is one of the areas in Bengkulu Province which has very good tourism activity compared to other areas in Bengkulu Province, the available tourism is still being visited by domestic tourists even during the covid 19 pandemic. Rejang Lebong Regency continues to develop nature-based local tourism so that it can improve the image of tourism in the people of Bengkulu Province. Tourism marketing in several tourist attractions in Rejang Lebong Regency has used a digital marketing system, such as using social media and websites.

Tourism promotion is very easy to do through digital marketing. The application of the Internet and related digital technologies in conjunction with traditional communications to achieve marketing goals (Chaffey et al, 2016). Digital marketing is a new concept of marketing that has ease of implementation, the concept of digital marketing if applied to the tourism sector will allow convenience in promoting local tourism with limited capital.

Pesona Curup is one of the artificial tourism destinations managed by a private person located in Rejang Lebong Regency, researchers chose the research location in Pesona Curup because of several considerations such as very strategic tourist locations, then tourist visits to Curup charm tourist destinations are always crowded, Pesona Curup continues to do development of tourist destinations so that tourists continue to make tourist visits based on the results of observations with

Pesona Curup managers in a month of tourist visits reaching around 4000 visitors. The results of initial observations also show that Pesona Curup is very active in carrying out digital marketing activities by utilizing social media.

Social media is very effectively used to carry out digital marketing, such as the results of research from Tarazona and Montoya that the most effective digital marketing tools used by the tourism cluster of the La Guajira Department of Colombia are: Facebook, Instagram. (Tarazona-Montoya et al., 2020). Based on the background that has been explained, the research to be carried out is regarding the Implementation of Digital Marketing for Pesona Curup Tourism in an Effort to Build an Image for Decisions on the Selection of Tourist Attractions.

Implementation is an expansion of activities that mutually adjust the process of interaction between goals and actions to achieve a goal, and requires a network of implementers, effective bureaucracy. (Setiawan 2004:39). Implementation boils down to activity, action, action or the existence of a system mechanism. Thus, implementation is not just an activity but a planned activity and to achieve the objectives of the activity (Nurdin Usman 2002:70). Implementation in the implementation process is in the form of activities carried out by tourist attractions managers, implementation in digital marketing such as tourist attractions managers doing marketing using the channels used. The implementation of digital marketing follows the planning that has been done, such as carrying out scheduled programs in the form of content creation, taking photos/videos, publishing content to social media.

The next implementation is in the form of social media management, for example media managers manage social media used to carry out digital marketing by always maintaining Digital marketing has grown rapidly beyond websites and email to social experiences, immersive technology (simulation world), and mobile. Today, digital marketing can take the form of anything from online banner ads, sponsorship via Instagram posts to long-form content marketing to augmented reality technology (ART) (Martin, 2017:17).

The use of digital marketing in the tourism sector is able to provide a travel experience through the channels used by the managers of tourist attractions, such as the use of social networks: Facebook, Instagram, Twitter which can be accessed via cell phones. Mobile technology has the potential to enhance all phases of the travel experience: anticipation; the journey to the destination; goal-based activities; return journey; and contemplation, as well as increasing the traveler's ability to engage in the pre- and post-consumption phases during the core consumption experience, eliminating the need for advanced planning and facilitating change of plans (Wang et al., 2014). The importance of communication in tourism communication, especially in the tourism marketing process, makes it a challenge for communicators who must translate tourism messages well to the public in order to get attention and then carry out travel activities according to what is communicated. (Adhrianti, 2020: 187).

Dodson explains that social media marketing is a form of marketing that uses the Internet network by utilizing social networking sites as a marketing tool, thereby gaining traffic, brand exposure, and interaction with customers through social media (Dodson, 2016:162). Social media

used for marketing such as Facebook, Instagram, Twitter and applications that are included in social media. "Social media marketing is an important category of digital marketing which involves encouraging customer communications on a company's own site, or social presences such as Facebook or Twitter or in specialist publisher sites, blogs and forums"(Chaffey, 2016:528).

The use of social media as a marketing channel in a company is able to make marketing effective and economical because companies can use social media such as Facebook, Twitter, Instagram to send messages to customers or partners who have chosen to participate. Social media is an online media that supports social interaction and uses web-based technology that converts communication into interactive dialogue through responses and comments that can be immediately known by the owner of the social media account who writes / disseminates information (Adhrianti, 2016: 117).

Proses Social Media Marketing



Gambar. 1 *Four-Stage SMM Process* (Dodson, 2016:163)

Social Media marketing has several stages in the digital marketing process as shown in Figure 1. The following are the four stages in social media marketing from Dodson, as follows:

1. Goals

This stage begins by explaining social media formats and how marketers can choose the best to achieve marketing goals.

2. Channels

The second stage covers the various channels used to conduct digital marketing on social media including several social media channels, such as Facebook, LinkedIn, Twitter, Google+, YouTube, and blogs and Instagram. This stage helps identify which channels will increase customer reach and shows marketers how to increase their profile as they grow.

3. Implementation

The third stage is engaging with customers on social media platforms like Facebook, Twitter, and LinkedIn etc

4. Analysis (Analyze)

This stage guides marketers through the analysis and measurement services offered by each of the major platforms, to track the effectiveness of the social media campaigns that have been carried out, so that in marketing using social media when in the analysis stage will show the results of the social media campaigns that have been carried out.

2. Methods

This study uses a descriptive research method with a qualitative approach. Researchers try to clearly describe what is happening in the field regarding how social media marketing for Pesona Curup tourism is in building an image for decisions to visit tourist attractions.

Determination of informants using purposive sampling technique which is a sampling technique of data sources with certain considerations and criteria. Researchers are looking for informants who fit the criteria to be used as informants, while the characteristics of the informants that will be used in this study are:

1. Tourism Office of Rejang Lebong Regency
2. Enchantment Curup tour owner
3. Media manager
4. Tourist visitors who use digital-based media

The informant of the Tourism Office of Rejang Lebong Regency is the head of the Department who has the authority and sources of information needed by researchers, the informant of Pesona Curup tourism management is the owner of tourist attractions and media managers who carry out digital marketing activities. Tourist visitor informants who use digital-based media, namely visitors who actively use social media, in determining the informants are done by asking visitors about their activities using digital media.

This research will be carried out at the Pesona Curup tourist location, Rejang Lebong Regency. The consideration for choosing a location is because of all tourist destinations in Rejang Lebong Regency, which are more active in using digital marketing to promote their tourist destinations.

3. Results and Discussion

Digital marketing or digital marketing is the most effective way for tourist attractions to introduce and inform the location of tourist attractions, conditions of tourist attractions and facilities owned by tourist attractions, Curup charm has done digital marketing using Social Media Marketing channels. Digital marketing using Social Media Marketing channels is digital marketing that utilizes social media as a channel to assist in marketing, promoting and informing tourist attractions to the public. Facebook and Instagram also have features that are used to promote the charm of curup.

The implementation of digital marketing carried out by the charmer Curup media manager starts from the planning stage, namely by planning the content to be created and then distributed to social

media, the planning stage emphasizes the strategy that will be carried out by media managers in digital marketing, then the implementation stage at this stage, the manager of the curup charm media began to carry out the marketing stages that had previously been planned to be carried out such as taking photos and videos of visitors then after taking photos and videos followed by posting to the charm curup facebook and instagram accounts, when posting the media manager use the snapgram or story feature to post photos or videos in the form of curvy charm conditions, tourist visitors, game rides.

The last stage of the implementation process is a follow-up/evaluation, at this stage checking the number of visits by the owner of the Curup charm when the number of tourist visits has decreased, an evaluation will be carried out regarding digital marketing which is carried out by determining future strategies to do better digital marketing, as follows elaboration in the discussion of the implementation of Pesona Curup digital marketing.

1. Planning/preparing for implementation process

The Planning/Preparation stage is the initial process in the implementation stage, the first preparation is done by preparing resources who understand how to do digital marketing, Pesona Curup has human resources specifically placed to manage media, media managers carry out tasks to do digital marketing, in observations made conducted by researchers, media managers do not come to tourist attractions every day, and only come when Pesona Curup conditions are crowded, for example on Saturdays and Sundays. So have flexible time.

The scheduling stage carried out by the media manager has not done marketing scheduling in writing and is more of a habit that has been carried out every week, namely if on Saturday and Sunday the media manager does digital marketing by posting directly the condition of tourist attractions while on weekdays only sharing posts that mark accounts from Pesona Curup, based on observations, researchers see that digital marketing is intensively carried out on Saturdays and Sundays, media management informants say that Saturdays and Sundays are weekend days so it is very appropriate when doing digital marketing in conditions of crowded tourist visitors.

The next preparation is the process of preparing the equipment used to do digital marketing at tourist attractions. Setting up the equipment is also accompanied by checking the condition of the digital marketing equipment so that when carrying out digital marketing there are no problems. so that if the cellphone has problems, it can be found a replacement. The preparation of the digital marketing implementation process carried out by the Pesona Curup media manager starts from preparing equipment such as cellphones, cameras and checking internet networks to upload activities to digital media such as social media.

Preparation Social media used to do digital marketing is using Facebook and Instagram channels. The use of social media Facebook and Instagram according to media managers, because Facebook and Instagram are channels that are easy to use and able to reach the market well, media managers when using Facebook and Instagram, say that social media can reach more people than

posters or banners, by using social media to do digital marketing all it takes is a cellphone and an internet network. At this stage, of course, the process of creating social media accounts both Facebook and Instagram is carried out. Informants plan by making strategies that will be carried out in digital marketing, the strategies made include what content will be produced and posted to social media Facebook and Instagram.

2. Implementation stage of the implementation process

The Pesona Curup Manager conducts digital marketing starting with taking photos and videos of visitors, the atmosphere of Curup charm, the available rides. Taking photos and videos by the media manager has asked for permission first from the end before doing the documentation, taking photos is done in the Curup charm area and in front of the available photo spots then taking videos aimed at the Curup charm atmosphere when crowded, then taking video rides games in Curup charm such as water duck, flying fox, waterboom, Moto cross and ATV, as well as other game rides.

The stages after taking photos and videos, then to the posting stage, the photos and videos that have been made will be posted to Facebook and Instagram social media, the features used are stories/snapgrams and directly to the Instagram Feed or Facebook Home. Since Instagram and Facebook are connected to each other so that the informant only uploads it to one social media then it will automatically be on the two available social media. Visitors' photos are posted to the Instagram feed so that visitors can see it for a long time until the photo is deleted, when posting a photo, the informant completes the post with a caption and also a hashtag, the function of the caption is to make the post more attractive to social media users then hashtags are used so that the photo can be seen by more social media users, then hatsag the visitor's social media account which is the object of the photo.

Furthermore, the stories/snapgram feature tends to be filled with videos that have been made by media management informants such as video game rides, conditions of curvy charm, in posting videos to stories, informants use strategies by marking accounts that have a large number of followers such as bengkuluinfo, curup_kito, the current rejanglebong goal is to be reposted by the account then the videos made by the media manager can be seen by social media users who are followers of the marked account. The next process is routinely sharing visitor posts posted by personal accounts and marking Curup charm accounts, to be used as stories and posting the latest conditions for Curup charms periodically or about every 10 minutes,

Marketing content is not only created by the media manager, but some visitors also create curup charm content such as in the form of vlogs, and videos that show the beauty of the curup charm view, the task of the media manager then posting the content created by visitors to curup charm social media. Content created by visitors is not only published to social media but to youtube channels, this marketing is digital marketing carried out by visitors.

3. Follow-up Stage / Evaluation of the digital marketing implementation process

The evaluation carried out by the media manager is by looking at the number of visits from the number of tickets sold, the higher the number of visitors it can be said that digital marketing has been carried out well, but if the number of visits tends to be low, it is necessary to evaluate to formulate digital marketing strategies to increase the number of tourist visits.

The evaluation is carried out once a week by looking at ticket sales to the charm of Curup, when the number of visits is low, the manager will make marketing strategies to increase the number of visits again.

The media management informant also evaluates the digital marketing carried out during the week by looking at deficiencies that occur and if there is something that needs to be improved, the media manager continues to look for digital marketing strategies that must always be added. The evaluation process is carried out by the owner by informing the media manager regarding deficiencies that need to be improved in the future.

Evaluation was also carried out by looking at the reasons for visitors when they decided to visit Pesona Curup, some informants said that they knew the charm of Curup from posts by Facebook and Instagram users and some were notified from close people such as family. The informant also said that the reason for visiting Pesona Curup was because he was interested when he saw the condition of tourist attractions seen from social media

This evaluation activity is also the basis for building the image of a tourism destination. The way that is done by Pesona Curup in building the image of tourism destinations is by providing information and an overview of the state of the environment around the tourist attraction, the sights of the tourist attraction, the available events and entertainment, the available game rides and the price of entrance tickets and rides at Pesona Curup. Information is provided through social media by posting photos and videos through stories. This method is done with the aim that social media users know about the charm of Curup, then after knowing it can immediately visit Pesona Curup.

4. Conclusions

Pesona Curup conducts digital marketing using Social Media Marketing channels through Facebook and Instagram. The implementation of digital marketing for the charm of Curup starts from the planning stage, namely formulating a digital marketing strategy, preparing for the creation of photo and video content, preparing equipment that supports marketing such as cellphones, cameras and internet quotas, then the second stage of implementation is taking photos of visitors and videos of the condition of the Curup charm and rides. the games available in curup charm, posting photos of visitors to Instagram and Facebook feeds by adding captions and hashtags and videos of the condition of curup charms and game rides posted in stories by marking accounts that have a large number of followers, the last stage of follow-up/evaluation carried out by looking at the number of tourist visits to the charm of Curup for later analysis, if there is a decrease in the number of visitors, the owner will notify the media manager to develop a digital marketing strategy to make it better in the future.

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Challenges and Development Strategies for Sustainable Tourism in Nusa Tenggara Timur Province

Nursalam, Melkisedek N.B.C. Neolaka

The Department of Public Administration, Faculty of Social and Political Sciences,
University of Nusa Cendana.

*nursalamjeppu@yahoo.com , neolakamelkisedek16@gmail.com

Abstract. The Province of East Nusa Tenggara (NTT) is one of the provinces in Indonesia that has world-class tourist destinations, which are faced with the problem of low income and changes in local community values which tend to be eroded due to tourism activities. This study aims to find out what the challenges are and the steps taken in realizing sustainable tourism development in the province of Nusa Tenggara Timur. The research uses qualitative research methods through literature and documentation studies. The tourism policies of the provincial government and various articles published in the mass media that are relevant to tourism development. The results show that the challenges faced in sustainable tourism development are social and economic challenges. Another finding, the strategy adopted by the regional government of Nusa Tenggara Timur province in an effort to realize sustainable tourism development is a regional-based tourism policy strategy. This study recommends that tourism development always pays attention to the harmony and balance of economic, social, and ecological sustainability values.

Keywords: Tourism, Sustainability, Sustainable Development, Challenges, Strategy

1. Pendahuluan

Sektor pariwisata provinsi Nusa Tenggara Timur (NTT) merupakan salah satu sektor pembangunan yang memiliki prospek yang sangat menjanjikan karena pertumbuhan sektor pariwisata relatif lebih tinggi dan lebih cepat dari sektor ekonomi yang lain. Data tentang pertumbuhan sektor pariwisata menunjukkan bahwa telah terjadi peningkatan yang signifikan pada tahun 2017, yaitu 56,13%. Meskipun kontribusi sektor ini terhadap struktur ekonomi NTT masih kecil, yaitu hanya 0,74% (BPS NTT, 2018). Sektor pariwisata dianggap mampu menggerakkan ekonomi masyarakat secara tepat, karena sektor ini memiliki keterkaitan erat dengan sektor lain seperti; sektor jasa, sektor transportasi, industri pengolahan, komunikasi, Lembaga keuangan dan lain sebagainya.

Dewasa ini provinsi NTT memiliki 443 Daerah Tujuan Wisata (DTW), yang cukup terkenal dapat disebutkan yaitu; (1) Labuang Bajo; (2) Resort Nihiwatu; (3) Pulau Sumba; (4) Taman Nasional Matalawa; (5) Pulau Flores dengan Komodo dan Taman Nasional Kelimutu. Potensi sektor pariwisata yang cukup besar didukung oleh kebijakan pemerintah daerah yang menjadikan sektor pariwisata sebagai sektor prioritas pembangunan di provinsi NTT dengan misi meningkatkan pembangunan pariwisata dalam rangka pemberdayaan ekonomi rakyat. Sementara itu tujuan yang ingin dicapai dari misi ini adalah; (1) peningkatan kontribusi ekonomi kepariwisataan NTT; (2)

Peningkatan daya saing kepariwisataan NTT; (3) peningkatan kontribusi ekonomi dari industri kreatif; (4) peningkatan apresiasi terhadap pelaku dan karya kreatif; (5) peningkatan kapasitas dan profesionalisme SDM pariwisata dan ekonomi kreatif; (6) penciptaan inovasi baru di sektor pariwisata dan ekonomi kreatif; (7) peningkatan Kualitas Destinasi Pariwisata, dan; (8) peningkatan kualitas dan kuantitas sumber daya manusia (SDM) aparatur dan Pelaku.

Mengacu kepada misi dan tujuan pembangunan kepariwisataan NTT tersebut diatas, memperlihatkan bahwa pemerintah provinsi Nusa Tenggara Timur berkomitmen melaksanakan misi kepariwisataan untuk kesejahteraan rakyat di NTT. Pemerintah daerah menghadapi situasi strategis dalam upaya pengembangan pariwisata, yaitu tingkat persaingan yang semakin ketat untuk merebut pangsa pasar pariwisata dunia, selain bersaing dengan beberapa provinsi yang mengandalkan sektor pariwisata, juga bersaing dengan beberapa negara tetangga yang memiliki daya tarik wisata mendunia, seperti Thailand dan Singapura. Data yang dikutip dari Dinas Pariwisata provinsi Nusa Tenggara Timur (2018) menyatakan bahwa isu strategis pengembangan kepariwisataan di NTT terdiri dari; (1) investasi dalam industri pariwisata; (2) daya saing destinasi pariwisata; (3) sumber daya manusia; (4) kemajuan teknologi informasi dan komunikasi.

Masalah investasi, yaitu masalah terbatasnya jumlah investasi di bidang pariwisata, investasi yang ada saat masih didominasi investasi pemerintah, sedangkan investasi swasta masih terbatas, hal ini menunjukkan bahwa peran swasta dan masyarakat dalam pembangunan pariwisata masih belum optimal yang disebabkan oleh kondisi ekonomi, situasi keamanan, dan kebijakan pemerintah dalam menciptakan iklim investasi yang kondusif. Realisasi Proyek Investasi dan Penanaman Modal Asing hingga tahun 2018 mencapai Rp. 1.975.537.295.683.- ,padahal untuk investasi pengembangan idealnya adalah 37,18 Triliun (Atmaja, 2020). Isu lain yang cukup menarik berkaitan dengan pengembangan pariwisata NTT adalah; daya saing destinasi pariwisata yang meliputi masalah; belum memadainya sarana dan prasarana pendukung pariwisata, kurang optimalnya pengelolaan destinasi, dan kurang memadainya informasi pariwisata.

Disamping masalah investasi dan daya saing, yang cukup memprihatinkan adalah masalah sumber daya manusia (SDM) pariwisata dan masalah teknologi informasi. Ketersediaan SDM pariwisata yang berkualitas dan profesional masih belum mencukupi, yaitu meliputi; (1) belum memadainya sarana dan prasarana pendidikan, kurikulum pendidikan pariwisata yang tidak berdaya saing global; (2) belum adanya standarisasi dan sertifikasi SDM pariwisata; (3) penempatan SDM pariwisata di daerah yang tidak sesuai dengan kebutuhan (*the right man is not in the right place*). Sedangkan masalah teknologi komunikasi dan informasi penekanannya pada; (1) e-business telah menjadi strategi baru dalam pemasaran pariwisata; (2) e-business mampu memberikan banyak kemudahan, baik dalam koneksi business to business (B to B), maupun business to customer (B to C); (3) strategi yang lebih efektif dengan jangkauan yang jauh lebih luas, tanpa batas.

Berdasarkan gambaran kondisi potensi dan permasalahan pengembangan kepariwisataan yang telah diuraikan maka selanjutnya menimbulkan pertanyaan lanjutan yaitu mungkinkah

pengembangan sektor pariwisata provinsi NTT dapat berkelanjutan dan apakah tantangan yang dihadapi untuk mencapai keberlanjutan tersebut.

Konsep tentang pengembangan pariwisata berkelanjutan (sustainable tourism) merupakan konsep yang merujuk pada konsep pembangunan berkelanjutan (sustainable development). Keberlanjutan, sejak akhir 1980-an dipopulerkan dalam laporan Brundtland (WCED, 1987), telah berkembang menjadi konstruksi dasar untuk banyak sektor aktivitas manusia, termasuk industri pariwisata (Weaver, 2006). Bukti nyata tentang hal ini tersebar luas dan mencakup departemen dan kebijakan khusus pada lembaga seperti organisasi pariwisata dunia Perserikatan Bangsa-Bangsa (UNWTO), dewan perjalanan dan pariwisata dunia (WTTC), dan perjalanan asia pasifik asosiasi (PATA).

Pembangunan berkelanjutan dipahami sebagai konsep pembangunan dengan upaya-upaya perbaikan yang dilakukan hari ini tanpa membahayakan atau mengganggu kepentingan generasi mendatang, sehingga untuk mewujudkan tujuan dari pembangunan dengan konsep berkelanjutan harus didukung dengan 3 dimensi utama, yaitu dimensi ekonomi, dimensi sosial, dan dimensi ekologi.

Definisi tentang keberlanjutan masih menganut perspektif Brundtland, menurut Weaver (2006) inti yang ingin disampaikan adalah keadilan antar generasi, bagaimana mengelola suatu sektor sedemikian rupa sehingga tidak membatasi pilihan generasi mendatang, tentu ini memberikan sedikit arahan pada ranah implementasi. Perspektif Brundland adalah lebih praktis dan lebih kondusif untuk model keberlanjutan yang mempromosikan perbaikan atas status quo, serta mencerminkan suatu gagasan manajemen yang berusaha meminimalkan biaya lingkungan, ekonomi, dan sosial budaya sambil memaksimalkan manfaat lingkungan, ekonomi, dan sosial budaya yang terkait.

World Tourism Organization (2003) mengemukakan, pariwisata berkelanjutan merupakan konsep pembangunan/pengembangan pariwisata yang memperhitungkan sepenuhnya dampak ekonomi, sosial, dan lingkungan saat ini maupun masa depan. Selanjutnya, berdasarkan Peraturan Menteri Pariwisata Nomor 14 Tahun 2016 tentang Pedoman Destinasi Pariwisata Berkelanjutan, setidaknya terdapat 4 hal yang harus diperhatikan untuk melaksanakan pengembangan pariwisata berkelanjutan yaitu; (1) pengelolaan destinasi pariwisata berkelanjutan; (2) pemanfaatan ekonomi untuk masyarakat lokal; (3) pelestarian budaya bagi masyarakat dan pengunjung; (4) pelestarian lingkungan.

Mewujudkan tujuan dan sasaran pengembangan pariwisata berkelanjutan, bukan merupakan hal yang mudah, sebagaimana di wilayah lain yang melakukan pembangunan pariwisata, upaya yang akan dilakukan menghadapi banyak rintangan dan tantangan, seperti dikutip dari Scheyvens (2011), menyatakan bahwa pariwisata berkelanjutan menghadapi banyak tantangan pada dimensi sosial dan politik. Albrecht (2016) juga mengemukakan bahwa, tantangan yang dihadapi pada tataran pelaksanaan pengembangan pariwisata berkelanjutan muncul dari; konteks persiapan dan

*FISIP, University of Jember presented the International Conference and Call Papers 2021
“Rebuilding Tourism for the Future: Collaborative Innovation Strategies”*

strategi; keterlibatan industri; hubungan dan Kerjasama stakeholders; perubahan di dalam pemerintahan dan krisis pembiayaan dan; keterlibatan masyarakat lokal.

Menurut WTO dan UNEP (United Nations Environment Program, 2005) membuat pariwisata lebih berkelanjutan bukan hanya tentang mengendalikan dan mengelola dampak negatif industri. Kebijakan di sektor pariwisata berada dalam posisi yang sangat istimewa untuk memberi manfaat bagi masyarakat lokal, secara ekonomi dan sosial, serta untuk meningkatkan kesadaran dan mendukung pelestarian lingkungan. Pengembangan sektor pariwisata dan pembangunan ekonomi serta perlindungan lingkungan tidak boleh dilihat sebagai kekuatan yang berlawanan, semuanya harus dikejar bersama sebagai aspirasi yang saling menguatkan, sehingga kebijakan dan implementasinya bertujuan untuk memperkuat manfaat dan mengurangi biaya pariwisata.

Pembangunan Berkelanjutan

Pembangunan berkelanjutan telah menjadi slogan (catchword) pada akhir dekade 1980-an, ketika itu komisi Brundland, yaitu komisi dunia untuk pembangunan dan lingkungan memberikan definisi tentang pembangunan berkelanjutan sebagai pembangunan untuk mencapai kebutuhan masa sekarang tanpa membahayakan kemampuan generasi mendatang memenuhi kebutuhan-kebutuhan mereka (world commission on environment and development, 1987). Definisi yang dikemukakan ini sebenarnya masih sangat umum karena hanya mencakup dimensi waktu dan tanggung jawab (Daly, 2002).

Selama periode sejak KTT Bumi ini, pembangunan berkelanjutan telah diilustrasikan dan diadvokasi melalui banyak konferensi, lokakarya, buku, jurnal, dan laporan lainnya. Terlepas dari menjamurnya perdebatan dan publikasi semacam itu, ada kritikus yang berpendapat bahwa konsep pembangunan berkelanjutan tetap tidak jelas, kontradiktif, membingungkan, dan tumpang tindih (Haq, 2006). Ambiguitas konseptual ini diduga menjadi sumber ketidaksepakatan daripada konsensus (Holmen, 2001). Konotasi pembangunan berkelanjutan berdasarkan interpretasi individu menjadi sangat beragam sehingga konsep tersebut sering disalahgunakan dan menjadi hampir tidak berarti. Menurut Sachs (1991) bahwa konsep pembangunan berkelanjutan yang tidak tepat, menyebabkan kebijakan yang saling bertentangan, dan interpretasi yang tidak konsisten perlu diatasi jika ingin diterima sebagai paradigma pembangunan.

Secara umum, sebagian besar konsep pembangunan berkelanjutan yang ada dapat dikategorikan ke dalam tiga perspektif (1) perspektif human-centric, yang menekankan keutamaan kebutuhan dan nilai ekonomi manusia (baik untuk generasi sekarang maupun yang akan datang); (2) perspektif ekosentris, yang menekankan pada nilai yang melekat atau kebaikan dalam kelestarian lingkungan di luar kebutuhan manusia; dan (3) perspektif dualistik, yang cenderung berfokus pada kebutuhan manusia dan masalah lingkungan.

Perspektif human-centric, ide pembangunan berkelanjutan diinterpretasikan sebagai sarana untuk mengungkapkan kepedulian terhadap pemenuhan kebutuhan manusia yang berkelanjutan dari generasi ke generasi. Sumber daya alam menghadapi tantangan gangguan ekologis terdegradasi.

Perspektif ekosentris penekanannya pada pentingnya ekologi sebagai tujuan daripada sebagai sarana untuk memenuhi kebutuhan manusia saat ini dan masa depan. Terdapat beberapa teori dalam perspektif ini, termasuk apa yang disebut *deep ecology*, ekofeminisme, dan ekososialisme. Sedangkan perspektif dualistik, merupakan pendekatan gabungan yang cenderung memperhatikan dimensi manusia dan ekologi pada pembangunan (Norton, 1992).

Pendekatan yang lebih menekankan perlunya mengenali hubungan penting antara sistem ekonomi dan sistem ekologis untuk memastikan kelangsungan hidup manusia dan keragaman kondisi ekologi. Karena keterkaitan antara keberadaan manusia dan sistem ekologi ini, maka yang menjadi tantangan adalah bagaimana mempertahankan kondisi dasar kehidupan manusia tanpa merusak sistem ekologi yang mendukung kondisi tersebut. Argumen mengenai hubungan manusia-ekologi dalam pembangunan berkelanjutan ini diperkuat lebih lanjut dengan menekankan interaksi dan saling ketergantungan antara kebutuhan manusia dan integritas ekologi.

Menurut Haque (2006) bahwa kegiatan ekonomi manusia tetap berada dalam batas-batas ekologis, bahwa kemampuan alam untuk menyediakan sistem penyangga kehidupan diakui dan dihormati, dan bahwa peran masukan lingkungan dalam meningkatkan kualitas hidup dihargai. Berdasarkan pandangan dualistik, dapat dipahami bahwa perspektif dualistik tentang pembangunan berkelanjutan mencoba untuk menekankan pentingnya kemajuan manusia dan keberlanjutan ekologi. Konsep pembangunan yang saat ini digunakan pada berbagai isu pembangunan pada umumnya menggunakan perspektif dualistik. Kondisi perspektif yang ada tentang pembangunan berkelanjutan cenderung cukup mereduksi dan mengabaikan dimensi sosial, politik, budaya, dan etika (Guimaraes, 2004).

Berkenaan dengan kecenderungan reduksionis dalam perdebatan keberlanjutan, beberapa ahli telah mengamati bahwa model ini relatif tidak peduli dengan peran norma budaya dalam pembangunan, bahwa kelestarian lingkungan harus menjadi bagian dari sistem sosioekologi yang lebih besar, dan bahwa definisi yang lebih luas pembangunan berkelanjutan harus mencakup semua lingkungan ekologi, sosial, ekonomi, politik, dan budaya keberlanjutan (Haque, 2000). Perluasan konsep pembangunan berkelanjutan diluar dari dimensi ekonomi dan lingkungan ditandai dengan upaya untuk mengoperasionalkannya sebagai solusi untuk mengintegrasikan dimensi pembangunan ekonomi, sosial dan lingkungan. Seperti kajian dari Rosa dan Da Silva (2005) yang mengkaitkan pembangunan berkelanjutan dengan dimensi prosedural seperti misalnya budaya organisasi, proses pengambilan keputusan dan partisipasi publik.

Pembangunan berkelanjutan sebagai proses mempertemukan dua aspirasi mendasar pada masyarakat, yaitu; untuk mencapai pembangunan ekonomi dan melindungi serta meningkatkan lingkungan baik sekarang maupun pada masa yang akan datang. Menurut Morrey (1997) untuk mencapai pembangunan berkelanjutan, maka sejumlah upaya yang harus dilakukan, yaitu; pembangunan ekonomi tetap harus dipertahankan dalam upaya meningkatkan kualitas hidup manusia namun pada saat yang bersamaan melindungi Kesehatan dan lingkungan; sumber daya alam yang tidak terbarukan seharusnya digunakan secara optimal sedangkan sumber daya alam yang

terbarukan digunakan secara berkelanjutan; dan kerusakan pada daya dukung lingkungan dan risiko terhadap kesehatan dan keanekaragaman hayati harus diminimalkan.

a. Konsep Pariwisata Berkelanjutan.

Sektor Pariwisata adalah salah satu industri terbesar dan paling cepat berkembang di dunia. Sektor ini menjadi sumber pendapatan, pekerjaan, dan kekayaan yang semakin penting di berbagai negara (Neto, 2003; Streimikiene et al, 2020). Pembangunan pariwisata yang berhasil bukan saja dapat mempercepat pertumbuhan ekonomi negara melalui kontribusi terhadap PDB (product domestic bruto) nasional. Aktivitas di sektor pariwisata selain dapat meningkatkan pertumbuhan ekonomi dan penyediaan lapangan pekerjaan bagi penduduk lokal, namun juga pengembangan pariwisata dapat memberikan dampak yang negatif terhadap pembangunan, yaitu dapat menjadi penyebab terjadinya kerusakan sumber daya alam dan tergerusnya nilai budaya lokal.

Menurut Zhu et al (2020), terjadi dampak negatif dari kegiatan kepariwisataan, kontradiksi ini nampak pada kerusakan lingkungan, akibat eksploitasi dan kegiatan pariwisata. Sedangkan Neto (2003) mengemukakan, industri pariwisata cenderung merupakan kegiatan yang menggunakan energi intensif, dampak lingkungan terkait energinya adalah cukup besar, terutama di tingkat lokal. Tingkat konsumsi energi yang relatif tinggi di hotel, termasuk energi untuk AC, pemanas, dan memasak, serta bahan bakar yang digunakan oleh transportasi terkait pariwisata sering kali berkontribusi secara signifikan terhadap peningkatan polusi udara di banyak negara dan wilayah destinasi wisata.

Konsep pengembangan pariwisata yang memberikan kontribusi bagi peningkatan pendapatan dan kesejahteraan rakyat adalah sesuai dengan konsep pembangunan pariwisata berkelanjutan. Menurut McMinn (1997) pengembangan pariwisata berkelanjutan yang diusulkan harus memiliki keuntungan ekonomi, menciptakan manfaat sosial bagi masyarakat setempat dan tidak merusak lingkungan alam. Selain itu, tujuan ini berlaku tidak hanya untuk generasi sekarang, tetapi juga untuk generasi mendatang.

Menurut definisi WTO (world tourism organization, 2001a), proses pembangunan berkelanjutan mengacu kepada kegiatan wisata yang mengarah pada pengelolaan semua sumber daya sedemikian rupa sehingga kebutuhan ekonomi, sosial dan estetika dapat terpenuhi disamping itu memelihara integritas budaya, proses ekologi esensial, keanekaragaman hayati dan sistem pendukung kehidupan.

Saat ini banyak negara dan wilayah di mana ekonomi didorong oleh industri pariwisata menjadi semakin peduli dengan lingkungan, serta masalah sosial budaya yang terkait dengan pariwisata. Riset yang dilakukan oleh Neto (2003) memperlihatkan suatu contoh pendekatan pariwisata berkelanjutan menghasilkan perlindungan terhadap lingkungan, pendekatan ini tidak hanya berusaha meminimalkan dampak lingkungan lokal. tetapi juga memberikan prioritas yang lebih besar pada partisipasi masyarakat dan pengentasan kemiskinan. Saat ini telah terjadi peningkatan kesepakatan perlunya mempromosikan pengembangan pariwisata yang berkelanjutan

*FISIP, University of Jember presented the International Conference and Call Papers 2021
"Rebuilding Tourism for the Future: Collaborative Innovation Strategies"*

dalam rangka meminimalkan dampak lingkungan dan memaksimalkan manfaat sosial ekonomi di daerah tujuan wisata.

Henry dan Jackson (1996) menjelaskan, dalam rangka mewujudkan pembangunan pariwisata yang berkelanjutan, diperlukan pola pikir dan kesadaran dari seluruh pemangku kepentingan di sektor pariwisata. Kesadaran mereka merupakan kunci untuk memperkuat dan meletakkan konsep pembangunan pariwisata berkelanjutan. Selain itu melalui kebijakan yang efektif kegiatan sektor pariwisata dapat memberikan dampak yang positif bagi ekonomi, sosial budaya, dan lingkungan.

WTO dan UNEP (United Nations Environment Program, 2005) mengemukakan, terdapat sejumlah implikasi kebijakan pada agenda pembangunan pariwisata berkelanjutan, yaitu; (1) economic viability, menjamin kelangsungan dan daya saing destinasi wisata sehingga mereka dapat menerima manfaat ekonomi dalam jangka panjang; (2) local prosperity, memaksimalkan kontribusi pariwisata terhadap ekonomi masyarakat lokal di lingkungan destinasi; (3) employment quality, meningkatkan kualitas sumber daya manusia yang bertugas/terlibat dalam kegiatan kepariwisataan, termasuk juga dalam hal penerimaan upah, kesetaraan gender maupun ras; (4) social equity, memberikan distribusi yang luas dan adil dari manfaat ekonomi maupun sosial, termasuk juga meningkatkan peluang keterlibatan, pendapatan, dan layanan; (5) visitor fulfillment, memberikan pengalaman yang memuaskan bagi pengunjung, termasuk juga adanya pertukaran pengetahuan di dalam kegiatan wisata; (6) local control, melibatkan dan memberdayakan masyarakat lokal dalam perencanaan maupun pengambilan keputusan mengenai pengelolaan atau pengembangan pariwisata; (7) community well being, menjaga dan memperkuat kualitas hidup masyarakat lokal, termasuk struktur sosial dan akses sumberdaya, fasilitas, dan sistem pendukung kehidupan; (8) cultural richness, menghormati dan meningkatkan kepedulian akan warisan sejarah, budaya otentik, tradisi dan kekhasan dari komunitas tuan rumah di destinasi wisata; (9) physical integrity, menjaga dan meningkatkan kualitas lanskap destinasi, baik perkotaan maupun pedesaan; (10) biological diversity, mendukung segala bentuk sistem konservasi kawasan alam, habitat, dan margasatwa; (11) resource efficiency, meminimalkan penggunaan sumberdaya yang langka dan tidak terbarukan dalam pengembangan maupun pengoperasian fasilitas pariwisata, dan (12) environmental purity, meminimalkan pencemaran udara, air, dan tanah serta timbunan limbah oleh destinasi wisata dan wisatawan.

Sebenarnya sejak konferensi di Rio tahun 1992 telah disinggung tentang potensi yang dapat dimainkan oleh kegiatan pariwisata dalam pembangunan berkelanjutan, seperti yang telah dikemukakan oleh Mowforth dan Munt (2016), pariwisata akan terpengaruh oleh program aksi Agenda 21, MDGs, dan SDGs karena banyak dampaknya yang dapat diubah oleh kerangka hukum, kebijakan dan praktik manajemen di mana kegiatan pariwisata beroperasi.

b. Kebijakan Pariwisata Berkelanjutan

Kebijakan merupakan keputusan yang diambil dalam mempengaruhi dan memecahkan masalah yang dihadapi masyarakat/publik. Pemahaman konseptual tentang proses pembuatan

kebijakan merupakan dasar bagi analisis kebijakan publik di arena kebijakan pariwisata. Politik dan kebijakan publik merupakan aspek yang sangat signifikan dari masalah pariwisata, baik dalam skala lokal, regional, nasional, maupun global, karena perannya dalam mengatur masalah pariwisata, industri pariwisata dan kegiatan wisata (Hall dan Jenkins, 2004). Berkaitan kebijakan pariwisata, saat ini terjadi perubahan mendasar tentang tugas dan fungsi pemerintah dalam kebijakan pariwisata, perubahan dari model administrasi publik tradisional yang berusaha menerapkan kebijakan pemerintah untuk kepentingan publik menjadi model korporatis. yang menekankan pada efisiensi, hasil investasi, peran pasar, dan hubungan dengan pemangku kepentingan.

Pemerintah memiliki peran penting dalam pengembangan dan pengelolaan pariwisata dan membuatnya lebih berkelanjutan. Menurut WTO dan UNEP (2005) di negara berkembang, kepentingan pariwisata berkelanjutan lebih dikaitkan dengan pengentasan kemiskinan dan pendanaan konservasi, sedangkan di negara maju, masalah peremajaan dan manajemen pengunjung lebih menonjol. Fungsi utama pemerintah dalam mendorong pariwisata yang lebih berkelanjutan adalah untuk menciptakan lingkungan yang memungkinkan atau mempengaruhi sektor swasta beroperasi secara lebih berkelanjutan, mempengaruhi pola arus dan perilaku pengunjung untuk memaksimalkan manfaat dan meminimalkan dampak negatif pariwisata.

Keterlibatan pemerintah dalam pariwisata telah dikemukakan oleh Bonham dan Mak (1996), pemerintah telah melakukan intervensi dalam mengatur pariwisata berkelanjutan, misalnya di Australia dan Kanada, kantor pariwisata negara bagian telah diprivatisasi dengan tujuan pembentukan kemitraan dengan industri dalam kampanye pemasaran dan promosi bersama. Butler (1997) menyatakan bahwa regulasi dan kontrol dari pemerintah sangat diperlukan agar pembangunan pariwisata berkelanjutan dapat diwujudkan. Kontrol yang dimaksud adalah bertujuan mengendalikan keseimbangan kualitas lingkungan dan konsistensi pengalaman destinasi wisata, sehingga kepentingan pemerintah dan kebijakan industri dapat dipertemukan. Konsekuensi dari pengaturan ini yaitu tindakan organisasi dan konsumen dalam suatu destinasi adalah sama, sehingga terdapat kesadaran secara sosial-ekologis.

Hall dan Jenkins (1995) juga memberikan kerangka konseptual untuk studi kebijakan publik pariwisata, yaitu menyoroti bagaimana keterlibatan pemerintah dalam perencanaan destinasi wisata. Menurutnya, terdapat beberapa aspek analitis kritis dari kebijakan publik pariwisata berkelanjutan, yaitu; (a) menganalisis kebijakan publik pada beberapa tingkatan (makro, menengah, dan mikro) dari waktu ke waktu dan ruang; (b) keputusan, tindakan, prosedur, dan program sebelumnya dianalisis secara komprehensif; (c) memanfaatkan studi kasus; (d) mengkaitkan antara deskripsi, teori, dan penjelasan; (e) memberikan pengakuan secara eksplisit kepada ideologi, kekuasaan, dan nilai-nilai serta pengaturan kelembagaan; (f) Pengakuan terhadap nilai-nilai selama penelitian sehingga dapat membatasi sumber informasi, metodologi, analisis, dan temuan. Menurut pandangan Welford et al (1999), untuk mencapai kebijakan pengembangan pariwisata berkelanjutan, terdapat beberapa prinsip yang perlu diperhatikan; (a) memperhitungkan nilai maksimum dan martabat semua bangsa; (b) mengurangi ketidaksetaraan seminimal mungkin, karena ketidaksetaraan merepresentasikan

pemborosan energi, kreativitas dan sumber daya manusia yang rendah;(c) menerima tanggung jawab planet, yaitu mengutamakan prinsip dan tujuan lingkungan ekologis dan biosfer; (d) bekerja sama dalam perjanjian ekologi yang mewakili hak generasi mendatang.

2. Metode

Metode yang digunakan dalam penelitian ini adalah metode pendekatan kualitatif dengan teknik pengumpulan data melalui dokumen-dokumen yang terdiri dari; berbagai teori tentang pengembangan pariwisata berkelanjutan, tantangan, dan strateginya yang dikutip dari buku-buku dan jurnal; dokumen kebijakan pengembangan pariwisata berkelanjutan oleh pemerintah pusat dan pemerintah daerah provinsi Nusa Tenggara Timur; tulisan pada media massa tentang kebijakan pengembangan pariwisata berkelanjutan baik pada media lingkup nasional maupun daerah provinsi NTT.

3. Hasil dan Diskusi

3.1 Kunjungan Wisatawan di Provinsi NTT

Indikator yang paling nyata mengenai kemajuan pariwisata suatu wilayah yaitu keadaan pengunjung pada destinasi wisata, semakin banyak pengunjung, maka akan semakin memberikan nilai tambah terhadap kemajuan pariwisata daerah yang dituju. Tabel 1 memperlihatkan tentang jumlah kunjungan wisatawan dan uang yang dibelanjakan oleh wisatawan yang berkunjung di provinsi Nusa Tenggara Timur.

Tabel 1: Jumlah Kunjungan Wisata dan Perkiraan Belanja Wisatawan di NTT

Tahun	Pengunjung LN	Pengunjung DN	Perkiraan Uang Yang Dikeluarkan	
			USD	Rupiah
2014	65,939	331,604	32,725,525.7	460.120.891.342
2015	66,860	374,456	33,182,618	466.547.609.080
2016	113,860	776,744	56,126,070	789.132.544.200
2017	124,398	932,093	61,738,727.4	868.046.507.244

Sumber: Dinas Pariwisata Provinsi NTT

Berdasarkan tabel 1, kunjungan wisatawan baik dari manca negara maupun wisatawan domestik yang mengunjungi destinasi wisata di provinsi NTT mengalami peningkatan yang cukup signifikan, yaitu sejak 2014-2017, namun data terakhir yang dikutip dari Darmawan (2020), kunjungan wisatawan ke provinsi NTT mengalami kemunduran sangat jauh akibat pandemik Covid 19. Data yang tercatat pada Tahun 2019 sebanyak 1,4 juta lebih orang, naik 14% dibandingkan

Tahun 2018. Kondisi kunjungan pada Tahun 2020, sampai dengan Juli 2020, wisatawan yang berkunjung ke NTT sekitar 130.000-an atau mengalami penurunan yang drastis. Terlepas dari masalah pandemik Covid 19, yang menghalangi kunjungan wisata, jika dilihat kecenderungannya, kunjungan wisata adalah terus meningkat.

3.2 Kebijakan Pariwisata Provinsi Nusa Tenggara Timur

Pariwisata berkelanjutan sebagaimana diusulkan oleh McMinn (1997), diharapkan memiliki keuntungan ekonomi, menciptakan manfaat sosial bagi masyarakat setempat dan tidak merusak lingkungan alam, berlaku baik pada saat ini maupun masa yang akan datang. Berdasarkan misi pembangunan NTT dalam RPJMD 2018-2023 salah satu sektor potensial yang menjadi prioritas adalah sektor pariwisata dimana pemerintah provinsi telah menetapkan sektor pariwisata sebagai penggerak utama (prime mover) perekonomian Nusa Tenggara Timur. Adapun kebijakan yang ditempuh dalam rangka mewujudkan sektor pariwisata sebagai penggerak utama adalah: (a) peningkatan daya saing destinasi wisata, produk dan usaha pariwisata daerah; (b) pengembangan destinasi pariwisata berbasis masyarakat setempat; (c) peningkatan pangsa pasar pariwisata melalui pemasaran terpadu, baik di dalam negeri maupun di luar negeri; (d) peningkatan kualitas, pelayanan dan informasi wisata; (e) pengembangan sistem insentif bagi usaha dan investasi bidang pariwisata; (f) pengembangan infrastruktur pendukung pariwisata, terutama aksesibilitas; (g) pengembangan sumber daya manusia pelaku pariwisata; dan (h) sinergi multi-stakeholders dalam desain program kepariwisataan.

Secara teoritis, faktor pengembangan strategik dan faktor lokasi mempengaruhi pembangunan pariwisata berkelanjutan. Faktor pengembangan strategik itu adalah; (a) pengaruh pembangunan baru pada semua level pariwisata di daerah dan campuran berbagai jenis produk; (b) relevansi dengan target pasar; (c) efek kumulatif dari proyek pengembangan individu dari waktu ke waktu; (d) efek dari aktivitas terkait seperti arus lalu lintas; (e) derajat keterlibatan masyarakat lokal dalam menentukan tingkat dan sifat pembangunan. Sedangkan faktor lokasi meliputi; (a) manfaat relatif dari pemusatan pembangunan pada satu area/tempat atau penyebarannya secara geografis, selain itu tergantung juga pada sifat area dan tujuan strategis keseluruhan; (b) kondisi lingkungan dan kepekaan masing-masing lokasi. Kondisi lingkungan menjadi faktor penting dalam menentukan luas, kepadatan, dan sifat pembangunan; (c) potensi pengembangan klaster, yang mengarah pada saling mendukung dan rantai pasokan yang lebih kuat; (d) lokasi yang cocok dengan keadaan penduduk, tingkat kemiskinan dan kebutuhan ekonomi yang tinggi sehingga dapat menghindari hambatan pasokan tenaga kerja.

3.3 Tantangan Pariwisata Berkelanjutan

Berdasarkan analisis isi dokumen kebijakan dan pelaksanaannya, pemberitaan dan pendapat sejumlah tokoh masyarakat yang dikutip dari media, diperoleh kesimpulan bahwa tantangan utama pengembangan pariwisata di Nusa Tenggara Timur adalah sebagaimana pada tabel 2 berikut.

Jenis Tantangan	Kategori
1. Pengurangan angka kemiskinan	Tinggi
2. Partisipasi masyarakat	Sedang
3. Kolaborasi sektor publik-swasta	Rendah
4. Investasi pariwisata	
5. Sarana dan prasana pendukung pariwisata	Tinggi
6. Keterbatasan SDM pariwisata	Sedang

Tabel 2. Identifikasi Tantangan Pariwisata Berkelanjutan di NTT

Sumber: Hasil olahan data kualitatif., 2020

Berdasarkan tabel 2 diatas, terlihat bahwa masalah pengurangan angka kemiskinan dan infrastruktur sarana dan pariwisata menjadi tantangan terbesar dalam pengembangan pariwisata berkelanjutan di provinsi NTT. Data yang diperoleh dari Biro Pusat Statistik provinsi NTT, saat ini jumlah penduduk miskin di wilayah provinsi NTT sebanyak 21,21% atau sekitar 1.173,530 ribu orang, Kemiskinan di desa tercatat lebih tinggi dibandingkan di kota dengan disparitas yang cukup lebar yaitu 25,26 persen berbanding 8,76 persen. Jika dibandingkan dengan persentase penduduk miskin secara nasional yang hanya mencapai 10,19 persen, maka kondisi kemiskinan di NTT ini perlu menjadi prioritas penanganan oleh pemerintah. (Sitorus dalam Gatra.com, 2020).

Masalah lain yang menantang pengembangan pariwisata adalah investasi untuk sarana dan prasarana pengembangan pariwisata. Berdasarkan data yang ada, realisasi investasi untuk pembangunan infrastruktur baru belum maksimal. Data berikut adalah kontribusi investasi pemerintah untuk kegiatan sektor pariwisata di NTT sebagaimana dikutip dari Kanwil Ditjem Perbendaharaan (2021) yang menyatakan bahwa pemerintah berkomitmen membangun infrastruktur pariwisata di NTT.

Pada tahun 2020, belanja APBN melalui Kementerian PUPR, pemerintah telah mengalokasikan dana sebesar Rp 1,3 triliun untuk menyiapkan sarana dan prasarana di bidang infrastruktur pariwisata. Sementara itu, pemerintah daerah juga telah menganggarkan sebesar Rp 44,8 miliar untuk mendorong promosi pariwisata dan penyiapan festival budaya dan ekonomi kreatif. Disamping itu hibah pariwisata sebesar Rp 22,82 miliar juga telah direalisasikan pemerintah

melalui APBN untuk menyangga kelangsungan usaha bidang pariwisata di tengah pandemi Covid-19. Nilai ini belum termasuk dengan beberapa program yang mendukung pariwisata yang teralokasi pada kementerian/lembaga lainnya maupun pada masing-masing pemerintah daerah kabupaten/kota.

Menurut WTO dan UNEP Pengembangan strategi untuk pariwisata berkelanjutan harus menjadi proses partisipatif yang melibatkan berbagai pemangku kepentingan untuk mendorong kepatuhan yang lebih luas terhadap strategi dan komitmen untuk pelaksanaannya. Pemangku kepentingan yang terlibat dalam pengembangan strategi adalah mencerminkan susunan struktur kemitraan untuk pariwisata di tingkat nasional atau lokal.

Data pada table 2 juga menunjukkan bahwa tantangan yang rendah dihadapi dalam pengembangan pariwisata berkelanjutan yaitu dari kolaborasi berbagai stakeholders untuk pengembangan pariwisata. Saat ini stakeholders pengembangan pariwisata masih didominasi oleh sektor publik, berikut tabel yang memperlihatkan program dengan pendekatan money follow yang melibatkan instansi terkait dalam pengembangan pariwisata NTT.

Tabel 3. Instansi Pemerintah Yang terlibat Dalam Pengembangan Pariwisata

No	Program	Stakeholders
1	Destinasi Pariwisata	Dinas Pekerjaan Umum, Dinas Perhubungan, Dinas Kehutanan & Perikanan, Dinas Komunikasi dan Informasi.
2	Pemasaran Pariwisata	Badan Koordinasi Penanaman Modal Daerah (BKPMDD)
3	Pengembangan Industri Pariwisata	Dinas Perindustrian dan Perdagangan, Dinas Pertanian,
4	Kelembagaan	Dinas Perkebunan, Dinas Koperasi, dan Dinas Kebudayaan. Dinas Pendidikan, Dinas Tenaga Kerja

Sumber; Dinas pariwisata provinsi NTT, 2020

Berbagai program yang dilakukan stakeholders tersebut adalah menyangkut; (a) program pengembangan destinasi pariwisata diarahkan kepada kegiatan perencanaan kawasan destinasi dan penataannya; (b) program pemasaran diarahkan kepada; pengadaan atau penyediaan bahan promosi; pemasaran paket wisata yang siap jual pada masing-masing daerah; partisipasi dalam event seni dan budaya, serta pasar wisata di tingkat nasional dan internasional, dengan tetap memprioritaskan fasilitasi bagi industri pariwisata daerah; dan pelaksanaan fam trip di daerah-daerah; (c) program pengembangan industri pariwisata diarahkan kepada; pengembangan ruang kreatif berbasis seni dan budaya; pendudukan kegiatan meliputi: penguatan institusi, pengelolaan aset seni dan budaya, fasilitasi jejaring dan kolaborasi, pendokumentasian dan digitalisasi karya seni/arsip; dan; pemberian penghargaan kepada pelaku yang berprestasi dan peduli pada upaya pengembangan ekonomi kreatif

berbasis seni dan budaya; (d) program pengembangan kelembagaan diarahkan kepada; advokasi/pendampingan pelaksanaan tata cara pendaftaran usaha pariwisata; pemberian bantuan/fasilitasi pengembangan dan penciptaan wirausaha bidang media, desain, dan iptek; dan; pembekalan teknis bidang pariwisata dan ekonomi kreatif.

Tantangan yang dihadapi dalam upaya pengembangan pariwisata berkelanjutan di propinsi Nusa Tenggara Timur, juga sejalan dengan hasil-hasil riset yang dilakukan oleh lembaga maupun para ahli; Menurut WTO dan UNEP (2005) tantangan yang dihadapi dalam pengembangan pariwisata berkelanjutan adalah; (a) mengelola pertumbuhan sektor pariwisata secara dinamis; (2) perubahan iklim; (3) pengurangan kemiskinan; (4) dukungan terhadap pelestarian sumber daya alam dan; (5) Kesehatan, keselamatan dan keamanan.

Hasil studi Scheyvens (2011) menyimpulkan bahwa tantangan yang dihadapi dalam rangka pembangunan pariwisata berkelanjutan adalah pada aspek sosial dan politik. Lebih jauh dijelaskan oleh Scheyvens (2011) bahwa muncul kekhawatiran tentang degradasi lingkungan, pelanggaran hak asasi manusia, hubungan antara elit politik dan ekonomi, dan kesenjangan ekonomi yang besar terkait dengan pariwisata.

Masalah yang sebenarnya terjadi adalah ketidakseimbangan pada ketiga dimensi utama keberlanjutan, yaitu pada dimensi ekonomi, dimensi ekologi sehingga perlunya pendekatan holistik yang menyeimbangkan aspek lingkungan, sosial dan ekonomi dari keberlanjutan. Sharpley (2000) berargumen bahwa dimensi sosial perlu ditingkatkan untuk mencapai keseimbangan.

Deskripsi tentang aspek sosial menurut Butler (1997) adalah keberlanjutan sosial mencakup isu-isu kekuasaan, yaitu sejauh mana masyarakat memiliki partisipasi atas pembangunan yang terjadi di wilayah lokal dimana aktivitas pariwisata tersebut dilaksanakan.

Menurut Albrecht (2017) dalam studi tentang implementasi strategi pariwisata menemukan beberapa aspek yang merupakan tantangan dalam pelaksanaan pariwisata berkelanjutan, yaitu jenis dan jumlah pemangku kepentingan yang terlibat dalam implementasi strategi, tujuan strategi itu sendiri dan masalah sistemik yang melekat dalam kolaborasi sektor publik-swasta.

Hasil kajian ini (Albrecht, 2017) ini merupakan tindak lanjut dari kajian Jenkins (2006); Dredge dan Jenkins (2007); Dredge dan Thomas (2009); yang menyimpulkan beberapa tantangan dalam pelaksanaan strategi pariwisata, yaitu (a) pendanaan sebagai kendala utama implementasi strategi pariwisata; (b) implementasi strategi sangat bergantung pada iklim politik lokal, harapan dan aspirasi masyarakat, serta budaya organisasi; (c) partisipasi masyarakat lokal dalam pengelolaan pariwisata, banyak strategi dan proyek gagal karena tuan rumah lokal dan operator pariwisata tidak disertakan; (d) persepsi dan interpretasinya terhadap kepentingan publik dapat bervariasi secara substansial karena pengelolaan pariwisata dilakukan oleh berbagai pemangku kepentingan.

3.4 Strategi pengembangan Pariwisata Berkelanjutan

Pendekatan berkelanjutan untuk pengembangan pariwisata membutuhkan strategi yang memadukan kepentingan lokal dan nasional yang memungkinkan mereka terlibat dalam perumusan

dan implementasi strategi dan kebijakan pariwisata di daerah. Strategi pariwisata dalam fokusnya dapat dibedakan (WTO dan UNEP, 2005) menjadi strategi pariwisata nasional dan strategi lokal.

Strategi pariwisata nasional berkaitan dengan visi pariwisata nasional; posisi dan arah keseluruhan pariwisata; masalah keseluruhan kecocokan pasar produk; isu-isu spasial yang luas dalam pengembangan pariwisata; masalah fiskal; menetapkan standar untuk industri; pengendalian undang-undang, peraturan dan mekanisme lainnya; mendukung program termasuk sumber daya keuangan; penelitian, dan perolehan dan penyebaran pengetahuan; strategi pemasaran dan promosi, terutama di tingkat internasional.

Sedangkan strategi pariwisata lokal berkaitan dengan visi holistik untuk destinasi lokal; tujuan dan prioritas lokal; peluang dan kendala sumber daya lokal; volume dan sifat pariwisata yang dicari; identitas dan branding destinasi; produk pembangunan termasuk lokasi dan hubungannya dengan rencana tata guna lahan; jaringan lokal dan rantai pasokan; penyediaan infrastruktur; tempat dan atraksi wisata tertentu; manajemen pengunjung; informasi pengunjung dan pemasaran destinasi.

Berdasarkan dokumen kebijakan pengembangan pariwisata provinsi Nusa Tenggara Timur, diperoleh informasi bahwa strategi yang digunakan oleh pemerintah daerah dalam upaya pengembangan pariwisata menggunakan pendekatan kewilayahan. Pendekatan ini ditempuh mengingat pada faktor pembiayaan investasi pariwisata yang cukup mahal dan azas sistem pemerintahan daerah yaitu desentralisasi. Berikut ini adalah strategi-strategi yang ditempuh untuk pengembangan pariwisata berkelanjutan di provinsi NTT; (a) harmonisasi kebijakan kepariwisataan, yaitu mengharmonisasikan kepentingan pemerintah pusat dengan pemerintah daerah; (b) pengembangan wisata minat khusus, sangat mengharapkan dukungan kebijakan dekonsentrasi untuk pembiayaannya; (c) pengembangan dan pemberdayaan SDM pariwisata, lebih memberi peran pemerintah dalam segi manajemennya; (d) pengembangan industri pariwisata; dan (e) pencitraan dan promosi pariwisata.

Menurut Yfantidou¹ dan Matarazzo (2016), pemerintah memiliki peran penting dalam menyediakan infrastruktur, kepemimpinan, regulasi, dan dukungan keuangan yang memadai. Fasilitas ini akan menjadi landasan bagi pembangunan pariwisata berkelanjutan dalam jangka panjang. Infrastruktur, produk dan layanan tetap menjadi tantangan dan peluang yang harus dimanfaatkan, serta diperlukan reposisi destinasi wisata untuk menarik wisatawan.

Strategi dan kebijakan pariwisata akan semakin terkait dengan strategi yang lebih luas karena dipengaruhi oleh perubahan global, yaitu terkait dengan perdagangan dan promosi di tingkat nasional dan regional. Pengaruh globalisasi terhadap strategi yang akan diambil untuk pengembangan pariwisata berkelanjutan menjadikan peran otoritas pariwisata daerah sangat signifikan sebagai aktor dalam hubungan internasional. Hasil riset Macleod dan Todnem (2007) juga memperlihatkan bahwa strategi yang digunakan untuk mendukung pariwisata berkelanjutan adalah melalui peningkatan kinerja implementasi kebijakan pariwisata.

Meskipun terdapat kebijakan telah untuk memecahkan masalah, namun jika implementasinya tidak maksimal maka masalah pariwisata berkelanjutan kurang berdampak pada

peningkatan aspek ekonomi, sosial, dan lingkungan. Sejumlah variabel strategi yang dipakai untuk mengukur kinerja implementasi, yaitu; (a) dukungan stakeholders; (b) pemahaman dan kesepakatan pada tujuan strategis; (c) pengukuran kemajuan; (d) struktur pengaturan kelembagaan dan; (3) kohesi lingkungan kebijakan. Cukup menarik hasil kajian ini, salah satu rekomendasi yang diharapkan dari implementasi kebijakan pariwisata berkelanjutan adalah strategi yang dibuat hendaknya mempunyai tujuan yang jelas dan tidak ambigu. Ketiadaan tujuan yang jelas dan ambigu menyebabkan kinerja implementasi kebijakan pariwisata berkelanjutan tidak akan berkontribusi terhadap aspek ekonomi, sosial, dan lingkungan.

Aspek penting dalam menentukan keberhasilan implementasi dan manajemen perubahan adalah dukungan dan komitmen tingkat tinggi dari pembuat keputusan untuk perumusan strategi kebijakan. Melalui dukungan akan melegitimasi dan memprioritaskan penetapan tujuan dan memberi momentum selama proses implementasi. Tahap selanjutnya dalam proses perumusan kebijakan, dukungan stakeholders akan diperkuat lebih lanjut melalui artikulasi kebijakan yang lebih jelas tentang aspek-aspek pembangunan berkelanjutan dalam dokumen strategi pariwisata.

Komitmen dan dukungan tingkat tinggi untuk pembangunan berkelanjutan dalam integrasi kebijakan juga telah menjadi perhatian sebagai tema lintas sektoral dalam pengembangan wilayah untuk mempengaruhi perubahan budaya bagi para pemangku kepentingan. Fakta empirik pada konteks strategi pengembangan pariwisata berkelanjutan yang dilaksanakan di provinsi Nusa Tenggara Timur menunjukkan bahwa mempertahankan dukungan untuk pariwisata berkelanjutan sangat penting untuk menentukan arah masa depan dan strategi pengembangan pariwisata berkelanjutan.

Pendekatan utama strategi implementasi pengembangan pariwisata yang dilakukan di provinsi NTT, bersifat top-down. Dikatakan demikian karena strategi yang akan dirumuskan memerlukan penetapan tujuan yang jelas dan disepakati bersama oleh stakeholders. Strategi pariwisata berkelanjutan yang dibuat oleh pemerintah daerah provinsi Nusa Tenggara Timur pada saat ini tidak secara substantif memenuhi kriteria tersebut. Menurut Macleod dan Todnem (2007) bahwa pendekatan top-down untuk strategi kebijakan sangat tergantung pada konsep, kompleksitas dan keragaman interpretasi pengembangan pariwisata berkelanjutan sehingga menyulitkan penetapan tujuan strategis top-down yang sangat spesifik.

4. Kesimpulan

Sebagian besar analisis kebijakan pariwisata berkelanjutan telah menjadi studi kebijakan yang berfokus pada kebijakan pariwisata nasional, termasuk studi kasus individu dan analisis kebijakan komparatif antar negara, sedangkan analisis konteks kebijakan pada tingkat daerah belum banyak dilakukan. Kebijakan pariwisata semakin terkait dengan strategi pemerintah yang lebih luas sehubungan dengan perdagangan dan promosi di tingkat nasional dan regional, sementara peran signifikan otoritas pariwisata daerah sebagai aktor dalam hubungan internasional baru mulai diakui (Hall 2000).

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Kebijakan pengembangan pariwisata berkelanjutan dalam konteks globalisasi ekonomi sangat tergantung pada interaksi antara pengembangan kebijakan pariwisata dan tata kelola multi-level dan proses globalisasi ekonomi. Hall (1999) mengemukakan bahwa interpretasi strategis globalisasi ini, mengacu pada upaya aktor kebijakan individu dan institusional untuk mempromosikan koordinasi aktivitas global secara berkelanjutan dalam tatanan atau sistem fungsional yang berbeda.

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Peraturan Menteri Pariwisata Nomor 14 Tahun 2016 Tentang Pedoman Destinasi Pariwisata Berkelanjutan

Peraturan Daerah Provinsi NTT Nomor 05 Tahun 2015 Tentang Rencana Pembangunan Kepariwisataaan Provinsi NTT Tahun 2015– 2025.

Kolaborasi Industri, Pemerintah dan Masyarakat dalam Adaptasi Sektor Pariwisata Prioritas Labuan Bajo di Provinsi NTT pada Masa Pandemi Covid-19

¹ Hendrik Toda, ²Theny I. B. Kurniati Pah

^{1,2*}Public Administration Study, Nusa Cendana University, Kupang, Indonesia

*Corresponding author: Theny I.B. Kurniati Pah,

kurniatipah@staf.undana.ac.id

Abstrak. Dalam konteks penyelenggaraan pemerintahan yang baik perlu adanya peran yang setara antara pemerintah, privat dan masyarakat khususnya dalam konteks pariwisata. Penelitian ini bertujuan untuk melihat kolaborasi industri, pemerintah dan masyarakat dalam adaptasi sektor pariwisata di Propinsi NTT khususnya pada objek pariwisata prioritas yaitu Labuan Bajo. Metode yang digunakan dalam penelitian ini adalah penelitian kepustakaan yaitu proses pengambilan data dari berbagai sumber referensi yang mendukung penelitian ini dengan jenis penelitian kualitatif dimana dalam konteks penyelenggaraan pemerintahan yang baik perlu adanya peran yang setara antara pemerintah, privat dan masyarakat khususnya dalam konteks pariwisata. Implikasi penting dari interaksi yang bersifat kesetaraan tersebut adalah adanya pelimpahan tanggung jawab dan akuntabilitas dalam penyediaan barang dan pelayanan publik pariwisata dari pemerintah kepada pihak swasta dan masyarakat. Oleh karena itu kolaborasi industri, pemerintah dan masyarakat dalam adaptasi sektor pariwisata di Propinsi NTT pada masa pandemi Covid-19 sesuai arahan presiden yaitu Penataan Kawasan Peningkatan Infrastruktur, Penyiapan SDM, Partisipasi UMKM, Penguatan Konten Lokal, Penanganan Sampah Darat dan Laut, Pengadaan Air Baku, Keamanan Wisatawan, Promosi Terintegrasi sedangkan untuk arahan BPOLBF (Badan Pelaksana Otorita Labuan Bajo Flores) yaitu Penyusunan Produk Wisata Berkualitas, Pengembangan Kawasan Pariwisata Terpadu, Peningkatan Daya Saing Destinasi, Peningkatan Jumlah Akomodasi & Restoran, Penerapan Protokol Cleanliness (Kebersihan), Health (Kesehatan), Safety (Keamanan), dan Environment (Ramah lingkungan) (CHSE) Destinasi meskipun dalam implementasinya masih terdapat berbagai kendala namun bila kolaborasi dan adaptasi ini berhasil maka akan berdampak pada peningkatan ekonomi, perubahan sosial ke arah yang lebih positif serta berdampak pada kondisi lingkungan yang lebih baik.

Kata Kunci: Pariwisata, Adaptasi, Kolaborasi

1. Pendahuluan

Indonesia memiliki industri pariwisata lokal yang beragam yang dapat dijadikan sebagai aset dan tidak dapat dibandingkan dengan industri pariwisata lokal kota lain. Industri pariwisata lokal di Indonesia berbeda antara provinsi dan wilayah. Setiap daerah memiliki karakteristik, unik wisata, sebagai obyek, tur, transportasi atau jasa wisata. Menurut Undang-Undang Nomor 10 Tahun 2009,

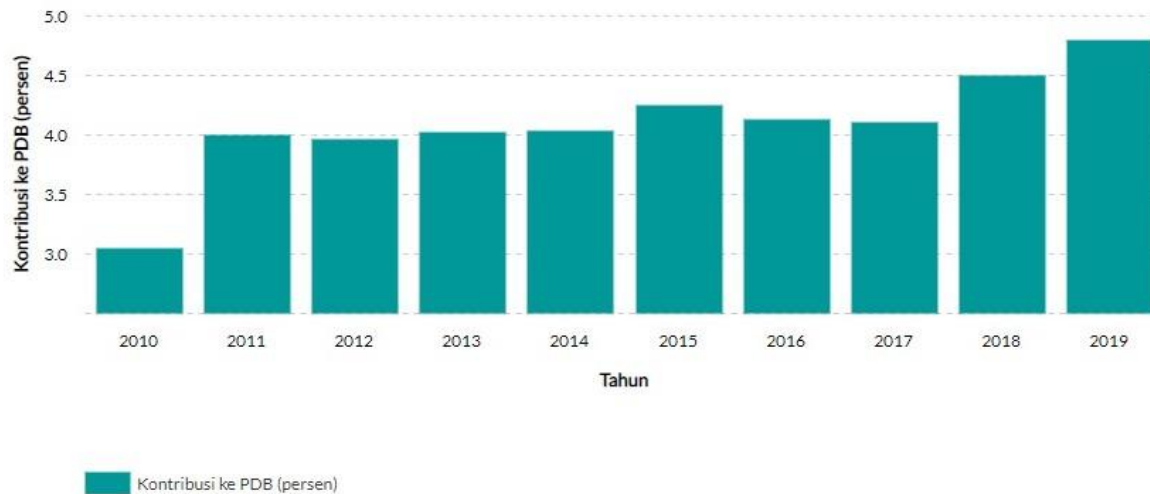
industri pariwisata adalah jenis industri pariwisata yang merupakan sekumpulan perusahaan yang saling berkaitan dalam rangka menghasilkan barang dan/atau jasa untuk memenuhi kebutuhan wisatawan dalam pelaksanaannya. Usaha dan/atau jasa produk dasar untuk memenuhi kebutuhan wisatawan dan tour operator. Pariwisata merupakan salah satu industri yang berhubungan dengan sektor lain, karena dikatakan bahwa industri pariwisata merupakan kombinasi dari fenomena dan keterkaitan, yaitu interaksi dengan wisatawan, penyedia komersial, pemerintah, tujuan wisata dan masyarakat di kawasan wisata.

Industri pariwisata setiap daerah dapat dimasukkan ke dalam daerah itu sendiri. (Novantara, 2016), pariwisata dan budaya merupakan industri yang sangat potensial dan perlu mendapat perhatian yang baik dari pemerintah daerah untuk keberlanjutan pembangunan daerah. Tingginya minat pemerintah daerah terhadap sektor pariwisata akan menciptakan kondisi yang mendorong berkembangnya industri pariwisata. Oleh karena itu, wisatawan domestik dan asing berkunjung ke Indonesia. Kondisi ini membawa pemasukan devisa yang signifikan baik bagi daerah maupun negara.

Namun, pandemi COVID-19 menyebabkan resesi di semua negara, termasuk Indonesia. Pandemi dimulai pada Desember 2019 ketika pejabat kesehatan di Wuhan (Cina) melaporkan kelompok kasus pneumonia lain yang tidak diketahui penyebabnya. Virus corona baru telah diidentifikasi sebagai penyebab pandemi yang mempengaruhi banyak negara di dunia. Penyakit coronavirus saat ini (COVID19) menyebar dengan cepat di seluruh dunia dan meningkat di negara-negara Eropa (Guiota, 2020).

Pertumbuhan ekonomi melambat pada triwulan I 2020 dan menunjukkan pertumbuhan negatif pada triwulan II dan III 2020. Dampak pandemi terhadap perekonomian sektor informal cenderung pendapatan rendah, tabungan rendah, lemah dan tidak aman. Atau status pekerja simpanan dan kontrak (ILO, 2020). Pandemi COVID-19 telah mengganggu rantai pasokan nasional, pasar keuangan dan permintaan konsumen juga berdampak negatif pada sektor utama seperti pariwisata. Dampak pandemi Covid-19 signifikan terhadap seluruh rantai nilai pariwisata, terhadap UKM di sektor pariwisata dan terhadap ekonomi kreatif (Sugihamretha, 2020). Secara khusus, berbagai aktivitas dan gerakan masyarakat dibatasi untuk mengurangi infeksi COVID-19 sedangkan pariwisata merupakan salah satu industri prioritas karena menyediakan lapangan kerja bagi 3 juta orang di seluruh Indonesia.

Dalam beberapa tahun terakhir, kontribusi sektor pariwisata meningkat secara signifikan. Hal ini terlihat ketika kontribusi sektor pariwisata terhadap total ekspor barang dan jasa meroket dari 10% pada tahun 2005 menjadi 17% pada tahun 2012. Industri pariwisata memberikan kontribusi langsung terhadap PDB. Nilai meningkat pada tahun 2019. Pada 0,30 poin dibandingkan tahun 2018, sebesar ,5% (Kemenparekraf, 2020). Peningkatan kontribusi tersebut sebagian besar ditopang oleh peningkatan kedatangan wisatawan domestik dan mancanegara serta peningkatan investasi di sektor pariwisata. Hal ini dapat dilihat pada Gambar 1 di bawah ini:



Gambar 1. Kontribusi Pariwisata Terhadap PDB Tahun 2010-2019

Sumber: Kementerian Pariwisata, 2020

Namun, pandemi COVID-19 telah mengejutkan sekitar 75 juta pekerjaan di sektor pariwisata, membuat industri pariwisata berisiko kehilangan pendapatan lebih dari \$2,1 triliun (WTTC, 2020). Di Indonesia, tekanan terhadap industri pariwisata tercermin dari penurunan jumlah wisatawan asing. Dengan kata lain, total wisman Januari-Mei 2020 sebanyak 2,9 juta, turun 53,36% dari 6,3 juta di tahun sebelumnya. Sukses (BPS, 2020). Jumlah wisatawan domestik juga menurun, terutama masyarakat Indonesia yang takut bepergian khawatir akan dampak COVID-19 (Kartiko, 2020). Menurunnya sektor pariwisata berdampak pada UKM dan penyerapan tenaga kerja. Hingga saat ini, sektor pariwisata merupakan sektor padat karya dan padat karya (Sanaubar et al., 2017). Pandemi telah mengubah tren turis dari pariwisata massal menjadi pariwisata berkelanjutan. Opsi perjalanan dipersonalisasi, dilokalkan, dan dirampingkan untuk mengurangi pengiriman dan pembayaran tanpa kontak. Yang dibutuhkan saat ini adalah wisata budaya luar ruang. Alam dan budaya. Tidak hanya memandang laut biru dan pantai pasir putih, tetapi juga mencari ketenangan, kelestarian dan spiritualitas dari destinasi wisata yang dikunjungi. Program lain yang disiapkan adalah destinasi berbasis koridor bebas covid dimana destinasi zona hijau mulai dibuka untuk wisatawan asing.

Oleh karena itu, perlu adanya dampak sinergis antara ekonomi kreatif dan pariwisata, untuk membawa pemulihan ekonomi dan mengembangkan pariwisata secara positif. Peningkatan keberdayaan masyarakat (masyarakat lokal) melalui ekonomi kreatif seharusnya membawa hal-hal positif. Ini adalah salah satu model untuk pengembangan pariwisata masa depan. Pemberdayaan merupakan upaya tidak hanya untuk mengembangkan potensi ekonomi masyarakat dengan depresi pandemik, tetapi juga untuk meningkatkan rasa percaya diri, harga diri, harkat dan martabat serta menjaga tatanan nilai budaya, budaya lokal dan budaya masyarakat (Wulandari, 2014) khususnya industri pariwisata prioritas Labuan Bajo di Propinsi Nusa Tenggara Timur (NTT).

Provinsi Nusa Tenggara Timur merupakan satu diantara berbagai tujuan wisata di Indonesia yang memiliki prospek menjanjikan akan keunikan budaya dan keindahan alam yang tersebar di 34 Kabupaten dan 566 pulau. Potensi pariwisata di NTT perlu dikelola secara berkelanjutan sehingga

dapat berdampak positif terhadap perekonomian dan kesejahteraan daerah. Karena pada hakekatnya, besarnya potensi pariwisata di suatu wilayah, berbanding lurus dengan kesejahteraan masyarakat sekitar sehingga dibutuhkan sinergitas dalam mengelola potensi pariwisata ini.

Sinergi pariwisata penting untuk mengembangkan potensi pariwisata destinasi dan sinergi diperlukan untuk memandu pemangku kepentingan pariwisata dalam pembangunan destinasi (Junaid, 2019). Konsep pengembangan dan model masterplan memungkinkan untuk mengadaptasi peran pihak-pihak yang terlibat dalam tugas dan fungsinya. Peran dan tanggung jawab teknis yang berbeda dari masing-masing pemangku kepentingan dapat mendukung pelaksanaan pembangunan pariwisata prioritas Labuan Bajo di NTT. Implementasi pengelolaan pariwisata tentu tidak dapat tercapai jika para pelaku tidak mampu menerapkan dan mengembangkannya. Kerjasama yang erat antar pemangku kepentingan diperlukan karena pemangku kepentingan memiliki banyak kepentingan (Pamungkas, 2013).

Sangat penting untuk menganalisis aktor-aktor yang terlibat dalam kegiatan pariwisata di prioritas Labuan Bajo Provinsi NTT. Melalui analisis ini, manfaat dan dampak dari masing-masing area disajikan. Analisis ini kemudian dapat membantu memobilisasi sumber daya lokal dan mengidentifikasi elemen partisipasi dan dampak yang dihasilkan dari kolaborasi pemangku kepentingan dan implementasi sinergis. Selain itu, analisis pelibatan pemangku kepentingan dilakukan untuk mengukur dampak terhadap kinerja kemitraan dan sinergi antar pemangku kepentingan.

2. Metodologi

Tujuan dari penelitian ini adalah untuk mengetahui kolaborasi industri, pemerintah dan masyarakat dalam adaptasi sektor pariwisata prioritas Labuan Bajo Propinsi NTT pada masa pandemi Covid-19. Metode yang digunakan dalam penelitian ini adalah proses pengumpulan data dari survey kepustakaan terutama dari berbagai sumber referensi yang mendukung survey ini. Jenis penelitian ini adalah penelitian kualitatif. Teknik perolehan data menggunakan metode reduksi data, visualisasi data, dan penarikan kesimpulan untuk mendengar dan mencatat informasi penting dalam analisis data. Oleh karena itu, artikel ini mengidentifikasi topik yang sedang penulis bahas dan kemudian mencari data yang relevan atau mendukung topik yang sedang dibahas. Setelah mengambil data, penulis menafsirkan sumber data untuk mendapatkan fakta tentang penelitian yang sedang dibahas. Setelah dikumpulkan, data disusun secara sistematis dan terstruktur.

3. Hasil dan Pembahasan

1. Realita Pariwisata di Indonesia Pada Masa Pandemi Covid-19 Saat Ini

Pariwisata merupakan salah satu sektor penting dalam perekonomian Indonesia, namun hasil yang dicapai di sektor ini belum optimal. World Economic Forum (WEF) pada tahun 2013 menempatkan Indonesia pada peringkat 6 dan 38 dari 10 negara dan memperoleh kepemilikan sumber daya alam dan budaya. Peringkat ini jauh di depan negara tetangga seperti Thailand dan Malaysia. Indeks Daya Saing Harga Pariwisata Indonesia tahun 2013 menduduki peringkat ke-9 dari 140 negara (Utama, 2016). Sektor pariwisata Indonesia berkembang pesat, namun Indonesia masih tertinggal jauh dari para pesaingnya di kawasan ASEAN. Dengan potensi industri pariwisata Indonesia di masa depan, diperlukan strategi yang berbeda untuk menarik lebih banyak wisatawan asing dan mengembangkan pariwisata Indonesia. Mengingat potensi industri pariwisata Indonesia ke

depan, diperlukan berbagai strategi untuk menarik lebih banyak wisatawan asing dan mengembangkan pariwisata Indonesia.

Industri pariwisata memegang peranan penting dalam perekonomian Indonesia. Pariwisata merupakan industri multi sektor yang tidak dapat dipisahkan dari sektor ekonomi lainnya. Pada 2019, jumlah wisman atau wisman di Indonesia mencapai 16,11 juta, meningkat 1,88% dari 15 juta pada periode yang sama tahun sebelumnya. .. Jumlah wisman termasuk wisman sebanyak 9,83 juta dengan pesawat, 16 juta di laut, dan 2,11 juta di jalan (Badan Pusat Statistik, 2020).

Tidak dapat dipungkiri bahwa pandemi COVID-19 telah melemahkan perekonomian dunia. Pandemi Covid-19, termasuk Indonesia, telah berdampak pada sektor pariwisata serta sektor sosial, pendidikan, dan ekonomi. Adanya kebijakan Pembatasan Sosial Berskala Besar (PSBB) dan penutupan tempat-tempat permainan dan hiburan untuk mencegah penyebaran COVID-19 telah mengurangi likuiditas masyarakat dan berdampak ekonomi yang signifikan terhadap industri pariwisata.

Penurunan jumlah wisman Menurut temuan Badan Pusat Statistik (BPS, 2020) secara kumulatif wisman ke Indonesia dari Januari hingga November 2020 adalah 3,89 juta, turun dari periode yang sama tahun lalu. Tahun lalu ada 1,73 juta wisman, turun drastis. 73,60 persen. Jumlah wisman termasuk wisman yang masuk perlintasan perbatasan bandara sebanyak 1,68 juta orang, 972.02.000 di laut, dan 1,23 juta di jalan. Pada November 2020, jumlah wisman mencapai 173,31 ribu. Jumlah tersebut kurang dari 1,28 juta orang pada periode yang sama tahun 2019. Jumlah kunjungan wisman pada November 2020 turun 86,31%. Namun jika dibandingkan dengan bulan sebelumnya pada Oktober 2020, jumlah kunjungan wisman pada November 2020 mengalami peningkatan sebesar 13,90%. Angka tersebut terdiri dari 3,39 ribu kunjungan melalui udara, 3,3 ribu kunjungan melalui laut, dan 88,58 ribu kunjungan melalui darat.

Di sisi lain, menurut data Kementerian Ekonomi Pariwisata Kreatif tahun 2021, jumlah wisman ke Indonesia menurut semua kategori pada Mei 2021 mencapai 155.607 kedatangan atau setara 3,85% dibandingkan Mei tahun ini diketahui telah menurun. Jumlah hunian kamar pada November 2020, rata-rata okupansi hotel berbintang Indonesia (TPK) mencapai 0,1 %. Lampung memiliki rasio TPK tertinggi dengan 59,1 %, diikuti oleh Gorontalo dengan 58,80% dan Kalimantan Tengah sebesar 58,21%, sedangkan Bali mencatat angka terendah dengan 9,32%. Lampung memiliki rasio TPK tertinggi dengan 59,1 %, diikuti oleh Gorontalo dengan 58,80% dan Kalimantan Tengah sebesar 58,21%, tetapi Bali mencatat angka tertinggi, turun 9,32%. TPK November 2020 mengalami penurunan sebesar 18, poin dibandingkan TPK November 2019 sebesar 58,58%. Penurunan TPK ini terjadi di semua negara bagian kecuali Gorontalo yang meningkat 10,01 poin, dan Kalimantan Utara yang meningkat 0,16 poin. Sedangkan penurunan TPK terbesar terjadi di Bali sebesar 50,1 poin, disusul masing-masing 31,92 poin, 23,87 poin, dan 22,51 poin di Kepulauan Riau, Bengkulu, dan Maluku Utara. Sedangkan penurunan terkecil terjadi di Kalimantan Tengah 0,23 poin, disusul Sulawesi Tengah 0,29 poin dan Maluku 1,56 poin.

Menurunnya sektor pariwisata mempengaruhi turunnya kegiatan ekonomi sektor ekonomi yang bersangkutan yaitu sektor pariwisata. Sektor ekonomi tersebut meliputi industri pengolahan, pengangkutan, perumahan, katering, perdagangan besar dan eceran (Aji et al., 2018). Menurut data Kemenparekraf yang dikutip Katadata.co.id pada 7 April 2020, 10.96 pelaku usaha pariwisata terdampak dan 30.421 pekerja pariwisata kehilangan pekerjaan. Lebih lanjut, terkait tanggap darurat, BPS menetapkan pangsa hotel berbintang pada Mei 2020 sebesar 1,5%, jauh di bawah

3,53% pada 2019. Sementara itu, Perhimpunan Hotel dan Restoran Indonesia (PHRI) menyebutkan 2.000 hotel dan 8.000 restoran tutup selama periode tanggap darurat Covid-19.

Sedangkan untuk Propinsi NTT, Dunia pariwisata di Provinsi Nusa Tenggara Timur, yang merupakan salah satu penggerak utama ekonomi, telah mengalami guncangan hebat akibat pandemi virus Corona jenis baru (COVID-19). Sektor pariwisata yang menyerap banyak lapangan kerja itu sangat terpukul, karena telah menyebabkan dampak berantai, terutama di sektor strategis seperti pertanian dan jasa. Sementara sampai saat ini, para ahli di berbagai belahan dunia belum bisa memprediksi kapan pandemi yang telah menelan banyak korban jiwa ini akan berakhir. Akan tetapi, industri pariwisata harus terus berlanjut dan bersiap untuk bisa bangkit lagi di era adaptasi kebiasaan baru atau normal baru.

Di Nusa Tenggara timur (NTT), pemerintah telah membuka kembali pintu bagi wisatawan yang lewat sejak penerapan langkah-langkah adaptasi baru yang biasa pada 15 Juni 2020, tetapi pandemi ini sebenarnya telah berubah dan wisatawan berdampak besar pada jumlahnya. Orang yang berkunjung ke NTT. Situasi ini terlihat jelas dari data jumlah wisatawan ke NTT, terutama dari tahun ini hingga Mei 2020, dengan jumlah wisatawan kurang dari 30.000. Tahun lalu, lebih tepatnya, NTT mencatat kedatangan wisatawan pada 2019, namun mencapai lebih dari 1, juta kedatangan. Jumlah wisatawan NTT pada tahun 2019 cenderung meningkat dibandingkan tahun 2018, dengan jumlah kedatangan 1.307.52 orang, dimana 327.28 wisatawan asing dan 980.096 wisatawan domestik sedangkan pada destinasi wisata prioritas Labuan Bajo sepanjang tahun 2020, tercatat jumlah wisatawan hanya menyentuh 44.543 orang. Jumlah itu menunjukkan kontraksi sebesar 82 persen bila dibandingkan okupansi wisatawan pada 2019 yang mencapai 256.171 orang.

Saat ini, daerah tersebut dikenal sebagai "Memohon Tuhan Nanti" (NTT), dengan 1.378 tempat wisata dan negara dengan tempat wisata paling banyak di tanah air (KKP, 2020). Hasil survei majalah internasional Lonely Planet, Nusa Tenggara Timur (NTT) terpilih sebagai pilihan utama pariwisata global tahun 2020. Ini menunjukkan bahwa prospek pariwisata NTT untuk tahun 2020 sangat baik, tetapi karena COVID 19. Pandemi , kunjungan wisatawan masih sangat tinggi.

b. Kolaborasi Industri, Pemerintah dan Masyarakat Dalam Adaptasi Sektor Pariwisata Prioritas Labuan Bajo di Propinsi NTT Pada Masa Pandemi Covid-19

Muncul dan berkembangnya kegiatan pariwisata semata-mata karena kawasan tersebut memiliki objek-objek yang khas dan unik, dibandingkan dengan tempat-tempat menarik lainnya. Sebagaimana kita ketahui bersama, hakikat pariwisata adalah: singularitas, singularitas, perbedaan, orisinalitas, keragaman dan lokalitas (Inskeep, 1994: 12) , sehingga menarik orang untuk berwisata. Oleh karena itu, diperlukan kapasitas adaptif pemerintah untuk memanfaatkan potensi tersebut. Kapasitas adaptif ini terutama dilakukan oleh pemerintah untuk memimpin perumusan kebijakan dan menyediakan pengaturan kelembagaan, dan kemudian mengambil tindakan (Eakin dan Lemos, 2006), yang meningkatkan minat masyarakat dalam menentukan bentuk pemerintahan yang tepat untuk adaptasi yang efektif.

Hingga saat ini, relatif sedikit penelitian yang dilakukan tentang bagaimana model tata kelola berubah dalam menghadapi perubahan yang cepat. Bencana merupakan perubahan yang terjadi dengan cepat dan berdampak besar pada industri pariwisata. Salah satunya adalah pandemi COVID19. Respon tercepat terhadap perubahan akibat bencana adalah dengan menerapkan prinsip-prinsip pemerintahan adaptif melalui kemitraan antara lembaga pemerintah dan masyarakat sipil.

Kemitraan antara lembaga pemerintah dan masyarakat sipil dapat mencakup dua jenis lembaga dalam masyarakat, baik yang mandiri maupun yang berada di bawah binaan pemerintah. Perbedaan sifat kedua jenis lembaga dan alasan masing-masing kerjasama, sifat kerjasama, dan bidang kerjasama juga berbeda. Kemitraan antara pemerintah dan lembaga-lembaga masyarakat sipil yang disponsori oleh pemerintah cenderung lebih banyak terlibat dalam kegiatan-kegiatan yang menarik bagi pemerintah.

Dengan adanya kolaborasi bersama lembaga-lembaga yang disponsornya, pemerintah berharap dapat memberdayakan lembaga-lembaga tersebut untuk menjadi perpanjangan tangan pemerintah untuk menangani masalah-masalah tertentu atau untuk menyebarkan nilai-nilai dan kepentingan pemerintah. Dalam konteks *good governance*, pemerintah, swasta dan masyarakat harus memiliki peran yang setara (Nisjar, 1997:119), terutama dalam konteks pariwisata. Implikasi penting dari interaksi *peer-to-peer* ini adalah bahwa ketika menyediakan produk dan layanan publik pariwisata, pemerintah telah mendelegasikan tanggung jawab dan akuntabilitas kepada sektor swasta dan masyarakat. Hal ini diawali dengan menurunnya kualitas pelayanan publik yang menyebabkan semakin terbatasnya peran pemerintah dalam penyediaan barang dan jasa publik (Dwiyanto, 2002:5). Salah satu cara untuk meningkatkan kualitas ini adalah dengan membuat pihak swasta dan masyarakat seefektif mungkin. Konsep *governance* yang melibatkan ketiga pilar tersebut telah lama menginspirasi para pengelola pemerintahan.

Perkembangan terbesar dari konsep ini adalah bahwa *governance* tidak hanya menjadi basis konseptual untuk mengelola pemerintahan dalam kondisi normal, tetapi juga menjadi basis konseptual untuk merespon perubahan lingkungan (Budiati, 2012), sehingga memunculkan konsep *adaptif governance*. Prinsip tata kelola adaptif adalah menerapkan prinsip tata kelola dengan mengacu pada perubahan lingkungan yang telah terjadi. Konsep ini digunakan untuk menjelaskan kemampuan beradaptasi pemerintahan dalam menghadapi tantangan atau hambatan eksternal. Penelitian tentang tata kelola adaptif telah menarik para sarjana, terutama dalam menangani perubahan iklim dan ekologi (Folke, 2005; Gunderson, 2006; Young, 2006). Dari berbagai item tersebut dapat disimpulkan bahwa *adaptif governance* bertujuan untuk mengadaptasi dan merespon prinsip-prinsip *good governance* untuk mengubah paradigma pemerintahan. Dimensi yang perlu diperhatikan ketika menerapkan tata kelola adaptif meliputi informasi, kebutuhan politik, dan sumber daya (Watson, 2011).

Untuk mengembangkan pariwisata sekaligus merespons pandemi Covid-19 sebagai suatu bencana, konsep tata kelola adaptif saja tidak cukup dan juga diperlukan model tata kelola yang lebih progresif. Konsep pemerintahan yang lebih cepat ini dapat berbentuk pemerintahan kolaboratif, karena melibatkan bentuk kolaborasi antara lembaga pemerintah, sektor swasta, dan masyarakat. Anda tidak hanya memiliki tujuan atau perhatian yang sama untuk isu/masalah tertentu, tetapi Anda berdua juga berbagi sumber daya, risiko, dan tanggung jawab. Dan pendapatan (Dwiyanto, 2012:256). Sifat kerjasama seperti ini berorientasi pada kepentingan jangka panjang dan membutuhkan kesabaran dan interaksi yang cukup antara pemerintah, industri, dan masyarakat dan pihak-pihak terkait dan diharapkan dapat menopang keberlanjutan pembangunan pariwisata maka beberapa isu strategis Propinsi NTT di sektor pariwisata tahun 2018-2023 adalah sebagai berikut:

1. Pandemi COVID-19
2. Globalisasi dimana Pariwisata NTT akan menghadapi persaingan yang semakin ketat untuk merebut pangsa pasar pariwisata dunia.

3. Investasi Dalam Industri Pariwisata yaitu terbatasnya jumlah investasi di bidang pariwisata menunjukkan bahwa peran swasta dan masyarakat dalam pembangunan pariwisata masih belum optimal. Hal ini dipengaruhi oleh kondisi ekonomi, situasi keamanan, dan kebijakan pemerintah dalam menciptakan iklim investasi yang kondusif.
4. Daya saing destinasi pariwisata NTT dimana belum memadainya sarana dan prasarana pendukung pariwisata, kurang optimalnya pengelolaan destinasi, dan kurang memadainya informasi pariwisata
5. Sumber Daya Manusia yang berkualitas dan profesional masih belum tercukupi, belum memadainya sarana dan prasarana pendidikan, kurikulum pendidikan pariwisata yang tidak berdaya saing global, belum adanya standarisasi dan sertifikasi SDM pariwisata serta penempatan SDM pariwisata di daerah yang tidak sesuai dengan kebutuhan (the right man is not in the right place).
6. Kemajuan Teknologi Komunikasi dan Informasi (ICT) dimana e-business telah menjadi strategi baru dalam pemasaran pariwisata sedangkan e-business mampu memberikan banyak kemudahan, baik dalam koneksi business to business (B to B), maupun business to customer (B to C) sebagai strategi yang lebih efektif dengan jangkauan yang jauh lebih luas, tanpa batas.

Untuk menjawab isu strategis Propinsi NTT di sektor pariwisata khususnya di sektor pariwisata prioritas Labuan Bajo tahun 2018-2023 semua pihak harus bisa beradaptasi terutama pada kondisi pandemi Covid-19 melalui kolaborasi, yaitu sebagai berikut:

1. Arahan Presiden
 - a. Penataan Kawasan Peningkatan Infrastruktur
 - b. Penyiapan SDM, Partisipasi UMKM, Penguatan Konten Lokal
 - c. Penanganan Sampah Darat dan Laut
 - d. Pengadaan Air Baku
 - e. Keamanan Wisatawan
 - f. Promosi Terintegrasi
2. Arahan BPOLBF (Badan Pelaksana Otorita Labuan Bajo Flores)
 - a. Penyusunan Produk Wisata Berkualitas
 - b. Pengembangan Kawasan Pariwisata Terpadu
 - c. Peningkatan Daya Saing Destinasi
 - d. Peningkatan Jumlah Akomodasi & Restoran
 - e. Penerapan Protokol Cleanliness (Kebersihan), Health (Kesehatan), Safety (Keamanan), dan Environment (Ramah lingkungan) (CHSE) Destinasi

Dalam hal ini pada pariwisata prioritas Labuan Bajo di Propinsi NTT maka pemerintah, para pelaku usaha serta masyarakat sedang mengimplementasikan adaptif governance melalui kolaborasi lintas sektor dalam menghadapi kondisi pandemi Covid-19. Adaptif governance menerapkan prinsip-prinsip governance dengan mengacu pada perubahan lingkungan yang terjadi. Konsep ini dipakai dalam rangka untuk menjelaskan kemampuan adaptasi governance dalam menghadapi tantangan atau hambatan eksternal. Adaptif governance merupakan satu model pemerintahan yang berusaha untuk menyesuaikan dan merespon perubahan dengan memperhatikan prinsip-prinsip tata pemerintahan yang baik.

Tujuan dari kerjasama tersebut adalah untuk membuat atau melaksanakan kebijakan publik dan mengelola proyek atau aset publik agar dapat menyelesaikan masalah yang kompleks dengan

lebih cepat atas dasar jaringan yang solid. Dalam kerjasama dan kerjasama, masing-masing pihak terikat oleh kepentingan bersama dan harus mencari solusi atas masalah atau masalah tertentu, dan masalah atau masalah tersebut akan membuat semua pihak sangat terganggu oleh kepentingannya. Saya bersedia bekerja sama karena saya berharap dapat menemukan solusi untuk masalah yang organisasi publik dan mitra organisasi sektor swasta mereka selesaikan bersama. Kedua belah pihak percaya bahwa jika mereka bekerja sama untuk menemukan solusi untuk masalah atau kepentingan bersama, masalah atau kepentingan akan lebih mudah diselesaikan. Masalah atau kepentingan bersama menjadi sumber inspirasi dan motivasi bagi pengembangan kerjasama antara organisasi publik, swasta dan masyarakat (Dwiyanto, 2012:253).

Agranoff dan McGuire (2003) sepakat bahwa pemerintah harus menggabungkan kapasitasnya dengan kapasitas pihak lain (seperti warga negara dan berbagai aktor non-pemerintah) untuk secara efektif menyelesaikan masalah publik yang kompleks yang dihadapinya. Jika kemampuan untuk berkolaborasi adalah kunci keberhasilan pemecahan masalah jangka panjang, penting untuk menentukan persyaratan dasar dari proses kolaboratif atau bagaimana mengelola proses untuk mencapai kesuksesan. Bardach (2001) mencatat pentingnya pengembangan manajerial untuk mengembangkan kapasitas kolaboratif, sedangkan Miller dan Ritcie (2005) berpendapat bahwa diperlukan pemimpin wirausaha yang dapat membangun dan memelihara kepercayaan dan meyakinkan peserta bahwa mereka dapat memperoleh lebih banyak keuntungan melalui kerjasama daripada sendirian.

Pariwisata prioritas Labuan Bajo di Propinsi NTT telah dirancang dengan cermat dan harus mempertimbangkan potensi pasar yang ada (termasuk pasar domestik dan internasional), terutama tren pariwisata masa depan setelah pandemi Covid-19. Sebuah proyek pembangunan yang baik harus dapat menandingi keunikannya, mencocokkan supply dan demand, memenuhi perhitungan potensi pasar yang benar, dan memiliki tujuan yang jelas, tujuan yang terukur, gangguan pekerjaan, dan tenggat waktu yang jelas. Inti dari shared resources antara pemerintah, swasta dan masyarakat adalah memberikan pelayanan yang lebih baik kepada masyarakat. Kemitraan jangka panjang yang halus dapat memberikan lebih banyak solusi daripada layanan saja.

Selain itu, entitas penting yang akan dibangun adalah safety center, yang dapat menunjang kebutuhan masyarakat dan wisatawan dalam hal keselamatan, keamanan, dan kesehatan. Labuan Bajo telah ditetapkan sebagai lokasi pilot project pembangunan safety center yang nantinya akan diterapkan di destinasi lain. Labuan Bajo juga menjadi lokasi pilot project penerapan pengelolaan sampah plastik di destinasi wisata bahari yang merupakan kebijakan Menteri Pariwisata dan Ekonomi Kreatif Nomor 5 Tahun 2020 dan membutuhkan dukungan pemerintah daerah untuk melaksanakannya.

Taman Nasional Komodo dan Kawasan Strategis Pariwisata Nasional Labuan Bajo juga harus terus meningkatkan pengembangan destinasi dan kawasan wisata baru, termasuk mempersiapkan NTT sebagai venue utama dan pendukung penyelenggaraan KTT ASEAN 2023 dan G20. Perlu melakukan yang terbaik. KTT ASEAN dan agenda G20 dapat dilaksanakan dengan baik dan menjadi salah satu wujud kemajuan Indonesia.

Namun, di masa pandemi Covid19, pelaksanaan kerjasama antara industri, pemerintah dan masyarakat di pariwisata prioritas Labuan Bajo di Propinsi NTT dalam beradaptasi dengan industri pariwisata tidak selalu mulus. Salah satu permasalahannya adalah belum semua peserta yang terlibat dalam pembangunan daerah menjalankan tugasnya dengan baik (Mahfud, 2015). Mengingat kerjasama antar pemangku kepentingan termasuk masyarakat sangat besar pengaruhnya terhadap

perkembangan kawasan wisata. Oleh karena itu, diperlukan proses membangun kepercayaan antar setiap peserta, yang merupakan syarat terjalannya kerjasama yang solid antar masing-masing peserta (Amsyari, 2018). Hal ini dapat dilakukan dengan berbagi peran dan tanggung jawab masing-masing pemangku kepentingan sehingga mereka dapat memainkan perannya dengan benar dan membuat pengembangan kawasan wisata berjalan sesuai rencana, tetapi selama ini semua departemen pendukung pariwisata perlu mendapat perhatian. Kerjasama antara pemerintah pusat dan daerah masih lemah, terutama di daerah tujuan wisata super prioritas di Provinsi NTT, seperti kawasan Labuan Bajo.

Dalam praktiknya, pembangunan infrastruktur yang diprakarsai oleh pemerintah pusat di Labuan Bajo, tujuan wisata prioritas utama, sering dipandang oleh masyarakat sebagai kantong mewah yang dibangun oleh pemerintah pusat di daerah yang relatif miskin. Selain itu, industri yang perlu mendapat perhatian khusus adalah industri akomodasi (hotel dan hotel), industri penyedia catering (restoran dan restoran), penyediaan souvenir dan belanja, transportasi dan hiburan. Kelima industri tersebut merupakan industri yang paling dibutuhkan oleh wisatawan dan industri yang menyumbang proporsi terbesar dari konsumsi pariwisata.

Dari sisi akomodasi, Tingkat Penghunian Kamar (TPK) pariwisata prioritas Labuan Bajo di Propinsi NTT masih di bawah 55%, menunjukkan bahwa permintaan kamar dan hotel telah terpenuhi sepenuhnya. Namun perlu terus ditingkatkan kualitas dan pelayanannya untuk memaksimalkan kepuasan wisatawan sehingga dapat meninggalkan kesan positif bagi calon wisatawan yang akan berkunjung.

Di bidang penyediaan makanan dan minuman, perlu ditingkatkan keragaman dan kreativitas masyarakat lokal dalam mengolah sumber daya yang ada menjadi makanan khas yang lezat. Saat ini makanan khas NTT masih sangat sedikit dan belum begitu populer di kalangan wisatawan, sehingga mereka sering bingung makanan khas mana yang harus dicoba saat berkunjung ke NTT. Sektor pasokan belanja dan souvenir juga membutuhkan peningkatan serupa sebesar 4.444. Selain itu, mengingat wisatawan hampir pasti akan membeli oleh-oleh lokal untuk dibawa pulang sebagai oleh-oleh, maka penting juga untuk menyediakan fasilitas belanja yang lebih lengkap untuk oleh-oleh khas.

Dari segi transportasi, aksesibilitas wisatawan ke tempat wisata harus dihargai tinggi. Beberapa objek wisata masih sulit diakses dan kurang diperhatikan. Misalnya, Air Terjun Tangeru di Pulau Sumba Timur membutuhkan pendakian sekitar satu jam dari tempat parkir dan melalui medan yang cukup terjal dengan fasilitas sementara untuk mencapai air terjun. Padahal tempat wisata tersebut bisa menjadi daya tarik wisata utama NTT. Selain itu, beberapa obyek wisata masih kekurangan fasilitas penunjang, seperti stand catering, tempat istirahat sementara, tempat ibadah, dan lain-lain. Mengingat masih minimnya objek wisata yang menyediakan atraksi budaya, maka industri hiburan juga perlu lebih dioptimalkan. Kalaupun ada, tidak memberikan jadwal rutin yang jelas, sehingga wisatawan tidak bisa menikmatinya sepenuhnya.

Optimalisasi sektor-sektor tersebut dapat meningkatkan daya tarik wisata NTT khususnya di Labuan Bajo yang akan berdampak positif terhadap jumlah wisatawan. Oleh karena itu, melalui adaptasi dan kolaborasi pada masa Pandemi Covid-19 ini akan meningkatkan perekonomian masyarakat setempat. Jika masyarakat sehat secara ekonomi, maka secara makro dapat meningkatkan perekonomian NTT secara keseluruhan.

c. Dampak Kolaborasi Industri, Pemerintah dan Masyarakat Dalam Adaptasi Sektor Pariwisata Prioritas Labuan Bajo Di Propinsi NTT Pada Masa Pandemi Covid-19

Dampak yang muncul dari adanya kolaborasi industri, pemerintah dan masyarakat dalam adaptasi sektor pariwisata di Propinsi NTT terdiri dari tiga unsur, yaitu sebagai berikut:

1. Dampak Ekonomi

Dampak ekonomi bagi industri pariwisata prioritas Labuan Bajo di Propinsi NTT dari kerjasama antara industri, pemerintah dan masyarakat dalam adalah salah satu peluang kerja, yang akan meningkatkan lapangan kerja, secara tidak langsung mengurangi pengangguran dan meningkatkan pendapatan masyarakat. Hal lain adalah jumlah usaha kecil, menengah dan mikro di kawasan wisata provinsi NTT semakin meningkat. Selanjutnya pedagang juga akan muncul secara tidak langsung, dan kedua jenis pedagang tersebut selanjutnya akan langsung dikelola oleh mitra, atau akan berkembang secara tidak sengaja di sekitar kawasan wisata. Pertumbuhan ini akan meningkatkan kesejahteraan masyarakat sekitar, sehingga ke depan diperlukan pengaturan dengan pedagang, usaha kecil, menengah dan mikro dan pengusaha lain yang mencari nafkah di daerah tujuan wisata.

Dalam hal ini, Pemprov NTT sebagai regulator dapat merumuskan strategi untuk mengembangkan usaha kecil, menengah dan mikro serta memberdayakan masyarakat, sehingga secara tidak langsung meningkatkan perekonomian daerah. Hal ini sesuai dengan hasil penelitian (Rizal et al., 2017), dimana peristiwa nyata perkembangan pariwisata ditunjukkan dengan dampak ekonomi dari objek wisata, yaitu karena meningkatnya jumlah pengunjung, pendapatan masyarakat sekitar. populasi meningkat. Penduduk setempat memperoleh pendapatan dengan menjual makanan dan minuman dan melalui jasa transportasi lokal. Jika banyak wisatawan datang untuk menikmati pemandangan indah objek wisata, pendapatan pemerintah juga akan meningkat. Yoeti (2009:187) berpendapat bahwa perkembangan obyek wisata bergantung pada produk industri pariwisata, antara lain daya tarik wisata, kenyamanan wisatawan, sarana dan prasarana, serta kegiatan promosi. Sementara itu, menurut Dimyanti dan Mudjiono (2008:87), pengembangan pariwisata secara khusus dapat diartikan sebagai upaya untuk menyediakan atau meningkatkan fasilitas dan pelayanan untuk memenuhi kebutuhan wisatawan. Namun dalam arti yang lebih umum, maknanya juga dapat mencakup efek terkait, seperti penyerapan/penciptaan tenaga kerja atau peningkatan pendapatan.

2. Dampak Sosial

Dampak sosial dari kerjasama semacam ini adalah adanya interaksi sosial antara semua peserta dan masyarakat sekitar. Keberadaan pariwisata prioritas Labuan Bajo di Propinsi NTT dapat membuat masyarakat sekitar peka mengatur lingkungan sosialnya sedemikian rupa sehingga dapat dipelihara dan dikendalikan dengan baik. sejauh mana lingkungan daerah tersebut dapat berkembang. Dampak sosial positif lainnya adalah berkurangnya kenakalan remaja, karena pemuda pengangguran diberdayakan (Khomzi et al., 2020). Kenakalan remaja bukan hanya tanggung jawab orang tua, tetapi juga tanggung jawab moral kehidupan milik masyarakat, oleh karena itu perlu dilakukan upaya untuk mengurangi kenakalan remaja (Rahmah, 2017). Pengembangan destinasi wisata kolaboratif di Provinsi NTT akan berdampak positif bagi masyarakat sekitar, karena sebelum resmi dibukanya tenaga kerja yang kosong akan terlebih dahulu menyerap tenaga kerja di 4.444 daerah sebagai penggerak SDM. Dengan demikian, dampak sosial dari pengembangan pariwisata akan menguntungkan kedua belah pihak. Masyarakat sekitar juga akan memanfaatkan jalan yang dikembangkan untuk mendukung pariwisata daerah, sehingga mengembangkan infrastruktur pendukung.

3. Dampak Lingkungan

Dampak lingkungan dari kerjasama tersebut terkait dengan isu menjaga kebersihan lingkungan. Setelah berkembangnya ekowisata, kesadaran masyarakat akan kebersihan lingkungan berubah, karena semakin banyak turis, semakin banyak sampah, sehingga masyarakat mulai mengelola sampah yang ada (Hijriati & Mardiana, 2015). Menjaga kebersihan pada dasarnya merupakan tanggung jawab bersama antara pemangku kepentingan dan masyarakat. Membersihkan setiap kawasan wisata akan membantu pengelola, masyarakat, dan wisatawan di tempat wisata untuk saling menghibur. Oleh karena itu, melalui kerjasama ini, ke depan, kesadaran masyarakat untuk menjaga kebersihan lingkungan sekitar akan meningkat.

3. Kesimpulan

Dalam konteks penyelenggaraan pemerintahan yang baik perlu adanya peran yang setara antara pemerintah, privat dan masyarakat khususnya dalam konteks pariwisata. Implikasi penting dari interaksi yang bersifat kesetaraan tersebut adalah adanya pelimpahan tanggung jawab dan akuntabilitas dalam penyediaan barang dan pelayanan publik pariwisata dari pemerintah kepada pihak swasta dan masyarakat. Oleh karena itu kolaborasi industri, pemerintah dan masyarakat dalam adaptasi sektor pariwisata di Propinsi NTT pada masa pandemi Covid-19 sesuai arahan presiden yaitu Penataan Kawasan Peningkatan Infrastruktur, Penyiapan SDM, Partisipasi UMKM, Penguatan Konten Lokal, Penanganan Sampah Darat dan Laut, Pengadaan Air Baku, Keamanan Wisatawan, Promosi Terintegrasi sedangkan untuk arahan BPOLBF (Badan Pelaksana Otorita Labuan Bajo Flores) yaitu Penyusunan Produk Wisata Berkualitas, Pengembangan Kawasan Pariwisata Terpadu, Peningkatan Daya Saing Destinasi, Peningkatan Jumlah Akomodasi & Restoran, Penerapan Protokol Cleanliness (Kebersihan), Health (Kesehatan), Safety (Keamanan), dan Environment (Ramah lingkungan) (CHSE) Destinasi meskipun dalam implementasinya masih terdapat berbagai kendala namun bila kolaborasi dan adaptasi ini berhasil maka akan berdampak pada peningkatan ekonomi, perubahan sosial ke arah yang lebih positif serta berdampak pada kondisi lingkungan yang lebih baik.

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Analisis Strategi Pengembangan Bisnis di Daerah Wisata Bahari Hasan Maubesi dan Pantai Motadikin di Kabupaten Malaka

Agatha Adelvina Marwadi
University of Nusa Cendana

agathamawadi07@gmail.com, marwaditrya@gmail.com

Abstract.

Malaka district is a district that was divided in 2013 from Belu district. Malaka district is the youngest district in the province of East Nusa Tenggara. Malaka district itself saves a variety of natural beauty that really spoils the eye. In Malaka district there are marine tourism objects named Hasan Maubesi and Motadikin Beach. Hasan maubesi and motadikin are the most visited tourist attractions in Malaka district. This marine tourism has become a well-known object in the Malaka district. Unfortunately, this tourist attraction has not been developed significantly so that visitors often feel bored because they only feel the same vibes when visiting. This location is a tourist attraction that provides many business opportunities. Business opportunities that can be developed in this tourist location are lodging business, culinary business, motor boat (jetski) rent and banana boat, resort and lounge and original souvenirs. The development strategy uses the 4p strategy, with the use of online media, wait and see strategies and bundling

Keywords: Marine Tourism, Attraction, Business

1. Pendahuluan

Pariwisata merupakan aspek yang sementara banyak dikembangkan dan dipublikasikan oleh pihak pemerintah. Pariwisata banyak memberikan dedikasinya kepada negara. Pariwisata menjadi salah satu objek yang sangat ditonjolkan dalam pembangunan. Mengingat kontribusi besar dari pariwisata, maka perlu dilakukan pengembangan terhadap objek-objek pariwisata tersebut.

Di Indonesia sendiri terdapat banyak objek yang sangat direkomendasikan untuk dikunjungi. Salah satu provinsi dengan banyak pesona wisata bahari di Indonesia yaitu provinsi Nusa Tenggara Timur. Khususnya di kabupaten Malaka, terdapat objek wisata bahari yang bernama Hasan maubesi dan pantai Motadikin. Motadikin berlokasi di desa Fahiluka, kecamatan malaka tengah, kabupaten malaka. Sedangkan Hasan maubesi berlokasi di desa litamali, kecamatan kobalima, kabupaten malaka. Jarak yang ditempuh untuk bisa tiba di lokasi pantai Motadikin yaitu sejauh 12 km dari pusat kota Betun sedangkan hasan maubesi hanya berjarak sekitar 6 km dari pantai motadikin.

Motadikin sendiri memiliki pesona yang luar biasa dengan keindahan air lautnya yang berwarna biru yang terbentang luas hingga perbatasan dengan Negara Australia. Motadikin sendiri memiliki garis pantai yang begitu luas. Keistimewaan yang dimiliki oleh pantai ini yaitu pesona sunrise yang memanjakan mata. Dengan adanya potensi wisata ini, maka dapat dikembangkan berbagai bisnis sebagai bentuk pemanfaatan potensi wisata. Sejauh ini, kontribusi yang diberikan oleh kedua objek wisata ini yaitu dengan mendorong berkembangnya pertumbuhan perekonomian

regional. Kontribusi lain yang dapat diberikan oleh pariwisata yaitu pengurangan pengangguran dan peningkatan produktivitas daerah.

Usaha penginapan merupakan peluang bisnis yang dapat dikembangkan di lokasi wisata ini, mengingat belum adanya penginapan yang disediakan bagi wisatawan dari luar wilayah malaka. Dengan adanya dikembangkannya bisnis penginapan, bussinesmen bisa memperoleh provit dari adanya wisatawan yang melakukan penyewaan untuk menikmati pesona sunrise yang disajikan oleh pantai motadikin.

Selain itu, pengunjung/wisatawan bisa melakukan perjalanan menuju wisata bahari Hasan Maubesi yang berlokasi tidak jauh dari pantai motadikin yaitu sekitar 6 km.

Bisnis kuliner merupakan salah satu peluang bisnis yang dapat dikembangkan di wilayah pantai motadikin dan hasan maubesi. Mengingat jarak ke pusat kota yang lumayan jauh disertai dengan infrastruktur jalan raya (dari Bolan-Motadikin) yang belum memadai, maka bisnis kuliner juga menjadi peluang yang dapat dikembangkan.

Motadikin sendiri belum mempunyai wahana bermain yang menarik. Oleh karena itu, motor bost dapat menjadi ide yang menarik untuk dikembangkan. Mengingat belum adanya jetski di objek wisata ini, maka ide ini menjadi salah satu ide bisnis yang menjanjikan

Pembangunan resort yang bertemakan wisata back to nature sangatlah cocok jika dibangun di lokasi wisata ini. Dengan kualitas fresh air yang masih sangat terjaga, pengunjung dapat menikmati indahnya pemandangan dan tetap dengan harga yang lumayan murah. Pantai motadikin memiliki pesona yang begitu indah. Dipagi hari, pantai ini menyajikan pesona matahari terbit yang sangat indah. Wisatawan dapat menikmati indahnya pemandangan matahari terbit di tempat yang masih sangat alami, ditambah lagi kabupaten malaka merupakan daerah dengan curah hujan yang rendah se hingga keindahan sunrise dapat dinikmati setiap pagi.

Konsep yang diterapkan dalam pengembangan bisnis ini yaitu dengan konsep back to nature dengan mengadaptasi kebudayaan daerah setempat. Hal ini menjadikannya berbeda dengan resort pada umumnya. Strategi ini sangat memungkinkan penggunaan budget yang rendah dengan omset yang besar. Resort ini pula akan dibangun berdekatan dengan lokasi penangkaran ikan kerapu yang mana akan menambah minat wisatawan untuk berkunjung dan melihat secara langsung penangkaran ikan kerapu yang menjadi lokasi satu-satunya penangkaran ikan kerapu di kabupaten malaka. Poin lebih yang didapat oleh pebisnis yaitu, pembangunan resort di maubesi menjadi pembangunan resort pertama di kabupaten Malaka.

Ketika mengunjungi suatu tempat, salah satu hal yang paling banyak dicari oleh wisatawan yaitu buah tangan atau souvenir dari wilayah tersebut dengan mengangkat ciri khas daerahnya. Malaka dikenal sebagai salah satu daerah penghasil tenun di NTT. Hal ini semakin membuka peluang untuk membangun bisnis souvenir yang mengangkat tema culture.

Hal yang membuat souvenir ini berbeda yaitu pembuatan souvenir yang menggunakan bahan tenun asli khas daerah Malaka. Hal ini menjadi keunggulan tersendiri yang dimiliki oleh produk yang akan dibuat.

2. Metode

Metode yang digunakan dalam menganalisis strategi pengembangan bisnis dalam pariwisata menggunakan metode kualitatif. Metode kualitatif merupakan metode penelitian yang bersifat descriptive dan cenderung menggunakan analisa. Data-data yang digunakan merupakan data-data primer dan diambil dari website-website dan sumber terpercaya lainnya.

3. Hasil dan Diskusi

3.1 Strategi pengembangan bisnis dalam pariwisata

Dalam pengembangan bisnis yang dilakukan, strategi yang digunakan yaitu :

1. Pemanfaatan media online.

Di era yang serba digital ini, segala urusan semakin dipermudah dengan adanya website-website ataupun aplikasi yang membantu pebisnis untuk mempromosikan produknya. pebisnis diharuskan untuk kreatif mungkin mengembangkan usahanya, terutama dalam bidang promosi. Media online dapat mempromosikan produk atau jasa tersebut melalui website, iklan online, mailing list, jejaring sosial, blog, komunitas bisnis, dan lain sebagainya. Dengan jangkauan pasar yang tidak terbatas, peluang yang dimiliki akan lebih besar untuk menjangkau konsumen sebanyak-banyaknya (Prawita et al, 2016).” Dari pandangan yang disampaikan diatas, dapat dijelaskan bahwa strategi ini sangat mendukung dalam perluasan jangkauan bisnis yang mana bisa mendatangkan banyak konsumen dari berbagai daerah.

2. Price

Penetapan harga yang pasar yang harus sesuai dengan budget konsumen target agar tidak terkesan terlalu mahal bagi konsumen. Hal ini perlu dipertimbangkan agar menarik minat masyarakat. Penentuan harga dilakukan menyesuaikan biaya produksi dengan tidak menjatuhkan harga sehingga pebisnis tetap mendapatkan keuntungan. Penetapan harga dapat bervariasi sesuai dengan fasilitas yang bisa didapatkan oleh konsumen.

3. People

Terkait pengelolaan bisnis, dibutuhkan sumberdaya yang mampu mengelola bisnis secara langsung dan tidak langsung. Hal ini ditujukan kepada pengelola resort (karyawan, receptionist) tour guide, pihak pengelola objek wisata, pihak pengelola tour travel. Menjalin kerjasama dengan stakeholder. Kerjasama yang dilakukan antara pebisnis dan stakeholder terkait dibutuhkan agar promosi product semakin terpercaya. Dalam hal ini, pebisnis akan melakukan kerja sama dengan pihak pariwisata serta ambassador of tourism di daerah setempat guna mempromosikan produk-produk terkait.

4. Promosi

Promosi dapat dilakukan juga dengan melalui media online maupun offline. Media offline yang dimaksud seperti Pameran, bazar-bazar dan festival yang dapat mengundang konsumen dan secara langsung berinteraksi dengan mereka. Dalam melakukan promosi, dibutuhkan juga Physical evidence Physical evidence berkaitan dengan cara menarik pelanggan melalui lingkungan fisik. Lingkungan fisik yang dimaksud ialah tampilan website

5. product/market diversification

Market diversification merupakan tindakan melakukan perubahan secara keseluruhan, yaitu membuat produk baru untuk pangsa pasar yang baru (new market). New market sendiri berarti membuat pasar wisata baru yang mendorong untuk keluar dari zona wisata yang digunakan secara umum. new product berarti memberikan penawaran baru bagi wisatawan dengan ketentuan produk tersebut tidak dimiliki oleh pihak pesaing atau memiliki keunggulan dari produk pesaing. Contohnya dalam bisnis kuliner, jika pesaing melakukan penjualan makanan saji, maka produk yang ditawarkan

harus berupa makanan yang sendiri dimasak oleh pengunjung (diutamakan bagi yang melakukan perjalanan bersama keluarga) dengan fasilitas memasak yang disediakan oleh pengelola bisnis.

6. Strategi wait and see

Bagi pengelolaan resort, digunakan strategi wait and see. Manajemen resort harus melakukan pengawasan arus kas secara ketat dikarenakan strategi ini hanya mengandalkan trader untuk menunggu perkembangan pasar. Strategi ini diterapkan dalam pengembangan resort yang mana pada saat musim liburan akan ada banyak peminat yang melakukan liburan. Dalam situasi ini, pihak pengelola harus menetapkan harga dengan sedikit menaikkannya dari harga standar.

7. Bundling product

Bundling product dilakukan dengan cara menggabungkan produk untuk diberikan kepada pelanggan. Contohnya dengan menggabungkan tiket resort dan tiket rent car menuju lokasi resort. Hal ini mampu mempermudah pelanggan ketika akan berkunjung ke lokasi wisata yang mana pelanggan tidak harus repot-repot mencari kendaraan untuk menuju ke lokasi wisata. Bundling juga dapat dilakukan dengan memberikan paket liburan keluarga yang mana dalam 1 paketnya terdapat berbagai macam pelayanan yang bisa didapat dengan harga yang lebih murah. Contohnya Penyediaan paket hemat. Penyediaan paket ini bertujuan untuk menarik minat pelanggan untuk melakukan liburan ke resort terkait. Contohnya dengan adanya pemberian paket keluarga, maka banyak keluarga-keluarga yang akan menghabiskan waktu bersama keluarga disaat liburan. Hal ini memberikan nilai plus karena selain bersenang-senang dengan keluarga untuk menghabiskan quality time tetapi juga memberikan kepuasan pelanggan karena adanya pemotongan harga untuk 1 paket liburan.

4. Kesimpulan

Hasil analisis menyatakan bahwa objek wisata bahari hasan maubesi dan pantai motadikin memberikan peluang bisnis yang cukup menjanjikan. Peluang bisnis yang dapat dikembangkan di lokasi wisata ini yaitu Usaha penginapan, usaha ini cukup menjanjikan dikarenakan belum terdapat penginapan disekitar destinasi wisata selain di pusat kota yang berjarak cukup jauh. Bisnis kuliner cukup berpeluang karena sejauh ini belum terdapat restaurant atau warung makan yang berada disekitar objek wisata tersebut. Motor boat(jetski) rent dan banana boat sendiri berpeluang untuk dikembangkan mengingat pengadaan wahana bermain itu merupakan pengadaan untuk pertama kalinya di pantai motadikin.

Resort and lounge. Hal yang dapat diunggulkan dari bisnis resort yaitu merupakan pembangunan resort prtama dan menjadi satu-satunya di kabupaten Malaka. Dengan menerapkan konsep back to nature dan mengadopsi arsitektur tradisional, semakin menambah daya tarik konsumen. Sedangkan untuk bisnis souvenir, poin lebih yang dimiliki oleh bisnis souvenir yaitu penggunaan bahan tenun asli sebagai bahan dasarnya.

Selain itu terdapat strategi memanfaatkan teknologi (media online) untuk memperluas jangkauan bisnis. Strategi bundling juga memberikan keunggulan tersendiri karena akan banyak konsumen yang tertarik dengan penyediaan paket pelayanan. Hal ini semakin menarik pelanggan dan memberikan keuntungan bagi pihak pelanggan dan pebisnis.

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Analysis of Student Learning Activity During Online Learning Department of Office Automation and Governance at SMK Negeri 1 Makassar

Risma Niswaty¹, Reski², Sitti Hardiyanti Arhas³, Hajrah⁴ Muh. Nasrullah⁵
^{1,2,3,5}Universitas Negeri Makassar

*rismaniswaty@unm.ac.id

Abstract. In the learning process, student learning activity is very necessary, if students are active, then the learning process goes well. This type of research is a qualitative descriptive study that aims to describe the active learning of students during online learning majoring in Office Automation and Governance at SMK Negeri 1 Makassar. The research informants were 7 people, namely 2 teachers and 5 students majoring in Office Automation and Governance. Research informants include archives subject teachers, correspondence subject teachers, one class X OTKP student, two-class XI OTKP students, two-class XII OTKP students. Data collection techniques were carried out, namely interviews, observation, and documentation. The data analysis used is the data analysis model of Miles and Huberman. The results showed that students majoring in Office Automation and Governance at SMK Negeri 1 Makassar were categorized as less active during online learning and only met several indicators of student learning activity, this can be seen by looking at the indicators of student learning activity during online learning. These indicators include, students, participate in carrying out tasks, actively ask questions if they are not understood, either ask the teacher or friends, participate in carrying out discussions, participate in solving a problem, participate in finding information to solve problems, and students can assess themselves on the results he has obtained.

Keywords: Students Learning, Automation, Governance

1. Introduction

The learning process is an interactive activity between teachers and students in the classroom. The learning process involves learning and teaching activities that can determine student success and achieve educational goals. Learning is a change in behavior that occurs in individuals, who previously could not be able or proficient. Learning is a process of seeking knowledge that occurs within a person through training, learning, and others so that changes occur in oneself (Al-Fraihat, Joy, Masa'deh, & Sinclair, 2020; Moore, Dickson-Deane, & Galyen, 2011; Mubarok, Najmi, & Rizkiyanto, n.d.).

Student activity makes learning run according to the learning plan that has been prepared by the teacher, the form of student activity can be in the form of activities on their own or activities in a group. The active participation of students is very influential on the process of thinking, emotional, and social development. Several efforts can be made by teachers in developing student learning activities in subjects by increasing student interest, generating student motivation, and using media in learning (Niswaty & Arhas, 2019; Saleh, Arhas, Haerul, & Nasaruddin, 2019)

The existence of a pandemic disaster in the form of a coronavirus outbreak or also known as COVID-19 hit all countries including Indonesia, this condition brought changes to policy reforms to

be implemented, including in the world of education. Through the Ministry of Education and Culture and the Ministry of Religion of the Republic of Indonesia, since mid-March 2020, a policy of learning processes carried out from home has been implemented as an effort to prevent the spread of COVID-19 (Maqableh & Alia, 2021; Mishra, Gupta, & Shree, 2020; Suprianto, Arhas, & Mahmuddin, 2020).

The learning system has significantly changed as a result of the COVID-19 pandemic from the process of direct face-to-face interaction between students and teachers to online interactions. Online learning is a learning process that runs by utilizing the internet network with access, connection, and flexibility in bringing up various types of learning interactions (Hasan & Bao, 2020; Orlov et al., 2021; Singh et al., 2021). This is in line with research (Al Halik & Aini, 2020), that online or distance learning is expected to meet educational standards, students and teachers can still be connected through the use of technology such as computers or gadgets. The interconnectedness of students and teachers through technology at a distance usually uses the learning process with the e-learning method. E-learning is defined as learning that uses technology that is interconnected between students and teachers, or students and lecturers, where learning materials are sent to students remotely via computer networks and gadgets.

This drastic change certainly makes teachers and students have to start getting used to it because online learning is not used by all students and teachers, especially teachers who are still not proficient in using technology (Bhargava, Negbenebor, Sadoughifar, Ahmad, & Kroumpouzou, 2021; Hofer, Nistor, & Scheibenzuber, 2021; Meulenbroeks, 2020). This change in learning culture is one of the obstacles for students because so far students are used to face-to-face, so online learning students need to adapt to this new learning process, indirectly affecting students' absorption and active learning, (Purwanto et al., 2020). Active learning cannot be explained about the learning resources used. Each form of learning material requires the use of certain suitable learning resources to support the effectiveness of learning. This learning resource is included in the learning environment, which can increase the level of activity in the learning process. The activity of students certainly includes physical and mental activities, individually and in groups. Therefore, the interaction is said to be maximal if it occurs between the teacher and all students, between students and teachers, between students and students, students with learning materials and media, even students with themselves, but still within the framework of achieving goals. that have been set together, (Faturrohman, 2012)

According to (Fields, Trostian, Moroney, & Dean, 2021; Trittenbach, Englhardt, & Böhm, 2021; Zhang & Wen, 2021) active learning is something that plays an important role in every teaching and learning process. With the active power of students in the learning process, students as students will be more likely to have a high sense of interest and enthusiasm in participating in the process of teaching and learning activities. Student learning activities are activities that involve students directly during the learning process. Student learning activity during the online learning process (on the network) must of course include several indicators such as the following: 1) students participate in carrying out assignments, 2) actively ask questions if they are not understood, either ask the teacher or friends, 3) participate in discussions, 4) participate in solving a problem that is being discussed in a particular material, 5) participate in finding information to solve the problem being discussed in a particular material, 6) students can assess themselves on the results they have obtained, such as carrying out tasks with previously discussed material, (Sudjana, 2010:16). From

the six indicators, it is expected that students' active learning through online learning can be obtained by students well.

The Minister of Education and Culture of the Republic of Indonesia issued Circular Letter Number 4 of 2020 concerning the Implementation of the Coronavirus Disease (COVID-19) Education Policy point 2, namely the learning process from home is carried out with the following provisions: learning from home through online/distance learning is carried out for provide a meaningful learning experience for students, without being burdened by the demands of completing all curriculum achievements for grade promotion and graduation; learning from home can be focused on life skills education, including regarding the Covid-19 pandemic; learning activities and assignments from home may vary between students, according to their individual interests and conditions, including considering the gap in access/facilities for learning at home; evidence or products of learning activities from home are given qualitative and useful feedback from the teacher, without being required to give quantitative scores/values.

Students majoring in Office Automation and Governance at SMK Negeri 1 Makassar, have carried out an online learning process starting from the date of stipulation. The learning method at the school is dominant in giving assignments to students and sometimes students don't do the assignments given because of the influence of the network and limited internet quota and of course it affects student learning activities.

2. Methods

This study uses a qualitative approach. According to Bogdan and Taylor (in Nugrahani, 2014) defines that qualitative research is a research procedure that can produce descriptive data in the form of speech, writing, and behavior from the people being observed. The type of research used is descriptive research. The focus of research in this study is on the analysis of student learning activities during online learning. Furthermore, the informants in this study, as many as 7 informants.

Data collection techniques, namely observation, interviews and documentation, and data analysis techniques carried out by researchers, namely the Miles and Huberman model in (Sugiyono, 2018:337) using data analysis techniques that include three simultaneous activities, namely "data reduction, data presentation, and drawing conclusions or verification". Data reduction is by recording all the information obtained from the interviews. The information obtained is then collected and the information needed is selected, after all the necessary data is collected then an abstraction or summary is made, then the presentation of the data is done by taking the main data. In presenting the data, the information that has been collected is then compiled to make it easier to conclude.

3. Results and Discussion

To find out the description of student learning activity during online learning majoring in Office Automation and Governance at SMK Negeri 1 Makassar, the main information and data collection were carried out by interview (interview), namely questions and answers conducted with informants or research subjects. Before carrying out this interview data collection technique, of course, several questions have been prepared that will be answered by research informants.

In the process of presenting data or information regarding student learning activities during online learning majoring in Office Automation and Governance at SMK Negeri 1 Makassar which has been obtained from the results of interviews with all informants, namely archiving subject

teachers, correspondence subject teachers, and students majoring in Automation and Governance Offices are collected, specified and arranged systematically in the form of research reports. In the data reduction process, data or information from interviews regarding student learning activities during online learning majoring in Office Automation and Governance at SMK Negeri 1 Makassar were analyzed and data sharpening was carried out, discarding things or data that were not important with the aim of the study. In this stage, important notes that were recorded during interviews with informants were taken to sharpen the data. Then, in the conclusion stage, which is the final stage in the flow of data analysis carried out. In this stage, conclusions are drawn on data analysis regarding student learning activities during online learning majoring in Office Automation and Governance at SMK Negeri 1 Makassar which are compiled in the form of research results reports and also the process of guidance and direction from supervisors.

Based on observations and interviews conducted, the learning activity of students at SMK Negeri 1 Makassar, Department of Office Automation and Governance during online learning did not reach the indicators of student learning activity. The following can be seen from the six indicators of student learning activity while online according to (Sudjana, 2010:16):

3.1. Students participate in carrying out assignments

Students participating in carrying out the task is the first indicator that becomes an assessment to determine student learning activity during online learning. Based on the results of interviews from Mrs. Hj. Samidah, a teacher of archiving subjects at SMK Negeri 1 Makassar (interview on Friday, April 23, 2021), said that there is an online learning process that has been determined and there is no prohibition against students being prohibited from going to school, i.e. students are still allowed to go to school on condition that they are not in groups. crowded and always comply with health protocols, one of which is wearing a mask. Students who come to school usually have interests, for example taking care of unfinished grades and the teacher in question requires students to come to ask directly about it. In his subject, he asks students to come to school to collect their notebooks for inspection and asks students to return them when they are finished. Meanwhile, a statement from Mrs. Rina Rosalina, a correspondence subject teacher (interview on Friday, April 28, 2021), said that in particular, the subjects themselves did not require students to come to school to collect notes or assignments, but everything was done online or sent via the Whatsapp Group application.

Mrs. Hj. Samidah, an archiving subject teacher (interview on Friday, April 23, 2021), said that students who were lazy to send their assignments or did not send and complete the assignments, immediately contacted each student and also communicated with the students' parents. . He gives advice and appeals to students so that they always follow the lesson well and complete their assignments. Based on the results of the analysis of the answers of the informants during the interview, it is known from all the answers of the informants that students actively participate in doing the tasks given by the teacher. This is reinforced by the statements of the archiving subject teacher and the correspondence subject teacher during the interview. In the learning process, of course, there is a process of giving assignments from the teacher to find out the extent to which students can answer questions with the material that has been given. The given task has a delivery time limit based on the time determined by the teacher.

During online learning, based on the results of interviews with Mrs. Hj. Samidah, an archiving subject teacher (interview on Friday, April 23, 2021) said that the participation of students

in doing assignments showed that the majority of students were diligent in working on and sending their assignments either through Whatsapp Group or Google Classroom, although some students sometimes didn't do the work and passed the deadline. delivery. The assignments given by the teacher are recorded in the assignment book and then send a photo of the assignment in Whatsapp Group or Google Classroom. The correspondence subject teacher, Mrs. Rina Rosalina (interview on Wednesday, April 28, 2021) also said that students were diligent in doing their assignments, although there were still some students who were often late in sending. Student statements regarding participation in doing the tasks given by the teacher said that they actively participated in doing the tasks, then the answers to these assignments were sent to the teacher via Whatsapp personal chat. In the time triangulation process, interviews were conducted with archiving subject teachers, namely on Friday, April 23, 2021. Triangulation techniques carried out were observation and documentation techniques, observations were carried out by joining the archiving and correspondence subject group. By joining the group, then they can find out how students participate in doing assignments. Besides the process of implementing observation techniques, documentation techniques are also carried out by taking screenshots of the teaching and learning process of teachers and students.

3.2. Actively ask questions if they are not understood, either ask the teacher or friends

In the current online learning process, of course, students are more required to actively ask questions if there is a material that is not understood. This is because online learning has more challenges that students will face regarding the learning process and the smoothness of students' understanding of the material presented by the teacher. In contrast to face-to-face learning, the teacher's material is delivered more directly. During the interview with Mrs. Hj. Samidah, an archiving subject teacher at SMK Negeri 1 Makassar (interview on Friday, April 23, 2021) said that during online learning during this pandemic, student learning activities can be said to be unlike face-to-face learning activities. This can be seen that students are less active in the learning process such as less active in asking and answering problems in the material provided. Students are also not active and do not participate in online learning, students are only active in taking attendance, but in terms of sending assignments, the majority of students work on and send assignments.

Sending assignments in archival subjects via the Whatsapp Group application in the form of photos. Then notes on learning materials are collected directly to the teacher concerned at the school for inspection and students are encouraged to take them back after the inspection is complete. Asking teachers and fellow students is necessary, with that there is social interaction and feedback relationships in the learning process. Mrs. Rina Rosalina, a correspondence teacher at the time of the interview (interview on Wednesday, April 28, 2021), said that to explain the material using the Whatsapp Group Voice Notes, students did not ask questions. However, the dominant assignment to students. The activeness of students in asking questions about learning materials is very dependent on the encouragement of students' learning motivation. So, students who have high learning motivation will often ask questions and there is a high curiosity to get knowledge or information. The learning process in the Office Automation and Governance department at SMK Negeri 1 Makassar does not meet the indicators of active students asking questions if they do not understand whether they ask the teacher or friends, because this is following the results of interviews from informants, namely Mrs. Rina Rosalina, a correspondence subject teacher (interview). on Wednesday, April 28, 2021), regarding the participation of students majoring in Office Automation and Governance at SMK Negeri 1 Makassar in asking questions during learning, said that students

did not ask during learning. Therefore, the teacher assumes that students have understood the material, but when giving assignments or the teacher gives quizzes or asks students to test the extent of their knowledge, not many students can answer correctly.

This was also conveyed by Mrs. Hj. Samidah, an archiving subject teacher (interview on Friday, April 23, 2021), stated that students did not ask about the material that had been presented, even though the teacher had asked questions if anyone wanted to ask. The results of this interview are relevant to the results of observations made, previous researchers have joined the Whatsapp Group for archiving subjects and correspondence subjects, then directly monitored the teaching and learning process of students and teachers. It can be concluded that students majoring in Office Automation and Governance at SMK Negeri 1 Makassar are not actively asking questions to the teacher. Triangulation of time used in this indicator, with interviews with teachers of archival subjects on Friday, April 23, 2021, and interviews with teachers of correspondence subjects on Wednesday, April 28, 2021. Triangulation of sources used is by interviews with teachers of archiving subjects and correspondence, a statement submitted by the archiving and correspondence subject teacher of the Office Automation and Governance at SMK Negeri 1 Makassar, that students do not ask questions during learning. The teacher usually asks questions to students if someone wants to ask or does not understand the explanation of the material, but students do not ask. The triangulation technique used is observation, viewing, and monitoring the student learning process and the teacher's teaching process in archiving and correspondence subject groups. Thus, it can be concluded that students majoring in Office Automation and Governance at SMK Negeri 1 Makassar lack motivation to learn and encourage active questioning during learning.

3.3. Join the discussion

Discussion is a learning method in the form of study groups to solve a problem that is being discussed. In the discussion there is an exchange of thoughts or opinions among students, the discussion aims to foster active speaking students and the courage to propose ideas or opinions in front of other students and teachers regarding the problems discussed. In today's online learning, the discussion learning method is not effectively used, because the discussion learning method is better with face-to-face learning. In the discussion method, it's pretty good if you use the Zoom Meeting application, but many students complain due to the many obstacles they face, such as the internet network and limited quota.

In the online learning, based on an interview with Mrs. Hj. Samidah and Mrs. Rina Rosalina, said the same thing that in the online learning process, students are difficult to be directed to be active and always follow the lesson because of problems in the network and internet quota. The students' obstacles, based on the results of interviews with all student informants, said the same thing that there were so many obstacles, such as the sometimes unstable internet network, internet quotas were limited and students said that some did not have learning aids, namely mobile phones. In addition, students also said that it was difficult to operate online learning applications. This is in line with the results of the interview with Mrs. Hj. Samidah, an archiving subject teacher (interview on Friday, April 23, 2021), said that "Students majoring in Office Automation and Governance at SMK Negeri 1 Makassar do not use this learning method because they do not support online learning at this time.

This statement is reinforced by the opinion conveyed by Mrs. Rina Rosalina, a correspondence subject teacher (interview on Wednesday, April 28, 2021), that the discussion

method is more efficient if the learning is face-to-face. Even though the discussion is pretty good when using the Zoom Meeting application, it is not very conducive because most students can't access it due to limited internet quota and students complain that they can't download the application because their cellphone storage is full. Time triangulation was carried out by interviewing subject teachers on Friday, 23 April 2021, and interviews with correspondence subject teachers on Wednesday, 28 April 2021.

Triangulation of sources with interviews delivered by archiving and correspondence subject teachers majoring in Office Automation and Governance at SMK Negeri 1 Makassar, that does not use this learning method because it does not support online learning at this time, the discussion method is more efficient if face-to-face learning. Even though the discussion is pretty good when using the Zoom Meeting application, it is not very conducive because most students can't access the application due to limited internet quota and some students say that they can't download the application because their cellphone storage is full. Triangulation techniques are carried out with documentation techniques, taking pictures or evidence with screenshots that in the learning process there is no discussion learning method.

3.4. Participate in solving a problem discussed in a certain material

Solving a problem means that students participate in answering the tasks given by the teacher. In problem-solving, students will be assessed by the teacher regarding their abilities, knowing the level of understanding that students get during learning. In the learning process, students majoring in Office Automation and Governance at SMK Negeri 1 Makassar participate in solving problems that are being discussed in certain materials, depending on the source of information or materials used. For example, the source of books and the internet, the internet network must be good. In the online learning, based on an interview with Mrs. Hj. Samidah and Mrs. Rina Rosalina (interview on Wednesday, April 28, 2021), said the same thing that in the online learning process, students sometimes encounter problems in solving material and it is not always smooth, while the obstacles are the network and internet quota.

Based on the results of interviews with all student informants, they said the same thing that there were many obstacles, such as the internet network which was sometimes unstable, and the internet quota was limited. In this indicator, from the results of interviews that have been conducted with Mrs. Rina Rosalina, a correspondence subject teacher (interview on Wednesday, April 28, 2021) regarding the participation of students majoring in Office Automation and Governance at SMK Negeri 1 Makassar in solving problems regarding the material that has been discussed. , said that during the learning process several students were participating in solving a problem that was being discussed even though it was a minority, for example, students responded to the teacher's questions with their own opinions and relied on google and books to find the material being discussed. This was also said by Mrs. Hj. Samidah, an archiving subject teacher (interview on Friday, April 23, 2021) that only a few students participated by answering or working on existing questions or questions regarding the material given, because students rely more on the internet. So, if the internet quota is limited, you cannot answer the questions, the books distributed are also limited. The results of interviews with students majoring in Office Automation and Governance at SMK Negeri 1 Makassar (interview on Friday, 23 April 2021), said that participating in problem-solving or answering assignments given by the teacher, some students searched for answers on the internet because books distributed unequally to all students.

Time triangulation by interviewing archiving subject teachers on Friday, 23 April 2021, and correspondence teacher interviews on Wednesday, 28 April 2021. Source triangulation with interviews, as for statements submitted by archiving and correspondence subject teachers majoring in Office Automation and Governance at SMK Negeri 1 Makassar, that during the learning process several students were participating in solving a problem or working on questions on the material being discussed even though it was a minority, for example, students responded to teacher questions by relying on Google and books to find the material being discussed. Triangulation techniques used are observation and documentation techniques, in archiving and correspondence subject groups, it is seen how student participation in solving material or problems is carried out, in addition to documentation techniques.

3.5. Participate in finding information to solve the problems being discussed in a particular material

Participate in finding information to solve the problems being discussed, meaning that students are actively looking for answers to the questions assigned by the teacher. To find answers, students rely on books and internet sources. Interviews were conducted at different times. Conducting direct or face-to-face interviews while still adhering to health protocols. In this indicator, in line with the results of interviews conducted with correspondence subject teachers, namely Mrs. Rina Rosalina (interview on Wednesday, April 28, 2021) regarding student participation in seeking information to solve problems, stated that students simply participate in seeking information to solve problems. which is being discussed in a material by relying on the internet, namely Google, and also looking for material in books. Not a few students immediately responded quickly to teacher questions during the learning process and then gave answers to teacher questions obtained from the internet or in books and then sent them via Whatsapp Group.

For students who do not have books and a limited internet quota, they are unable to answer questions. This statement is reinforced by answers from interviews with Mrs. Hj. Samidah, an archiving subject teacher (interview on Friday, April 23, 2021), regarding the participation of students in answering or looking for answers in solving problems, said that on average students participate in looking for answers about the material questions given on the internet because not all students have the book. The results of interviews with students, namely Andi Putri Adelia, class X OTKP 1 (interview on Friday, April 23, 2021), stated that participating in finding answers or solving problems, students rely more on finding answers to assignments given on the internet, if the internet network is smooth it will be faster to complete it but on the contrary, if the network is bad it will be slow to complete the task. In the triangulation of time used with teacher interviews archiving subjects and correspondence at different times.

Archives teacher interview on Friday, 23 April 2021, and correspondence teacher interview on Wednesday, 28 April 2021. Triangulation of sources with interviews about students majoring in Office Automation and Governance at SMK Negeri 1 Makassar, from the statement of the archiving subject teacher and correspondence states that it is enough for students to participate in finding information to solve the problems being discussed in a material by relying on the internet, namely Google and also some also look for the material in books. The majority of students look for information or answers on the internet, students give answers to teacher questions obtained from the internet or in books and then send the answers via Whatsapp Group. Triangulation techniques used are observation and documentation techniques, the observation technique is done by looking at the

learning process in the Whatsapp group for archiving and correspondence subjects and also documentation techniques or taking pictures as evidence of the student learning process.

3.6. Students can assess themselves on the results they have obtained, such as carrying out tasks with the discussion material that has been described previously

Students can assess themselves on the results they have obtained, meaning that students can know their abilities by doing the tasks given by the teacher. The ability of students to answer the given task will prove the level of student learning outcomes during learning. If the learning outcomes obtained are good, then the learning process obtained is successful. Vice versa if the learning outcomes obtained are low, then the learning process taken by students is not achieved. On this indicator, based on the results of an interview with Mrs. Rina Rosalina, a correspondence subject teacher (interview on Wednesday, April 28, 2021), said that during learning the dominant teacher gave assignments to students, from these assignments the teacher could see and assess how active students were in completing assignments. assignments and sends on time and few students do not do assignments. Students also know how their learning outcomes are because the teacher conveys what students' values and abilities are like.

Although some students carried out the task with the material that had been explained, not all of them answered it correctly. This statement is reinforced by answers to the results of an interview with Mrs. Samidah, an archiving subject teacher (interview on Friday, April 23, 2021), stating that students can know their learning outcomes by giving assignments or quizzes, then students are encouraged to answer them. From that, the teacher also assesses the students' learning outcomes that they get, being able to know the level of ability and understanding that students have during learning. This statement was further strengthened by the answer from the student himself, namely Sitti Nurjannah, student XI OTKP 3 (interview on Friday, April 23, 2021), saying that he was able to assess and know how his learning outcomes were by always doing the assignments given by the teacher and completing notes. , because if the assignments and notes are complete then it meets one of the safe grade criteria. Time triangulation was carried out, namely interviews with teachers of archival subjects on Friday, April 24, 2021, and interviews with teachers of correspondence subjects on Wednesday, April 28, 2021.

Triangulation of sources by interviewing teachers of archives and correspondence subjects in the Office of Automation and Governance at SMK Negeri 1 Makassar, said that at the time of learning the teacher was dominant in giving assignments to students, from these assignments the teacher could see and assess how active students were in completing their assignments and sending assignments. on time. Students are also able to know and assess their learning outcomes because the teacher conveys the value and the extent to which the student's abilities are. Students say that they can assess and know how their learning outcomes are by always doing the assignments given by the teacher and completing notes, because if the assignments and notes are complete, then they meet one of the safe grade criteria. Triangulation techniques used are observation and documentation techniques, on observation techniques, by looking at how the teaching and learning process of teachers and students. Documentation technique by taking pictures or evidence.

4. Discussion

Analysis can be interpreted as a decomposition, elaboration or identification of a problem that occurs and the preparation of components for follow-up is carried out. In the learning process, it is very important to be active in student learning, with students being active in learning, indicating that there is interest and enthusiasm for learning. The online learning process carried out due to the COVID-19 pandemic certainly has an influence on the learning activity of students majoring in Office Automation and Governance at SMK Negeri 1 Makassar, such as the internet network is not smooth and the internet quota is limited. This study seeks to answer the problem of how the description of student learning activity during online learning majors in Office Automation and Governance at SMK Negeri 1 Makassar is. For more details, the following discussion of research is described based on indicators of learning activity during online learning according to: (Sudjana, 2010:16).

4. 1 Students participate in carrying out assignments

In the learning process, of course, there is a process of giving assignments from the teacher to find out the extent to which students can answer questions with the material that has been given. Completing assignments is one of the requirements to get good grades. Therefore, students are expected to be active and participate in doing the assignments given by the teacher. The given task has a delivery time limit based on the time determined by the teacher. In this case, it is in line with one of the principles of active student learning proposed by (Sudjana, 2010:27-29) that, student responses to teacher stimuli in various forms, such as attention, internal processes for information, student actions in participating in the learning process, such as doing tasks given by the teacher, solving problems, being able to assess their abilities, and mastering the information provided. by the teacher.

Student participation in doing assignments is certainly influenced by the spirit of student learning, this is in line and relevant to one of the characteristics of active students in online learning proposed by (Hasanah et al., 2020:3) that, the spirit of learning during the learning process is strong or high for independent learning. When learning online, the ability and criteria for mastery of understanding the material are determined by the students themselves. In analyzing student learning activity during online learning majoring in Office Automation and Governance at SMK Negeri 1 Makassar, one of the indicators used is student participation in doing assignments. Source triangulation carried out on this indicator by conducting interviews with archiving subject teachers, said that the participation of students in doing assignments means that the majority of students are diligent in doing and sending assignments either via Whatsapp or Google Classroom, although some students sometimes do not work and cross the line. delivery time. The assignments given by the teacher are recorded in the assignment book and then send a photo of the assignment in Whatsapp Group or Google Classroom.

4. 2 Actively ask questions if they are not understood, both ask the teacher and friends

Asking is an integral part of the teaching and learning process. In essence, asking questions during learning will provide information, understanding, and knowledge of something that was not known before. A teaching and learning process between teachers and students will be better if there is social interaction or reciprocal responses during the learning process. For example, students actively ask questions to the teacher if there is a material that is not understood, as well as fellow students, need social interaction, ask each other if there is a material that is not understood, and

discuss it. In online learning, of course, students are more required to actively ask the teacher, because the learning situation is different from face-to-face learning and there will be more challenges faced by students in understanding a learning material. Students actively ask questions during learning because of a motivational boost, so students who are always actively asking questions during learning have a high motivational drive to get an understanding of the learning material delivered by the teacher. So in learning it is necessary to have a good learning strategy to generate student learning motivation. This is in line with and relevant to research (Subhan, Fatmaryanti, & Hidayati, 2013), that the motivational strategy is something that is taken to foster student learning motivation so that learning objectives can be achieved. One thing that needs to be grown is the activeness of asking students during learning, with that, it will increase the activeness of asking students during learning.

4. 3 Participate in discussions

In the current state of the COVID-19 pandemic, SMK Negeri 1 Makassar is still using online learning. This virtual learning process is where students carry out the learning process at their respective homes without direct contact from the teacher. Meanwhile, teachers at SMK Negeri 1 Makassar still come to school and teach through applications, namely the Whatsapp, Google Meet, and Zoom Meeting applications. Discussion is a learning method in the form of study groups, in the discussion students will solve a material problem given by the teacher. In discussion activities, students exchange opinions and information on a problem. The discussion learning method is useful so that students dare to express ideas or opinions and train students to actively speak in front of students and teachers. This indicator is in line with and relevant to the research (Siregar, 2018) that the discussion learning method will provide opportunities for students to seek their own learning experiences, because each student has a different way and ability to learn (student center), thus teachers must strive to provide student learning experiences and provide learning guidance. In online learning today not many teachers apply the discussion learning method because it is different from face-to-face learning.

4. 4 I Participate in solving a problem that is being discussed in a certain material

Solving a problem or material being discussed means the learning process in which the teacher gives assignments to students to be done or answered, the teacher provides discussion learning methods to students, then solves a discussion material or problem being discussed. This is relevant to research (Wardhani, 2010), states that there are four aspects of problem-solving ability, namely: Understanding the problem; Understanding the problem involves deepening the problem situation, selecting facts, determining the relationship between these facts, and reading repeatedly to study the problem carefully. Create a problem-solving plan; In problem-solving, a solution plan is needed to solve a problem and students must have experience in implementing these problem-solving strategies. Implement a problem-solving plan; To get a solution or answer to the problem to be solved, a problem-solving plan must be implemented properly and carefully. View (check) again; if the solution to the problem already exists, it must be checked and considered. The solution must always match the root of the problem being discussed.

4. 5 Participate in finding information to solve the problems being discussed in a particular material

Looking for information or answers in solving a problem that is being discussed in a material. Students must participate in answering questions or assignments given by the teacher. The participation of students in seeking information or answers to the material problems discussed will be assessed by the teacher regarding the activeness of students in answering questions and submitting opinions on these problems. The participation of students in finding answers to material problems is very dependent on students' curiosity, if students have high curiosity, they will easily find solutions to these material problems. Vice versa for students who do not have high curiosity, it will have difficulty in solving problems. This is in line with and relevant to research (Silmi & Kusmarni, 2017), which states that curiosity is an emotion that a person has to find out and investigate something. The existence of curiosity students will continue and try to find information and knowledge that they do not know.

4. 6 Students can assess themselves on the results they have obtained, such as carrying out tasks with the discussion material that has been described previously

Students can assess themselves on the results they get, meaning that students can know the extent of their abilities by being able or not to answer the questions given by the teacher. This is also a teacher's assessment of students, able to find out how the learning abilities and understanding gained by students on the learning materials that have been given. This is in line with and relevant to research (Saputra & Ismet, 2018), regarding student learning outcomes, states that learning outcomes are in the form of abilities possessed by students from experiences and results of the learning process. If the learning outcomes obtained by students are good, then the learning process is successful. On the other hand, if the student's learning outcomes are low, then the learning process they are going through is not successful. Factors that affect learning outcomes (Saputra & Ismet, 2018), namely: (a) Internal factors (in students); physical factors, namely health and disability factors; psychological factors, namely intelligence, attention, interest, talent, motive, maturity, and readiness; fatigue factor, namely physical and spiritual fatigue. (b) external factors (factors outside of students); family factors, namely the way parents educate, relationships between family members, household atmosphere, family economic conditions, family understanding, and cultural background; school factors, namely teaching methods, curriculum, teacher-student relations, student-student relations, school discipline, learning tools, school time, lesson standards, building conditions, study methods, and homework; community factors, namely student activities in the community, friends, and forms of community life.

5. Conclusions

Based on the description of the results of the research and discussion, it can be concluded by looking at the six indicators of student learning activity, that student learning activity during online learning majoring in Office Automation and Governance at SMK Negeri 1 Makassar is less active and only fulfills several indicators of learning activity. The following can be seen from the research results obtained based on research indicators, namely students participating in carrying out tasks, with research results explaining that students meet these indicators. Actively ask questions if they are not understood, either ask the teacher or friends, with the results of the study explaining that students do not meet these indicators. Participate in the discussion, with the results of the study

explaining that students do not meet these indicators. Participate in solving a problem that is being discussed in a certain material, with the results of the study explaining that students do not meet these indicators. Participate in finding information to solve problems that are being discussed in a particular material, with the results of the study explaining that students meet these indicators. Students can assess themselves on the results they have obtained, such as carrying out tasks with the discussion material that has been described previously, with the results of the study explaining that students quite meet these indicators.

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The Influence of Organizational Culture on the Discipline of Management in the Makassar City Muhammadiyah Student Association

Rudi Salam¹, Sri Kurnia², Haedar Akib³, Muh. Darwis⁴ and Jamaluddin⁵

^{1,2,3,4,5} Universitas Negeri Makassar

*rudisalam@unm.ac.id

Abstract. Discipline is a person's awareness and willingness to obey the rules and social norms that apply. This study is a quantitative study that aims to determine the influence of organizational culture on the discipline of the administrators in the Muhammadiyah Student Association of Makassar City. The independent variable in this study is organizational culture, while the dependent variable is management discipline. The population in this research is the entire management of the IMM Commissariat Leaders throughout Makassar City, totaling 472 leaders, while the sample is 118 people who were selected by purposive sampling technique. Data collection techniques used are observation, questionnaires, interviews, and documentation. The data analysis technique consisted of descriptive statistical data analysis and inferential statistical data analysis. Based on the results of research and statistical analysis, the results obtained are that there is an influence of organizational culture on the discipline of the administrators at the Muhammadiyah Student Association of Makassar City. The organizational culture in the Makassar City Muhammadiyah Student Association has been implemented well, as well as the management discipline has been implemented very well.

Keywords: Organizational Structure, Discipline of Management, Student Association

1. Introduction

An organization from the smallest to the largest requires human resources because it is the main requirement of the organization. To achieve organizational goals, the main key is good human resources following their respective functions (Hayton & McEvoy, 2005; Marin, 2012; Todericiu, Lucia, & Stăniț, 2014). Human resources are dynamic assets owned by the organization so that it is necessary to conduct coaching in the context of quality development (Fujiwara, 2017; Hoendervanger, Van Yperen, Mobach, & Albers, 2019; Sulistiyani & Rosidah, 2013). The most influential thing in shaping human resources in the organization is organizational culture.

Organizational culture is an invisible social force that can move people in an organization to perform various work activities, (H. E. Sutrisno, 2019). In addition, organizational culture is also the shared values and norms contained in an organization and teaches existing workers, (Wibowo & Putra, 2016). This becomes a lesson that indirectly the people who are involved in the organization try to behave following what has become the provisions of the organization. Organizational culture has several characteristics that describe the essence of organizational culture put forward namely, a) management identity, b) group emphasis, c) unit integration, d) control, e) risk tolerance, f) reward criteria, g) conflict tolerance, h) goal orientation, and i) focus on open systems. Organizational

culture plays a very important role in the formation of individuals and the existence of the organization as stated by (Darodjat, 2015) that organizational culture has a specific role, namely a) creating a sense of belonging to the organization, b) creating the identity of organizational members, c) creating an emotional attachment between the organization and the employees involved, d) helping to create organizational stability as a social system, e) suggesting patterns behavioral guidelines as a result of norms formed from daily habits. One of the roles of organizational culture is to create the identity of members of the organization, then every individual behavior in the organization is created from the culture that is applied including the discipline of members in one organization.

Discipline is a person's awareness and willingness to obey a rule and applicable social norms. Discipline is the most important HRM operative function because the better the employee discipline, the higher the work performance to be achieved. Discipline is the key to the success of a company or organization in achieving its goals (Goncharenko & Khadaroo, 2020; Kale, Ryan, & Wang, 2019; Ritter, Wehner, Lohaus, & Krämer, 2020). Discipline is also a keyword in the success and effectiveness of carrying out tasks effectively and efficiently (Jamaluddin, Saggaf, & Rahayu, 2017; S. Sutrisno & Sunarsi, 2019). So that discipline, in general, is the attitude, behavior of obedience and obedience to the values, norms, and rules that apply in the organizational environment as well as being a reference in implementing all organizational guidelines to be able to achieve the goals that have been determined. Discipline has several indicators that affect the discipline of members in the organization that is stated by (M. S. P. Hasibuan, 2003; Tanjung et al., 2021) namely, a) goals and abilities, b) exemplary leadership, c) remuneration, d) justice, e) discretion, f) punitive sanctions, g) toughness and h) human relations. In addition, discipline has a goal, namely, the leader must realize that disciplinary action can be a positive force for the organization which, if applied consistently and fairly, with the benefits of discipline, namely retributive, corrective, individual rights, and utilitarian, (M. Hasibuan, 2007)

Organizational culture has a close and significant relationship with discipline. The results of research researched by (Syahyuni, 2018) also show that there is a relationship between work discipline and also affects the good and bad of the work carried out. Then the results of research examining the relationship between organizational culture and work discipline at the Jakarta State Personnel Agency concluded that there is a close and proven relationship between organizational culture and employee work discipline. Organizational culture influences the formation of employee work discipline, with organizational culture being the norms, behaviors, values, which are used as guidelines in the organization. While discipline is an attitude of obedience to the rules and norms that apply in an organization.

2. Methods

The variables studied in this study are organizational culture as the independent variable which is given the symbol X and the discipline of the management as the dependent variable which is given the symbol Y. This research is a quantitative study using a descriptive approach that aims to describe what is happening in the real field, (Sugiyono, 2016). To measure the variables in this study using a questionnaire instrument (questionnaire) using a Likert scale which is based on variable indicators. The total population in this study was 472 IMM administrators in Makassar City. The sample used in this study was 25% of the total population so that 118 IMM Makassar City

administrators were selected as samples using the Purposive Sampling technique. Data collection techniques used in this study consisted of observation, questionnaires (questionnaires), interviews, and documentation.

The data obtained from the research are then processed using the scientific method which determines the overall results of the research conducted. The data analysis technique used in this study is descriptive statistical data analysis technique which aims to describe the organizational culture and discipline of the administrators at the Makassar City Muhammadiyah Student Association and inferential statistical data analysis techniques to draw conclusions about how much influence organizational culture has on the discipline of the management at Makassar City Muhammadiyah Student Association. Previously, the data normality test was first carried out and continued to inferential statistical analysis using two methods, namely simple linear regression analysis and product-moment correlation test.

3. Results and Discussion

3.1. Organizational culture

Based on data analysis of 18 statement items with organizational culture indicators consisting of management identity, group emphasis, unit integration, control, risk tolerance, reward criteria, conflict tolerance, goal orientation, and focus on open systems, an overview of organizational culture is obtained. IMM Makassar City. This can be seen in the table 1:

Table 1. Summary of Data Analysis Indicators of Organizational Culture Variables

Indicator	n	N	(%)	Category
Manager ID	1.384	1.770	78,19	Well
Group emphasis	1.018	1.180	86,27	Very Good
Unit unification	996	1.180	84,40	Very Good
Control	1.366	1.770	77,17	Well
Risk tolerance	980	1.180	83,05	Very good
Reward Criteria	797	1.180	67,54	Well
Conflict Tolerance	947	1.180	80,25	Well
Means of destination orientation	483	590	81,86	Very good
	466	590	78,98	Very good
Total	8.437	10.620	79,44	Well

Source: Data Processing Results 2020

$$\begin{aligned} \% &= \frac{\text{Value earned}}{\text{number of items} \times \text{ideal score} \times \text{number of respondents}} \times 100 \\ &= \frac{8437}{18 \times 5 \times 118} \times 100 \\ &= 79,44 \% \end{aligned}$$

The results of the data analysis in the table above show that the overall value of the organizational culture indicator is 8,437 with 79.44 percent being in a good category. So that the results obtained in general the organizational culture of the Makassar City Muhammadiyah Student Association have been in a good category. The results of observations that have been made during

the research, the state of the Makassar City IMM organizational culture has been carried out properly according to the guidelines because the researchers are also from the Makassar City IMM leadership so it is clear that the implementation of the Makassar City IMM organizational culture is visible.

3.2. Management Discipline

Based on data analysis of 17 statement items with indicators of management discipline consisting of goals and abilities, leadership examples, remuneration, was at, justice, sanctions, assertiveness, and human relations. The data obtained can be seen in the table below.

Table 2. Summary of Discipline Variable Indicator Data Analysis

Indicator	n	N	(%)	Category
Goals and abilities	960	1.180	81,44	Very good
Exemplary leadership	493	590	83,55	Very Good
remuneration	935	1.180	79,23	Good
Waikato	1.003	1.180	85,00	Very good
Justice	1.510	1.770	85,31	Very good
Penalty sanction	934	1.180	79,15	Well
Firmness	1.505	1.770	85,02	Very good
Human relations	1.007	1.180	85,33	Very good
Total	8.347	10.030	83,22	Very good

Sumber: Hasil Olah Data 2020

$$\begin{aligned}
 \% &= \frac{\text{Value earned}}{\text{Number of items} \times \text{ideal score} \times \text{number of respondents}} \times 100 \\
 &= \frac{8347}{17 \times 5 \times 118} \times 100 \\
 &= 83,22 \%
 \end{aligned}$$

The results of the data analysis in the table above show that the overall value of the management discipline indicator is 8,347 with 83.22 percent being in the very good category. So that the general results obtained are that the discipline of the Makassar City Muhammadiyah Student Association management has been in the very good category and has been able to be carried out by the administrators and cadres, although not as a whole. The results of observations also show that the Makassar City IMM management has shown good discipline seen from the implementation of activities that increasingly apply discipline.

3.3. The Influence of Organizational Culture on the Discipline of Management in the Makassar City Muhammadiyah Student Association

Organizational culture has a relationship with discipline. This happens because organizational culture plays a role in shaping the behavior of members in an organization, while discipline in the organization must first be embedded in the individual organization. Scientifically it has also proven the influence of organizational culture on discipline.

Table 3. Data Normality Test

	Unstandardized Residual
N	118
Mean	0E-7
Standar Deviasi	4.451
Absoulte	0,045
Kolmogorov-Smirnov Z	0,490
Nilai Signifikan	0,970

Source: SPSS Program Statistical Analysis Results.20

Based on the normality test, the results of the significant value of the data tested for normality showed a value of 0.970. If it is incorporated into the concept of the normality test using Kolmogorov Smirnov, the significance value obtained is greater than 0.05 ($0.970 \geq 0.05$). So it can be concluded that the data obtained are normally distributed and can be continued for further statistical data analysis.

Table 4. Simple Linear Regression Analysis

Model		Sum of Square	df	Mean Square	F	Sig.
1	Regression	3984.465	1	3984.465	199.362	0.000 ^b
	Residual	2318.391	116	19.986		
	Total	6302.856	117			

20 Source: Data Processing Results 2020 Via SPSS.20

Based on the simple linear regression analysis test using IBM SPSS Statistics 20, it shows the value of F_{hitung} of 199.362 with a significance level of 0.000. The concept of the F-test for simple linear regression analysis is that $F_{hitung} > F_{tabel}$ at a significant level of 5% then H_0 is rejected and H_1 is accepted and vice versa.

Value $F_{hitung} = 199,362$ and $F_{tabel} = 3,92$ so that $199,362 > 3,92$,
 Significant value = $0,000 > 0,05$

So it can be concluded from the analysis above that there is an influence between variable X (organizational culture) on variable Y (discipline) with that H_1 is accepted. There is an influence of organizational culture on the discipline of administrators in the Makassar City Muhammadiyah Student Association.

Table 5. Product Moment Correlation Test with Sig. 5%

		Organizational culture	Discipline
Organizational culture	Pearson Correlation	1	0.795
	Significance		0.000
	N	118	
Discipline	Pearson Correlation	0.795	1
	Significance	0.000	
	N	118	118

Source: Statistical Analysis Results through SPSS Program.20

Based on the results of the product-moment correlation analysis, the results show that the significant level of the two variables above is at 0.000 which is smaller than 0.005. So that the results are obtained that there is a relationship between variables X and Y. Then to find out the interpretation of the relationship between variables X and Y, see the correlation coefficient table based on the person correlation obtained, which is 0.795. The value of 0.795 in the correlation coefficient table is in the coefficient interval of 0.60-0.799 which is categorized as Strong. So it can be concluded that there is a relationship between variable X (organizational culture) and variable Y (management discipline) and the interpretation of how much influence organizational culture has on management discipline in the Makassar City Muhammadiyah Student Association organization is in a Strong category.

4. Discussion

Organizational culture is a set of value systems, norms, beliefs that apply in the organization and serve as a guide to behavior and a reference for running the organization following its goals. While discipline is obedience, obedience to social norms and rules that apply in the surrounding environment.

4.1 Organizational Culture

Organizational culture according to (H. E. Sutrisno, 2019) is a set of value systems, beliefs, assumptions, and norms that have long been in effect and agreed upon and followed by the management of an organization as a guide in behaving and solving problems that exist in the organization. The results showed that the organizational culture of the Makassar City Muhammadiyah Student Association was in a good category. This is supported by an analysis of 9 indicators of organizational culture, namely the identity of the management, group emphasis, unit

integration, control, risk tolerance, reward criteria, conflict tolerance, the orientation of means of destination, and focus on open systems.

The results of this study are following what has been stated by Robbins quoted by (Darodjat, 2015) in his book, which describes the characteristics of a good organizational culture, there are nine, namely the identity of the management, group emphasis, uniting units, control, risk tolerance, reward criteria, conflict tolerance, orientation towards goals, and focus on open systems. based on the characteristics which then became the reference indicators in this study so that it showed that the organizational culture in the Muhammadiyah Student Association was classified in the good category.

4. 2 Management Discipline

Discipline is the attitude, behavior of compliance, and obedience to the rules that apply in the organizational environment which if violated will get sanctions and become a reference in carrying out all guidelines within the organization to be able to achieve predetermined goals. The results of this study indicate that the discipline of the administrators in the Muhammadiyah Student Association of Makassar City is in the very good category. This is analyzed using eight indicators, namely goals and abilities, leadership examples, remuneration, justice, was at, sanctions, assertiveness, and human relations.

The results of this study are following the opinion of (M. Hasibuan, 2007; M. S. P. Hasibuan, 2003) who argues that discipline can be analyzed with indicators that become a reference for determining the discipline of members of management in the organization, namely goals and abilities, leadership examples, remuneration, justice, was at, firmness, sanctions, firmness, and human relations. From those indicators that became the reference in this study so that the results for the discipline of the administrators at the Muhammadiyah Student Association were in the very good category.

4. 3 The Influence of Organizational Culture on Management Discipline in the Makassar City Muhammadiyah Student Association

The results of the research in the normality test of the data carried out show that the significant value obtained is greater so that the data obtained from this study is normally distributed so that it can be continued to the next analysis. The simple linear regression analysis shows the results that there is an influence of organizational culture on the discipline of the administrators in the Makassar City Muhammadiyah Student Association. This means that the proposed H₁ hypothesis, namely "there is an influence of organizational culture on the discipline of the administrators in the Makassar City Muhammadiyah Student Association" can be accepted with an influence level of 63.2 percent being in a strong category and has a positive relationship between organizational culture and disciplined management. means that the stronger the organizational culture, the stronger the discipline produced. In the subsequent data testing, the results obtained that organizational culture has an effect on discipline with the large influence of organizational culture on discipline being in a strong category.

Based on this research, it was found that to create good management discipline, it is necessary to apply a good organizational culture as well. Organizational culture becomes the benchmark, reference, and basis for carrying out organizational tasks. To carry out the tasks of the organization

also requires discipline as an attitude that must be applied to support the achievement of organizational goals.

This research is in line with previous research that has been studied by (Oktaviani & Saragih, 2017) which examines the influence of organizational culture on the work discipline of employees at the head office of PT Kereta Api Indonesia (Persero) which shows the results that there is a significant influence between organizational culture and employee work discipline if organizational culture is applied well then employee discipline is also good. This was also stated by (Pribadi & Herlena, 2016) which examines the role of organizational culture on the work discipline of employees of the Product Directorate at PT Krakatau Steel (Persero) Tbk Cilegon, which obtained the results of the study that there was a significant relationship between organizational culture and discipline in working for employees at the production Directorate of PT Krakatau Steel (Persero) Tbk Cilegon.

Organizational culture plays a very important role in shaping the discipline within each member of the organization. To be able to carry out all organizational activities, discipline is the main key. In addition, in everyday life discipline is also very important. Individual and organizational success comes from the discipline that is embedded in each of them. The results of this study also show that the stronger the organizational culture applied, the stronger the discipline.

Conclusions

The results showed that organizational culture influences discipline. Overall, the analysis of organizational culture shows that organizational culture in the Muhammadiyah Student Association is in a good category. While the overall discipline indicators obtained that the discipline of the Makassar City IMM management, in general, is in the very good category. The implementation of discipline has not been 100 percent implemented but, always tries to implement it as well as possible. The results of the inferential analysis show that H1 is accepted, which means that there is an influence of organizational culture on the discipline of the Makassar City Muhammadiyah Student Association, with a positive influence. Then the big influence of organizational culture on the discipline of the administrators in the Makassar City Muhammadiyah Student Association organization is in a good category. The implementation of organizational culture and discipline has been able to be carried out well, although not perfect, following the goals of IMM, namely seeking the formation of Islamic academics with noble character to achieve the goals of Muhammadiyah.

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The Effect of Teacher Interpersonal Communication on Student Learning Motivation at SMAN 1 Enrekang

Sirajuddin Saleh¹, Nurul Adha², Risma Niswaty³, Baharuddin⁴, and Nasaruddin H⁵

^{1,2,3}Universitas Negeri Makassar

⁴Universitas Muhammadiyah Sinjai

⁵STISIP 17-8-1945

*sirajuddinsaleh@unm.ac.id

Abstract. The teaching and learning process in educational institutions is essentially communication because communication is the heart of the learning process. In the learning process, good communication is needed to be able to convey lessons well and increase student learning motivation because someone who does not have motivation in learning will not be able to carry out learning activities. This research is a quantitative descriptive study that aims to determine the effect of interpersonal communication on students' learning motivation at SMAN 1 Enrekang, Enrekang district. The population in this study were teachers as many as 843 people and a sample of 126 people as respondents with a simple random sampling technique. Data collection techniques used are observation, questionnaires, interviews, and documentation. Data analysis techniques are descriptive statistical analysis using percentage analysis, average (mean), standard deviation, and inferential statistical analysis using data normality test, product-moment correlation analysis, and simple linear regression analysis. The results showed that the interpersonal communication of teachers at SMAN 1 Enrekang, Enrekang district, was in the very good category with a percentage level of 81.62 percent. This can be seen based on indicators of openness, empathy, support, positive attitude, and equality. Student motivation at SMAN 1 Enrekang, Enrekang district, is included in the high category with a percentage level of 70.88 percent. This can be seen based on the indicators of desire to succeed, future hopes and aspirations, rewards in learning, interesting activities in learning, and a conducive learning environment. The results of hypothesis testing show that there is a significant relationship between teacher interpersonal communication and learning motivation. students at SMAN 1 Enrekang, Enrekang district. This can be seen from the efforts to increase student learning motivation with enthusiasm, creativity, enthusiasm, and responsibility in carrying out their duties as educators who can produce a good performance.

Keywords: learning process, interpersonal communication, learning motivation

1. Introduction

Teaching and learning activities in educational institutions are usually facilitated by classroom teachers and some subject teachers. Through education, people try to improve their level of life. There is a strong relationship between a person's level of education with the level of social life. If a person's education advances, of course, his life will progress and vice versa. The main learning objective is to equip students with abilities. In the learning process, motivation is needed, because someone who does not have motivation in learning will not be able to carry out learning

activities. Student motivation is the most important thing in improving the quality of learning (Darwis, Amelia, & Arhas, 2019; Lin et al., 2021; Sirait, Arhas, & Suprianto, 2019). Learning motivation is the overall driving force in students that gives rise to learning activities, which ensures the continuity of learning activities and which gives direction to learning activities so that the goals desired by the learning subjects can be achieved (Fatmawada, Syafriadi, & Dahlan, 2018; Herman & Didin, 2020; Niswaty, Rusbiati, Jamaluddin, & Salam, 2017). High learning motivation makes it easier for students to understand the lesson so that students can get good achievements in school. This is following the research conducted (Susanti & Nuriyatin, 2015) which states that "learning motivation has a 75.3% contribution effect on student achievement". Student learning motivation also encourages students to prepare themselves to receive lessons, for example, such as preparing books and school equipment, doing school assignments, and complying with the rules that apply at school so that teaching and learning activities can run smoothly (Guijarro-Romero, Mayorga-Vega, Casado-Robles, & Viciano, 2020; Lin et al., 2021)

Communication is done by humans not only to convey or exchange messages/information but there is a purpose to build and maintain relationships (Buzeta, De Pelsmacker, & Dens, 2020; Givron & Desseilles, 2021; Liu, Muthu, & Sivaparthipan, 2021). Communication between teachers and students is not only a process of exchanging and delivering material during learning but there is a dimension of the relationship between teachers and students. Communication is very influential on student learning motivation, if a teacher can communicate well and correctly on average it will greatly affect student learning motivation so that meaningful and inspiring learning will be created for students and teachers, (Haqi, 2015). One of the factors that can make students interested in learning is where the teacher can communicate properly and correctly. This kind of communication is more directed to the teacher's interpersonal communication.

Interpersonal Communication or interpersonal communication is a process of exchanging information and transferring understanding between two or more people in a small group of people (Brown, Yu, & Etherington, 2020; Moenaert & Caeldries, 1996; Saaranen, Vaajoki, Kellomäki, & Hyvärinen, 2015). In line with the understanding (Nurdin, 2020) also argued that "interpersonal communication is sending messages (message) from one person (communicator) and received by another person (communicant) with immediate effect and feedback because of its dialogical nature". Interpersonal communication is basically how a teacher can get attention, love, interest, concern, sympathy, response, and positive responses from students. No matter how difficult a lesson is, if a teacher is competent in communicating learning effectively, students will be interested in learning.

Based on the descriptions of the experts above and my observations that how teachers improve interpersonal communication as well as possible to increase student motivation in learning. Interpersonal communication is the process of sending and receiving messages between two people, or in a small group of people, with some effect or instant feedback, (Wafi, 2020). And motivation comes from the word motive (motive), which can be interpreted as power, which is contained within the individual and causes the individual to act or do, (Uno, 2021).

2. Methods

The approach used in this research is quantitative. By using the type of correlation research that is intended to determine whether there is an influence of teacher interpersonal communication on student learning motivation at SMAN 1 Enrekang, Enrekang Regency. This study examines two

variables, namely teacher interpersonal communication as an independent variable symbolized by the symbol X and student learning motivation as the dependent variable symbolized by Y.

The population in this study amounted to 843 people. Given the population size of this determination as many as 843 people, the sample used is Simple Random Sampling where the sampling of members of the population is carried out randomly without regard to the strata in the population that is used as a sample, so the number of samples is 126 people. The measurement of this research variable is to use a Likert scale which will be filled in by the respondent according to the variable indicator, (Budiaji, 2013). The data collection techniques used are questionnaires (questionnaires), documentation, and interviews. The data analysis technique used in this research is descriptive analysis technique and inferential analysis technique which aims to examine the research variables and will be calculated using the SPSS (Statistical Product and Service Solutions) application.

3. Results and Discussion

3.1. Teacher Interpersonal Communication

Based on the results of the analysis of the data presented in this study, the data was obtained through research questionnaires related to the teacher's interpersonal communication variables. In the teacher's interpersonal communication variable, there are five indicators, namely: a) openness; b) empathy; c) support; d) positive attitude; e) similarities. This can be seen in the following table 1:

Table 1. Summary of Data Analysis Per Teacher Interpersonal Communication Indicator

No.	Indicator	N	N	Percentage (%)	Category
1	Openness	1058	1260	83,97	Very good
2	Empathy	4583	5670	80,83	Well
3	Support	2003	2520	79,48	Well
4	Positive Attitude	1015	1260	80,56	Well
5	Similarity	1625	1890	85,98	Very good
Amount		10284	12600	81,62	Very good

Source: Results of Questionnaire Data Processing Variable X

$$\begin{aligned} \% &= \frac{\text{Total value obtained}}{\text{Number of items} \times \text{Ideal score} \times \text{Number of respondents}} \times 100 \\ &= \frac{10279}{20 \times 5 \times 126} \times 100 \\ &= 81,58 \% \end{aligned}$$

The results of data analysis in the table above show that the openness indicator is in the very good category with a percentage level of 83.97 percent, the empathy indicator is in the good category with a percentage level of 80.83 percent, the support indicator is in the good category with a percentage level of 79.48 percent, the positive attitude indicator is in the very good category with a percentage level of 80.56 percent. the similarity indicator is in the very good category with a percentage level of 85.98 percent.

3.2. Work motivation

The data presented in this study are data obtained through research questionnaires related to work motivation variables. In the work motivation variable, there are two indicators, namely: a) the desire to succeed; b) encouragement of learning needs; c) future hopes and aspirations; d) appreciation in learning; e) interesting activities in learning; f) conducive learning environment. To find out the summary of the results of data analysis per indicator of student learning motivation can be seen in the following table:

Table 2. Summary of Data Analysis Per Student Learning Motivation Indicator

No.	Indicator	N	N	Percentage (%)	Category
1	Desire to Succeed	2390	3150	75,83	High
2	Encouragement of Learning Needs	1807	2520	71,71	High
3	Future Hopes and Dreams	1617	1890	85,56	Very high
4	Rewards in Learning	1577	2520	62,58	High
5	Interesting Activities in Learning	841	1260	66,75	High
6	Conducive Learning Environment	699	1260	55,48	High enough
Amount		8931	12600	70,88	High

Source: Variable Questionnaire Data Processing Results

$$\begin{aligned} \% &= \frac{\text{Total value obtained}}{\text{Number of items} \times \text{Ideal score} \times \text{Number of respondents}} \times 100 \\ &= \frac{8931}{20 \times 5 \times 126} \times 100 \\ &= 70,88 \% \end{aligned}$$

Based on the results of the data analysis in the table above, it shows that the indicators of desire to succeed are in the high category with a percentage level of 75.83 percent, the indicators of encouragement of learning needs are in the high category with a percentage level of 71.71 percent, indicators of future hopes and aspirations are in the very high category with a percentage level of 85.56 percent, the indicator of appreciation in learning is in the high category with a percentage level of 62.58, indicators of interesting activities in learning are in the high category with a percentage level of 66.75 percent and indicators of a conducive learning environment is in the fairly high category with a percentage level of 55.48 percent.

The data normality test is intended to determine the normality of the data from the teacher's interpersonal communication variable (X) and the student's learning motivation variable (Y). The test criteria used are to compare the calculated chi-squared and table chi-squared values. The results of data normality can be seen in the following table:

Table 3. Research Data Normality Test Results

Variable	X ² count	X ² Table	Df	Description
X : Communication	24,667	32,671	21	Normal

Teacher Interpersonal

Y : Motivation to learn Student	27,730	35,415	24	Normal
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Source: Results of Statistical Analysis Through the SPSS Program.22

Based on the table above, it can be seen that the work of the data normality test shows that the chi-square value of the teacher's interpersonal communication variable count is 24,667 which is smaller than the chi-squared table of 32,671 with a df of 21 while the student motivation variable at SMA Negeri 1 Enrekang, with a chi value the arithmetical square of 27.730 is smaller than the chi-square table of 35.415 with a df of 24. The statistical test above, shows that the interpersonal communication variables and student learning motivation variables meet the criteria for the data to be normally distributed.

Table 4. Summary of Simple Linear Regression Analysis Results

ANOVA ^a			
Sum of Squares	df	Mean Square	F
715,964	1	715,964	24,256
3660,171	124	29,518	
4376,135	125		

Source: Results of Statistical Analysis

- a. Dependent Variable: Student's motivation to study
 b. Predictors: (Constant), Communication_Interpersona Teacher

Through the SPSS Program.22

From the results of the F test calculation, it is obtained that F_{count} is 24,256 and F_{table} (0.05: 1: 124) is 3.92 (in attachment F Table) meaning F_{count} is greater than F_{table} because $F_{count} > F_{table}$ then H_0 is rejected and H_1 is accepted. So that indirectly the results of data processing in this study with a hypothesis which states "it is suspected that there is an influence between teacher interpersonal communication on student learning motivation at SMA Negeri 1 Enrekang, Enrekang Regency". accepted:

Table 5. Summary of Product Moment Correlation Test Results with Sig. 5%

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,404 ^a	,164	,157	5,433

- a. Predictors: (Constant), Communication Interpersonal Teacher

Source: Results of Statistical Analysis Through the SPSS 22 Program

Based on the calculation of product-moment correlation, the correlation between teacher interpersonal communication (variable X) and student learning motivation (variable Y), obtained $r = 0.404$ after being consulted on the interpretation table, the value of r is in the interval 0.40 - 0.599

which has a level of influence currently. This means that there is a positive correlational relationship between teacher interpersonal communication and student learning motivation.

To find out whether the correlation of the calculation results is significant or not, it is necessary to compare it with the calculated r-value of 0.404 with the r table value at a significant level of 5 percent of 0.159. Therefore, the $r_{\text{count}} > r_{\text{table}}$, shows that there is a significant relationship between teacher interpersonal communication and student motivation in SMA Negeri 1 Enrekang. In line with that, the influence of teacher interpersonal communication on student learning motivation is low (after consulting the interpretation table of the r-value).

The next analysis is to determine the magnitude of the correlation between teacher interpersonal communication and student learning motivation at SMA Negeri 1 Enrekang, the value of $r = 0.404$. With the coefficient of determination (model summary table) obtained $R^2 = 0.164$ or 16.4 percent, which means that students' learning motivation is determined by the teacher's interpersonal communication factor of 16.4 percent while the rest is determined by other factors not examined in this study of 83.60 percent, one of which is classroom management that can affect students' learning motivation

4. Discussion

4.1. Teacher Interpersonal Communication

The results showed that the interpersonal communication of teachers at SMA Negeri 1 Enrekang was in the very good category, this was supported by openness, empathy, support, positive attitude, and similarity. Thus it can be stated that the interpersonal communication of teachers at SMA Negeri 1 Enrekang is very good, where interpersonal communication carried out by teachers to students can encourage students to learn. This is because the teacher has an openness to student problems, the teacher understands and can feel the problems faced by students, the support from the teacher for positive student activities, the positive attitude shown by the teacher can establish an interactive relationship between students and teachers and the similarity of attitudes shown by the teacher. with students. Teachers of SMA Negeri 1 Enrekang have shown that interpersonal communication between teachers and students is very good as seen from the results of the study. This is following the teacher's interpersonal communication indicators proposed by (Dahm, Williams, & Crock, 2021; Nurdin, 2020; Wafi, 2020) namely: 1) openness, 2) four, 3) support, 4) positive attitude, and 5) similarity.

4.2. Student Learning Motivation

The results showed that students' learning motivation at SMA Negeri 1 Enrekang was in the high category, it was viewed from various aspects, namely the desire and desire of students to succeed, encouragement of learning needs, future hopes and aspirations, appreciation for the work obtained by students, interesting activities in learning, and a conducive learning environment both in the school, family and community environment. This indicates that students at SMA Negeri 1 Enrekang have a high level of learning motivation, as seen from the research data. This is following the indicators of learning motivation proposed by (Uno, 2021) namely: 1) the desire and desire to succeed, 2) the encouragement of learning needs, 3) hopes and aspirations for the future, 4) appreciation in learning, 5) interesting activities in learning, and 6) a conducive learning environment.

4. 1 The Effect of Teacher Interpersonal Communication on Student Learning Motivation at SMAN 1 Enrekang, Enrekang Regency

In the results of the study, it was found that there was a significant relationship between teacher interpersonal communication and student learning motivation at Sman 1 Enrekang, Enrekang district with a moderate level of relationship. Following the results of hypothesis testing, it was found that there was an influence between the teacher's interpersonal communication variables on student learning motivation at Sman 1 Enrekang, Enrekang Regency. The results of this study can support previous research conducted by (Kartika, 2017; Wahyuni, 2020) that: there is an influence of teacher interpersonal communication on motivation. There are similarities between the results of this study and previous research, it is increasingly clear that the results of the research clearly show the influence of teacher interpersonal communication on students' learning motivation.

The findings of this study are also in line with the results of research conducted by (Fuad, 2013) shows that the teacher's interpersonal communication has a positive and significant effect on students' learning motivation or in other words, the better teacher's interpersonal communication can increase students' learning motivation.

5. Conclusions

Based on the results of data analysis and discussion described on the influence of teacher interpersonal communication on student learning motivation at Sman 1 Enrekang, Enrekang Regency, the results of this study can be concluded that teacher interpersonal communication at Sman 1 Enrekang, Enrekang Regency is included in the Very Good category at 81.62 percent. Students' learning motivation at Sman 1 Enrekang, Enrekang Regency is included in the high category of 70.88 percent. Product moment correlation test data obtained $r = 0.404$ after being consulted on the interpretation table the value of r is in the interval $0.40 - 0.599$ which has a moderate level of influence, teacher interpersonal communication (X) with teacher work motivation (Y) at Sman 1 Enrekang, Enrekang Regency has a significant value of $0.001 < 0.05$ which means there is a significant correlation. With an R square value of 164 or 16.4, the effect is percent. The hypothesis is proven that there is a positive and significant influence of teacher interpersonal communication on teacher work motivation which is seen from the ANOVA table obtained at $24,256 > 3.29$, then H_0 is rejected and H_a is accepted which means that there is a strong influence of teacher interpersonal communication on student learning motivation at Sman 1 Enrekang Enrekang Regency.

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*FISIP, University of Jember presented the International Conference and Call Papers 2021
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Strategi Reliance Desa Wisata Berkelanjutan Dan Faktor-Faktor Yang Mempengaruhinya

Hastho Joko Nur Utomo, Eny Endah Pujiastuti

UPN"Veteran" Yogyakarta, Jl.Babarsari No.2, Sleman, Yogyakarta, Indonesia

hastho.joko@upnyk.ac.id

Abstract. Tingkat kunjungan wisatawan berkurang secara drastis sejak adanya kebijakan pembatasan sosial untuk mencegah penyebaran virus covid 19. Sektor pariwisata mengalami kerugian besar, termasuk juga penurunan jumlah wisatawan domestik di desa wisata. Perekonomian masyarakat setempat terkena dampaknya. Upaya memulihkan sector pariwisata telah dilakukan dengan menitikberatkan pada pengembangan desa wisata, dengan menempatkan kelompok sadar wisata (pokdarwis) sebagai ujung tombak dalam pengembangan desa wisata. Di masa pandemi ini bisa dieksplorasi secara mendalam, misalnya : Apakah faktor utama yang bisa membuat desa wisata tetap dikunjungi wisatawan di masa pandemic ? Apakah ketahanan desa wisata di masa pandemi dapat terbentuk dari spiritual intelligence?. Dengan demikian tujuan penelitian ini adalah untuk mengetahui pengaruh spiritual intelligence terhadap self-efficacy dan inovasi, serta implikasinya terhadap ketahanan (resilience) desa wisata, sehingga akan terjadi recovery di desa wisata yang terdampak pandemic Penelitian ini termasuk tipe eksplanatori. Populasi dalam penelitian ini adalah desa wisata di Daerah Istimewa Yogyakarta (DIY) dan Provinsi Jawa Tengah. Teknik sampling yang dipergunakan adalah purposive sampling, dengan kriteria desa wisata yang masih tetap dikunjungi wisatawan di masa pandemi sejak bulan Maret 2020 hingga 2021. Unit analisis penelitian ini adalah kelompok sadar wisata, dengan ketentuan bahwa setiap desa wisata diwakili oleh satu orang pengelola kelompok sadar wisata.(pokdarwis). Analisis data dengan SEM-PLS dan uji t untuk menguji perbedaan. Taraf signifikan yang dipergunakan adalah 5%. Hasil penelitian menjelaskan bahwa ada pengaruh spiritual intelligence terhadap self-eficacy (3,118; $p = 0,002$) dan spiritual intelligence terhadap innovative (1,982; $p=0,048$), pengaruh self-efficacy terhadap innovative (5,295; $p=0,000$), ada pengaruh innovative terhadap Resilience (3,585; $p=0,000$). Para pengambil kebijakan pengembangan desa wisata dapat memperhatikan variable-variabel tersebut untuk dipertimbangkan.

Kata Kunci : Spiritual Intelligence, self-efficacy, Innovative, Resilience, village tourism

1. Pendahuluan

Pariwisata merupakan salah satu sector yang terdampak akibat Pandemi Covid 19. Kebijakan pemerintah yang memberlakukan pembatasan sosial menyebabkan tingkat kunjungan wisatawan mengalami penurunan di berbagai lokasi wisata, termasuk juga di berbagai desa wisata. Kondisi social ekonomi masyarakat desa wisata ikut menurun. Kondisi ini tidak boleh dibiarkan, sehingga diperlukan upaya yang sungguh-sungguh untuk memulihkan kondisi penurunan jumlah wisatawan ini dengan berbagai langkah yang terintegrasi. Upaya ini harus dilakukan seiring dengan kebijakan pemerintah untuk mencegah penularan covid 19 di lokasi wisata.

Di masa pandemi ini pilihan untuk berwisata telah bergeser dari wisata massal ke wisata yang tersegmentasi berdasarkan kelompok kecil, dari wisata lingkungan buatan ke wisata alam. Pergeseran ini di satu sisi membawa keberuntungan di desa wisata yang memiliki keunikan tersendiri untuk dipromosikan ke masyarakat luas. Desa wisata yang mampu mengelola keunikannya dan mempromosikan ke masyarakat luas merupakan desa wisata yang berhasil, karena memiliki daya tahan untuk survive di masa pandemic. Ketahanan desa wisata tersebut bisa dilihat

dari jumlah wisatawan yang tetap saja ada, berdatangan, silih berganti, dan bila terjadi penurunan jumlah wisatawan – angkanya tidak signifikan. Sehubungan dengan hal ini, ketahanan desa wisata di masa pandemi covid menjadi sangat penting untuk dikaji, karena desa wisata yang mampu bertahan (tetap dikunjungi wisatawan) akan berdampak pada keberlanjutan desa wisata dan pendapatan masyarakatnya tetap terjaga. Aktivitas ekonomi yang sangat bergantung pada pariwisata harus bisa mengatasi tantangan ini (1). Ketahanan desa wisata dapat dikaji dari berbagai sudut pandang, salah satunya adalah sumber daya manusia (SDM). SDM penting untuk dikaji karena merupakan sumber inovasi penting di sebagian besar organisasi, yang bertanggung jawab terhadap 80% ide baru untuk diimplementasikan (2) sehingga bisa keluar dari krisis (bertahan).

Hasil penelitian terdahulu telah mengkaji kontribusi pariwisata terhadap pemulihan pasca krisis (3,4). Namun, hanya sedikit perhatian para peneliti pada efek krisis terhadap bisnis pariwisata lokal di negara berkembang (5,6). Bisnis pariwisata lokal menunjukkan ketahanan yang luar biasa selama dekade krisis yang mempengaruhi industri pariwisata Indonesia (7).

Hasil penelitian terdahulu belum ada yang terfokus pada langkah-langkah mengatasi krisis dari sudut pandang sumber daya manusia. Penelitian ini berfokus cara organisasi pariwisata menanggapi krisis dari sisi sumber daya manusia, sehingga menjadi research gap dan novelty dalam penelitian ini. Selain itu, seringkali dalam lingkungan yang menantang dan tidak aman itulah semangat kewirausahaan dipicu dan peluang diciptakan yang membawa inovasi dan pertumbuhan bisnis seperti yang ditunjukkan (6). Penelitian ini mengkaji ketahanan desa wisata yang didasarkan inovasi dari pengelola desa wisata serta faktor yang mempengaruhi inovasi. Inovasi yang berperan sebagai sebagai fondasi bagi desa wisata untuk keluar dari krisis (ketahanan bisnis) merupakan novelty, sehingga penting untuk diteliti. Kunci keberhasilan suatu desa wisata untuk tetap survive di masa pandemi dan diminati pengunjung dapat dijadikan sebagai model untuk diimplementasikan di desa wisata lain yang belum maju.

Permasalahan penelitian ini adalah apakah ketahanan desa wisata untuk keluar dari krisis dapat terbentuk dari inovasi serta antisenden dari inovasi (Spiritual Intelligence dan self-efficacy)?. Penelitian ini ditujukan untuk mengetahui ketahanan desa wisata untuk keluar dari krisis, yang terbentuk dari inovasi serta antisenden dari inovasi (yaitu Spiritual Intelligence dan self-efficacy). Hasil penelitian ini memiliki kontribusi terhadap pengelolaan desa wisata agar terjaga keberlanjutannya dan bisa keluar dari krisis di masa pandemic serta memberi kontribusi secara teori yaitu teori manajemen krisis terutama tentang peran Sumber daya manusia sebagai salah strategi recovery pariwisata.

Kajian teori Spiritual Intelligence dipergunakan dalam penelitian ini. Psikolog telah mengidentifikasi banyak bidang kecerdasan selain dari kecerdasan kognitif, seperti kecerdasan cair, kecerdasan kristal, kecerdasan sosial, kecerdasan emosional, dan kecerdasan spiritual (8). Kecerdasan spiritual merupakan kecerdasan yang berkaitan dengan makna dan nilai dalam proses pemecahan masalah, dan itu dapat menempatkan hidup dalam konteks yang lebih memberi makna". Selanjutnya dengan kecerdasan spiritual dapat dievaluasi bahwa tindakan tertentu lebih punya makna daripada yang lain (9). Spiritual Intelligence, tidak hanya memprediksi adaptasi, tetapi juga memfasilitasi kemampuan individu dalam memecahkan masalah dan mencapai tujuan mereka (10).

Self-efficacy sebagai persepsi seseorang terhadap kemampuannya (11). Self-efficacy bisa dimaknai sebagai keyakinan pada kemampuan diri untuk menggerakkan motivasi, potensi kognitif, dan tindakan tertentu sesuai tuntutan situasional (12). Self-efficacy adalah keyakinan seseorang terhadap kemampuan dan keterampilan yang dimiliki untuk mencapai tujuan yang diinginkan (13),.

Dengan demikian, individu dengan rasa keyakinan self-efficacy yang tinggi juga lebih mungkin untuk memiliki tingkat kinerja yang lebih tinggi dan komitmen yang lebih tinggi untuk mentolerir jika terjadi frustrasi dan tetap fokus pada tugas ketika hambatan muncul (14).

Perilaku inovatif melampaui kreativitas untuk memasukkan adopsi, produksi, dan implementasi ide-ide baru dan berguna (15). Inovasi menjadi begitu penting karena kunci penting untuk mencapai perubahan dalam situasi yang menuntut ini adalah aktivitas seperti kreativitas dan inovasi (16). Kegiatan inovatif merupakan implementasi ide-ide baru dan berguna (17) sehingga dasar dari semua inovasi adalah ide dan merupakan karyawan yang mengembangkan, bereaksi, memodifikasi, dan mengimplementasikan ide (18).

Resiliensi adalah kemampuan menghadapi tantangan, mengatasi berbagai rintangan dan memperoleh kekuatan berdasarkan pengalaman dan kesulitan yang pernah dialami dalam hidup (19). Resilience memfasilitasi kemungkinan keberhasilan di desa wisata bahkan dengan adanya tantangan dan kondisi yang mengancam yang dihasilkan dari karakteristik awal, kondisi, dan pengalaman (20). Resiliensi meningkatkan kapasitas untuk mengatasi bahaya, tantangan, dan tekanan akut sebagai bagian dari kehidupan mengelola desa wisata pada semua orang yang mengalami tingkat kinerja yang lemah, ketidaknyamanan, tantangan, dan kegagalan dalam proses mengelola desa wisata (21)

Pengaruh antar variabel telah dijelaskan dalam penelitian terdahulu sebagai berikut:

a. Pengaruh Spiritual Intelligence terhadap Self-efficacy

Kecerdasan spiritual merupakan kemampuan dalam menangani dan memecahkan masalah yang memiliki makna dan nilai dalam kehidupan (22). Kajian penelitian terdahulu menunjukkan tanpa keyakinan terhadap kemampuan diri (self-efficacy), maka tidak mungkin akan bisa menyelesaikan target yang telah ditetapkan (23,24). Berdasarkan uraian diatas menjadi sarana acuan peneliti untuk mengembangkan hipotesis sebagai berikut:

H₁ : Spiritual Intelligence berpengaruh signifikan terhadap Self-efficacy

b. Pengaruh Spiritual Intelligence terhadap Innovative.

Kecerdasan spiritual selain secara abstrak membimbing pelakunya untuk menghasilkan tindakan yang bermakna bagi kehidupan (22) juga mengarahkan pelakunya untuk secara menghasilkan produk maupun jasa atau layanan yang memiliki nilai (25). Kajian penelitian terdahulu menunjukkan kecerdasan spiritual dapat mempengaruhi komitmen organisasional. Wujud komitmen terhadap organisasi yaitu menghasilkan produk dan layanan yang berharga (hasil inovasi). Hal ini menunjukkan bahwa kecerdasan spiritual akan mempengaruhi inovasi (26).

H₂ : Spiritual Intelligence berpengaruh signifikan terhadap Innovative.

c. Pengaruh Self-efficacy terhadap Innovative.

Self-efficacy mempengaruhi fungsi manusia melalui beberapa proses yang berbeda. Pertama, hal itu memengaruhi tugas-tugas yang orang coba lakukan, sehingga orang cenderung melakukan tugas yang mereka yakini dapat diselesaikan dengan sukses. Kedua, ini memengaruhi seberapa besar upaya seseorang akan siap untuk melakukan tugas serta seberapa banyak mereka akan bertahan untuk mencapai penyelesaian tugas yang positif (11). Kajian penelitian terdahulu menunjukkan bahwa Efikasi diri karyawan berhubungan positif dengan perilaku kerja inovatif karyawan (IWB) (27).

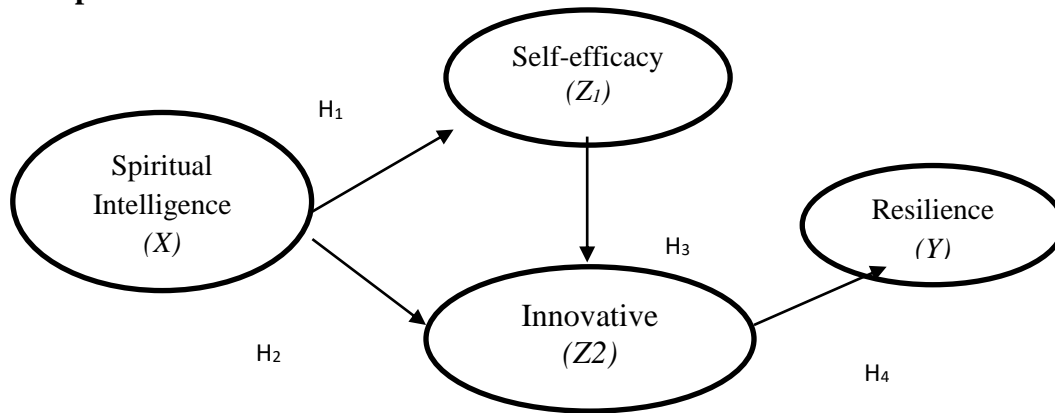
H₃ : Self-efficacy berpengaruh signifikan terhadap Innovative.

d. Pengaruh Innovative terhadap Resilience

Innovative bisa dimaknai ide baru atau kreasi baru sebagai hasil olah pikir dan bahkan intuisi manusia, yang terkadang justru muncul pada saat dihadapkan pada situasi dan kondisi yang sulit. Lingkungan yang menantang bisa menjadi penyemangat bagi jiwa kewirausahaan yang membawa inovasi dan pertumbuhan bisnis (28). Berdasarkan uraian tersebut, maka hipotesis diajukan sebagai berikut:

H₄ : Innovative. berpengaruh signifikan terhadap Resilience

Model hipotesis :



**Gambar 1
Model Hipotesis**

2. Metode

Jenis penelitian ini termasuk penelitian eksplanatori. Adanya hubungan kausalitas antar variabel dijelaskan secara mendalam dalam penelitian ini. Populasi penelitian terdiri desa wisata di Provinsi Daerah Istimewa Yogyakarta (DIY) dan Jawa Tengah. Teknik sampling yang dipergunakan adalah purposive sampling, dengan kriteria desa wisata yang masih tetap dikunjungi wisatawan di masa pandemi sejak bulan Maret 2020 hingga 2021. Unit analisis penelitian terdiri dari para pengelola desa wisata, yang biasa disebut dengan POKDARWIS (kelompok sadar wisata) dengan ketentuan satu desa wisata diwakili oleh satu orang pengelola desa wisata yang diminta sebagai responden penelitian. Pengukuran data menggunakan skala Likert. Sebelum digunakan untuk mengumpulkan data, instrumen penelitian diujicoba kepada 30 responden. Analisis data dengan SEM-PLS. Taraf signifikan yang dipergunakan adalah 5%.

3. Hasil dan Diskusi

3.1. Hasil Uji Validitas dan Reliabilitas

Hasil perhitungan uji validitas dan reliabilitas terlihat pada Tabel 1 di lampiran.

3.2. Hasil Uji Validitas Konvergen

Tabel 2. Hasil Uji Validitas Konvergen

Variabel	Item/Pernyataan	Loading Factors
Kecerdasan spiritual	X1.1 mampu menerima setiap perubahan menuju pada kondisi yang lebih baik	0.845
	X1.2 tidak mudah putus asa terhadap kesulitan yang dihadapi	0.875
	X1.3 mampu bersikap sabar ketika menghadapi hal-hal yang kurang menyenangkan	0.776
	X1.4 memegang teguh prinsip kebaikan dalam setiap perbuatan	0.901
	X1.5 tidak mempunyai keinginan untuk melakukan hal-hal yang tidak bermanfaat	0.819
Efikasi Diri	X2.1 yakin dapat melakukan tugas-tugas yang sudah saya rencanakan	0.800
	X2.2 mampu berusaha keras menggunakan semua potensi yang saya miliki untuk menyelesaikan tugas	0.823
	X2.3 mampu bertahan menghadapi kesulitan yang muncul dan mampu bangkit dari kegagalan	0.859
	X2.4 yakin mampu menyelesaikan masalah di berbagai situasi dan kondisi	0.832
	X2.5 yakin dapat memotivasi diri saya untuk menyelesaikan tugas	0.834
inovasi	Z1.1 mampu menemukan ide yang menarik	0.747
	Z1.2 mampu mencari metode /Teknik/ instrument kerja baru	0.752
	Z1.3 mampu menemukan solusi yang tepat untuk mengatasi masalah yang muncul	0.709
	Z1.4 mampu menggerakkan dukungan untuk mewujudkan ide-ide yang kreatif	0.703
	Z1.5 mampu memunculkan ide kreatif ke dalam lingkungan kerja di desa saya secara terstruktur	0.778
	Z1.6 mampu merubah ide yang inovatif menjadi tindakan nyata yg bisa dilaksanakan	0.743
resilience	Y1.1 mampu mengatasi masalah yang muncul di desa ini	0.907
	Y1.2 mampu berkembang dengan tetap adanya kunjungan wisatawan	0.828
	Y1.3 mampu menyesuaikan diri secara positif terhadap kesulitan yang dihadapi di desa ini	0.823
	Y1.4 mampu menyesuaikan diri terhadap perkembangan /trend masa depan	0.816

	Y1.5 mampu bertahan dengan desa wisata yang siap menerima kunjungan wisatawan	0.756
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Sumber: data primer yang diolah

3.3. Nilai Average Extracted (AVE)

Tabel 3. Nilai Average Variant Extracted (AVE)

Variabel	Average Variant Extracted (AVE)
Kecerdasan spiritual	0.713
Self-efficacy	0.689
inovasi	0.546
resilience	0.685

Sumber: data primer yang diolah

3.4 Fornell Larcker Criterion

Tabel 4. Fornell Larcker Criterion

	Kecerdasan spiritual	Self-efficacy	inovasi	resilience
Kecerdasan spiritual	0,736			
Self-efficacy	0,368	0,737		
inovasi	0,516	0,729	0,784	
resilience	0,185	0,683	0,607	0,853

Sumber: data primer yang diolah

3.5. Hasil Uji Hipotesis

Hasil Uji Hipotesis

	Pengaruh antar variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H ₁	Spiritual Intelligence -> Self-efficacy	0.449	0.447	0.143	3.118	0.002
H ₂	Spiritual Intelligence -> Innovative	0.253	0.255	0.128	1.982	0.048
H ₃	Self-efficacy -> Innovative	0.727	0.713	0.137	5.295	0.000
H ₄	Innovative -> Resilience	0.498	0.509	0.139	3.585	0.000

Sumber: data primer yang diolah

Uji Hipotesis

- d. Pengujian Hipotesis ke-1: Spiritual Intelligence berpengaruh signifikan terhadap Self-efficacy
Hasil analisis dengan SEM PLS untuk pengujian pengaruh Spiritual Intelligence terhadap Self-efficacy menunjukkan nilai t hitung sebesar 3,118. Nilai t hitung sebesar 3,118 lebih besar dari 1,960. Hipotesis pertama dapat diterima. Spiritual Intelligence berpengaruh signifikan pada Self-efficacy
- e. Pengujian Hipotesis ke-2: Spiritual Intelligence berpengaruh signifikan terhadap Innovative.
Diperoleh nilai t hitung sebesar 1,982. Nilai t hitung sebesar 1,982 lebih besar dari 1,960. Hal ini menunjukkan bahwa hipotesis kedua diterima. Artinya, Spiritual Intelligence berpengaruh signifikan terhadap Innovative.
- f. Pengujian Hipotesis ke-3: Self-efficacy berpengaruh signifikan terhadap Innovative.
Nilai t hitung sebesar 5.295. Nilai t hitung sebesar 5.295 lebih besar dari 1,960. Hal ini menunjukkan terbukti bahwa hipotesis ketiga dapat diterima. Berarti, Self-efficacy berpengaruh signifikan terhadap Innovative.
- g. Pengujian Hipotesis ke-4: Innovative berpengaruh signifikan terhadap Resilience .
Hasil perhitungan menunjukkan nilai t hitung sebesar 3.585. Oleh karena nilai t hitung 3.585 lebih besar daripada 1,960, maka hipotesis keempat dapat diterima. Hal ini menegaskan bahwa Innovative berpengaruh secara signifikan terhadap Resilience.

Berdasarkan hasil penelitian tersebut dapat dijelaskan lebih lanjut, sebagai berikut:

a. Pengaruh Spiritual Intelligence terhadap Self-efficacy.

Hasil penelitian menunjukkan bahwa Spiritual Intelligence berpengaruh terhadap Self-efficacy. Berbagai permasalahan kehidupan bisa diatasi oleh orang yang memiliki kecerdasan spiritual. Kecerdasan spiritual bisa mengarahkan pelakunya untuk melakukan tindakan atau aktivitas terbaik, karena setiap aktivitas akan dipandang memiliki makna yang akan memberi manfaat bagi dirinya sendiri maupun bagi orang lain. Aktivitas tersebut akan bermakna dalam konteks interaksi social dan bermakna dalam konteks transedental. Hal ini sejalan dengan teori bahwa kecerdasan spiritual merupakan kemampuan dalam menangani dan memecahkan masalah yang memiliki makna dan nilai dalam kehidupan (22). Kemampuan memecahkan masalah kehidupan hanya dimiliki oleh orang yang memiliki keyakinan bahwa dirinya mampu melakukan sesuatu sesuai yang ditargetkan, sehingga dirinya yakin bahwa prestasi yang diraih adalah sebuah keniscayaan. Tanpa keyakinan terhadap kemampuan diri (self-efficacy), maka tidak mungkin akan bisa menyelesaikan target yang telah ditetapkan. Hasil penelitian ini senada dengan hasil penelitian yaitu kecerdasan spiritual berpengaruh positif terhadap Efikasi Diri (23,24).

Kecerdasan spiritual dapat membantu individu untuk memilih jalan yang benar untuk mencapai tujuan dalam menghadapi krisis dan masalah dengan mempertimbangkan prioritas dan nilai pribadi (29). Kemampuan pengelola desa wisata dalam menghadapi krisis dan menyelesaikan masalah maka akan menimbulkan keyakinan akan kemampuan dirinya (self-efficacy),

b. Pengaruh Spiritual Intelligence terhadap Innovative.

Hasil penelitian menunjukkan bahwa Spiritual Intelligence berpengaruh terhadap Innovative. Kecerdasan spiritual selain secara abstrak membimbing pelakunya untuk menghasilkan tindakan yang bermakna bagi kehidupan (22) juga mengarahkan pelakunya untuk secara menghasilkan produk maupun jasa atau layanan yang memiliki nilai (25). Kecerdasan spiritual selain bersifat transcendental juga memiliki ciri berfikir visioner (berjangka panjang) dalam menebar manfaat bagi orang lain, kreatif dan inovatif. Ciri tersebut ada pada diri seorang wirausahawan. Temuan peneliti yang lain hanya sebatas membangun kerangka konseptual yang menghubungkan Kecerdasan Spiritual dalam memupuk kreativitas dan inovasi di antara wirausahawan sukses dan belum dibuktikan secara empiri (30). Kecerdasan spiritual dapat mempengaruhi komitmen organisasional (26). Wujud komitmen terhadap organisasi yaitu menghasilkan produk dan layanan yang berharga (hasil inovasi). Hal ini menunjukkan bahwa kecerdasan spiritual akan mempengaruhi inovasi

Kapasitas kecerdasan spiritual meningkatkan ketahanan dan menyarankan bahwa orang yang memiliki kecerdasan spiritual yang tinggi, dirinya akan memiliki kemampuan untuk menyesuaikan diri terhadap lingkungan dan mengatasi berbagai kendala dengan memanfaatkan kekuatan yang ada pada dirinya (31). Hal ini menunjukkan kecerdasan spiritual bisa menumbuhkan kekuatan internal yang bisa diandalkan, adapun kekuatan internal yang dimaksud adalah kemampuan dan perilaku yang inovatif.

c. Pengaruh Self-efficacy terhadap Innovative

Hasil penelitian menegaskan bahwa bahwa Self-efficacy berpengaruh terhadap Innovative. Wujud dari self-efficacy adalah adanya keyakinan diri bahwa seseorang akan mampu melakukan sesuatu pekerjaan secara optimal. Dengan self-efficacy, orang meyakini bahwa tidak ada peristiwa di luar dirinya yang akan menghalangi untuk mencapai kinerja yang diinginkan. Hasil penelitian ini sesuai dengan kajian penelitian terdahulu yang menguraikan bahwa Efikasi diri karyawan berhubungan secara positif dengan innovative work behavior (IWB) (27).

Self-efficacy mempengaruhi fungsi manusia melalui beberapa proses yang tidak sama (11). Pertama, hal itu memengaruhi tugas-tugas yang akan dilakukan, sehingga orang cenderung melakukan tugas yang mereka yakini dapat diselesaikan dengan sukses. Kedua, ini memengaruhi seberapa besar upaya seseorang akan siap untuk melakukan tugas serta seberapa banyak mereka akan bertahan untuk mencapai penyelesaian tugas yang positif. Berdasarkan teori ini, manusia memiliki kepercayaan untuk melakukan dan menghasilkan sesuatu seperti inovasi Efikasi diri dapat membantu menjelaskan mengapa pencapaian tugas yang sukses mengarah pada peningkatan kapabilitas (32). Efikasi diri menjadi motivasi manusia untuk bisa menghasilkan sesuatu yang berharga seperti sebuah inovasi. Jika dikaitkan dengan teori kognitif social, manusia akan melakukan proses kognitif untuk menganalisis krisis, mencari permasalahan dan mencari ide untuk menyelesaikan masalah tersebut dengan ide ide yang inovatif.

Individu (pengelola desa wisata) dengan efikasi diri yang tinggi lebih mungkin untuk melakukan aktivitas yang lebih menantang yang melibatkan lebih banyak praktik kreatif (33). Hal ini dikarenakan efikasi diri menimbulkan rasa percaya diri pada kemampuan untuk melaksanakan tugas-tugas tertentu (34) dan merupakan penting mengatasi hambatan selama proses inovasi (35). Dengan demikian, pemahaman bagaimana membangun efikasi diri kreatif pengelola desa wisata merupakan langkah penting dalam upaya organisasi untuk berinovasi (36).

Pengaruh Innovative terhadap Resilience

Hasil penelitian menunjukkan bahwa bahwa Innovative berpengaruh terhadap Resilience. Innovative merupakan salah satu ciri jiwa kewirausahaan (entrepreneurship). Innovative bisa dimaknai ide baru atau kreasi baru sebagai hasil olah pikir dan bahkan intuisi manusia, yang terkadang justru muncul pada saat dihadapkan pada situasi dan kondisi yang sulit. Lingkungan yang menantang bisa menjadi penyemangat bagi jiwa kewirausahaan yang membawa inovasi dan pertumbuhan bisnis (28). Inovasi berkelanjutan merupakan kemampuan untuk menangani risiko dan ketidakpastian untuk mencegah, bertahan, dan pulih dari gangguan (37). Kemampuan organisasi cepat beradaptasi dengan perubahan dan kemampuan untuk terus berinovasi akan menghasilkan ketahanan bisnis .

Reliance menjadi penting bagi mempertahankan desa wisata di saat krisis ini dan kemampuan yang dibutuhkan untuk recovery (pemulihan) karena masyarakat (pengelola desa wisata) membutuhkan kemampuan seperti pemulihan dan pemulihan, optimisme, keterampilan mengubah masalah menjadi peluang pembelajaran dan pertumbuhan, ketekunan, harga diri, penciptaan jaringan pelindung yang sehat, pengembangan kompetensi afektif dan supranatural, kemandirian dalam pengambilan keputusan, rasa percaya diri. humor, dan kemampuan koping dalam menghadapi masalah dan konflik (38). Kemampuan pemulihan dan pemulihan, optimisme, keterampilan mengubah masalah menjadi peluang pembelajaran dan pertumbuhan merupakan hasil olah pikiran dan kemampuan yang ada dalam diri, itu yang dinamakan innovative .

Inovasi sangat penting bagi organisasi kelangsungan hidup, sehingga Inovasi menjadi kunci penting untuk mencapai perubahan dalam situasi yang menuntut hal tersebut (39). Jika inovasi bisa dilakukan dengan baik maka akan mendorong perubahan yang positif sehingga bisnis bisa bertahan. Resiliensi yang terjadi merupakan keberhasilan adaptasi individu sehingga terlepas dari risiko dan kesulitan (40). Reliance yang dimaksud dalam penelitian ini adalah kemampuan mempertahankan desa wisata untuk tetap ada dan eksis walaupun terkena dampak krisis dan mengalami kesulitan selama pandemi.

Hasil penelitian ini mengenai juga sesuai dengan apa yang UNWITO (41) menjadi i prioritas pemilihan pariwisata yaitu Inovasi dan Keberlanjutan sebagai new normal. Ada beberapa langkah yang membutuhkan kemampuan maupun perilaku inovatif antara lain : pertama, berinovasi dalam model bisnis, komunikasi, dan pengalaman.

Hasil penelitian ini menunjukkan bahwa Inovasi dipengaruhi oleh factor internal atau faktor pribadi seperti spiritual intelligence dan self-efficacy. Inovasi mempengaruhi reliance sehingga perilaku kerja yang inovatif telah mempengaruhi efektivitas dan kelangsungan hidup desa wisata (42,43,44). Hal ini menunjukkan bahwa inovasi menjadi pondasi bagi tourism sustainable sedangkan reliance menjadi bukti tourism sustainable telah terjadi di desa wisata.

Hasil penelitian menunjukkan bahwa sumber daya manusia dapat dipergunakan untuk menjadi strategi mempertahankan serta pemulihan desa wisata dari krisis yang melanda pariwisata. Krisis yang terjadi adalah adanya pandemic covid 19 yang berkepanjangan. Hasil penelitian ini memberikan kontribusi secara teoritis bagi manajemen krisis untuk recovery pariwisata, yaitu sumber daya manusia merupakan salah satu strategi untuk pemulihan desa wisata dari krisis. Sumber kekuatan yang bisa menciptakan reliance adalah Spiritual Intelligence yang merupakan factor internal atau factor individual yang ada di dalam individu. Spiritual Intelligence yang ada di dalam diri individu akan menciptakan efikasi diri yang sebenarnya. Selain itu, spiritual intelligence merupakan motivasi yang kuat untuk bisa melakukan inovasi dan inovasi akan membuat desa wisata

bertahan (reliance). Oleh karena itu bisa dikatakan bahwa sumber daya manusia (SDM) bisa menjadi strategi pemulihan (recovery) desa wisata setelah krisis.

Reliance bisa tercipta maka kelangsungan hidup masyarakat bisa terjaga karena sumber pendapatan tetap ada. Dengan sumber pendapatan yang terjamin maka ekonomi masyarakat bisa stabil. Walaupun kita tahu bahwa sumber pendapatan masyarakat desa wisata adalah pekerjaan sehari-hari seperti petani, peternak, guru, pengusaha kecil dan lain lain. Reliance ini juga di lihat dari lingkungan dan budaya desa wisata yang masih terjaga keotentikan nya, Ekonomi, lingkungan dan budaya yang tetap terjaga maka bisa dikatakan desa wisata sudah menerapkan tourism sustainability atau keberlanjutan desa wisata menjadi pokok perhatian dari pengelola. Seperti kita tahu bahwa pengelola sudah menerapkan Prinsip-prinsip keberlanjutan yang dikemukakan oleh UNWITO (45) mengacu pada aspek lingkungan, sosial budaya, ekonomi, dan dari pengembangan pariwisata, dan keseimbangan yang harus dibangun untuk menjamin keberlanjutan di masa yang akan datang

Kesimpulan

Hasil penelitian menjelaskan bahwa ada pengaruh spiritual intelligence terhadap self-efficacy, pengaruh spiritual intelligence terhadap innovative, pengaruh self-efficacy terhadap innovative, dan pengaruh innovative terhadap Resilience. Para pengambil kebijakan pengembangan desa wisata dapat memperhatikan variabel-variabel tersebut untuk langkah strategi recovery manajemen desa wisata dari kiris.

Penelitian menggunakan sampel pengelola desa wisata, yang biasa disebut dengan POKDARWIS (kelompok sadar wisata) yang ada di DIY dan Jawa Tengah sehingga generalisasinya berlaku di wilayah tersebut. Penelitian berikutnya dapat menggunakan variabel yang sama atau berbeda. Penelitian akan lebih baik lagi apabila menggunakan populasi pengelola desa wisata seluruh Indonesia. Dengan menggunakan pengelola desa wisata yang ada di Indonesia yang memiliki masalah yang berbeda beda saat kena Pandemi Covid 19. Jika sampel yang diambil lebih luas maka dapat digunakan untuk menyusun panduan bagaimana menyelesaikan krisis pada desa wisata. Dengan penelitian ini diharapkan pengelola desa wisata dapat mempersiapkan destinasi agar dapat tetap bertahan menghadapi kiris dan segera melakukan langkah pemulihan.

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FISIP, University of Jember presented the International Conference and Call Papers 2021
“Rebuilding Tourism for the Future: Collaborative Innovation Strategies”

Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual in the workplace. *Academy of Management Journal*, 37(3), 580–607.

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The Tourism Policy to Boost Empowerment Local Community by Developing of Cruise Industry in Probolinggo City, East Java, Indonesia

Pandu Satriya Hutama, Panca Oktawirani, Pramesi Lokaprasidha, I Ketut Mastika

Faculty of Social and Political Sciences, Jember University, Indonesia

pandu.fisip@unej.ac.id

Abstract | The developing of cruise industry has shown its capacity to stimulate the capacity building of social, economic and creative thinking of local host in Probolinggo City. Since 2011, the cruise industry has grown in maturity and it becomes one of leading sector to get more from tourism revenue. From 2014-2018, Probolinggo City has visited for 20.460 visitors by 42 cruise operators. By those, it stimulates the local government for creating of short and long-term tourism policy, in goals to optimize the benefit by high visitation of cruise tourists for local community in Probolinggo City. The method of research is used descriptive qualitative, by using paper based research, observation, interview techniques are used in collecting data through of local government, cruise operators and other communities. The research has shown some part of potencies of empowerment local community to be strengthen by local government of Probolinggo City related to development of cruise industry.

Keywords | Tourism Policy, Local Community, Cruise Industry

1. Introduction of Cruise Industry

Taking back on the main destination, Mount of Bromo as the international destination and a key actor act as a cause on attracting cruises of worldwide to visit Probolinggo City. Mount Bromo is located in Bromo Tengger National Park, different region and it is not under administration of the Government of Probolinggo City. Probolinggo City is particularly separate destination that is initially unknown very well by cruise operators. Less on dominant tourist attractions, or events and it is just only as main entry point for the tourists to visit Mount of Bromo.

Probolinggo City is one the old city in Java Island of Indonesia. It has a historical port, called Tembaga Harbor, which was initiate as hub of sailing national on maritime by sending the local products (sugar tree) and others through islands since the Duct colonialization era. Tembaga Harbor as a hub inter island ships, as entry, exit for the sailing ship, and ferries for across Java Sea to Madura Island. The strategic position of Tembaga Harbor is remain exist in operating daily routine and it is currently as port call for cruise ships worldwide.

The cruise industry was initially begin to visit Probolinggo City in 2009 by MS d’Austral. It laid important moment to trash back the initial tourism policy that focus on domestic tourists to become foreign one. It could change a mindset, paradigm and policy in tourism development by local tourism authority. Despite, the local residents have to realize its benefit from the foreign tourist. It remains some big questions, first, how to attract more cruise ships to come and visit

Probolinggo City. It also remain some question for local government to stimulate and making sustainable policy on tourism, especially in developing cruise industry of Probolinggo City. However, Probolinggo City is separated destination by the international destination, which very well known as Mount of Bromo. Second, how to boost local empowerment through cruise tourism industry development. By lack of information, less on skill of communication, uncompetitive of price product offer, low quality products, and undifferentiated products, it would affected by the less contribution by local residents through cruise tourism development.

At those moments, the presence of cruise ship in Probolinggo City was bring less positive impact for empowerment of local residents and other tourism operators. The time limitation on visiting only takes 10 hours consecutive while docking in sea Tembaga Harbor. It also caused by some cruise operators selling only single package tour to Mount of Bromo. Therefore, mostly cruise tourists could not have additional time to enjoy and taking part on Probolinggo City tour. In generally, it brings less of buying power by the cruise tourists in the city, the operator is also not to use local transportation services and guides, it does not give any information to offer local souvenir shops and local traditional foods, and either they prefer to take souvenirs from different region, which have good quality products.

They are offer some opportunity as well as threat for developing sustainable cruise tourism in Probolinggo City. Any opportunity to give more attention by local tourism government to dig up wheatear the development of cruise tourism would gain sustainable local socio-culture and economic benefit. In according to Lester and Weeden (2004), sustainability is a central issue for tourism in general and for cruises in particular (Papathanassis, 2017: 108). Sustainability in cruise industry should emphases on tourism policy in cruise industry¹. Basically on a term of framework on cruise industry development's policy designed and managed by tourism local authority. The local authority should reflect some policies to boost optimum local societies and stakeholders's participation and to be key player on some tourism field.

The sustainable cruise tourism industry in Probolinggo City should bring sustainability in local socio-culture and economic benefit. It is constanty base on policy makers in short and long term policy in cruise tourism. The government of Probolinggo City on these consecutive nine years, since the begining the cruise tourism industry development, still rebuild for short term policy in dedicated through capacity building and bring a tremendous Probolinggo City to be attractive destination. The other side, capacity building of local human resources remains less on tourism quality services. And, it less on attractive destination, for both natural and cultural assets.

2. Theoretical framework

The theoretical framework based by Gibson (2006) cited on Chiang-Chuan Lu and Ruey-Feng Chen (2011: 97), Cruise Port Cities that are include, among others, attractiveness, culture, safety, accessibility, and user friendliness. Fogg (2001) divided cruise ports into two categories, Origination Port and Destination Port. As destination port, it needs some conditional that it makes different beyond other port.

As Brida and Zapata (2010: 214), said that cruise tourism expenditure has direct, indirect and induced effects on the economy of a destination. The direct effect is on a supplier who sells goods and services directly to cruise vessels, cruise passengers and crew. Expenditures related to cruise

vessel include port costs, marine expenses, food and beverages, fuel, water, maintenance. Cruise passengers expenditures include those that are not part of the cruise itself, such as taxis, souvenirs, shore excursions, food and beverages, etc. Crew expenditures include restaurants, retail goods, recreational activities, transport, etc.

Seidl, Guiliano and Pratt (2006, 2016) on Pavlic (2013) said that:

Economic issues surrounding the cruise ship industry include direct and potential impacts on the port authorities and port communities, hidden environmental impacts on marine and costal eco-systems, development alternatives to cruise ships for port communities, distributional impacts and cultural implications of cruise tourism development and socio-economic impact of disembarking crewmembers, in addition to the typically tracked tourist expenditures.

Brida, et al (2012: 4), said that cruise tourism impacts are peculiar to this activity and somehow diverse from those of standard tourism. For example, the economic impact depends on the category of the Port: homeport or port of call. Hung and Petrick (2009), cited on Ilcheva and Zhechev, said Identifying travel characteristics could thus be regarded as essential element in understanding the actual cruise tourism performance, and as a tool which enables effective planning of marketing schemes to explore potential markets.

2. Methods

On this research, it use a framework to identify some critical issues of tourism policy in cruise industry development. Papathanassis (2017: 108^b) is also said the profitability by cruise visiting in some region could identify by understanding, measuring and forecasting market trends, consumption, demand, customer and expectations. The goal of this research is to evaluate Probolinggo City’s tourism policy by the local authority as cruise destination by Tembaga Harbor as cruises port call, in developing cruise industry to be more powerful and sustainable for empowerment local communities. Data gathered via personal interviews with Tembaga Harbor authority (Pelindo III), Tourism and Culture Department (Disbudpar) and Planning, Developing Regent, Research and Developing Board (Bappedalitbang), PT. Pelindo III Probolinggo, cruise tourists, guide association, tourism suppliers, local artists, catering service and transport services, groups. However, the term of development majoring in cruise industry development is remains three term of development. It’s need information about the case study within deeply analyze the data.

Table 1. Cruises Ships Visiting and City Tour Probolinggo
 from 2011 – 2018

No	Year	Total	City Tour
1	2011	1	243
2	2012	1	53
3	2013	4	306
4	2014	3	69
5	2015	6	289
6	2016	10	1.088
7	2017	9	1.201
8	2018	8	432

Source: Tourism and Culture Department of Probolinggo City, 2019.

The data from the Annual Report on Cruise Tourism in Probolinggo City of 2019 shown the amount of cruise passengers who visit Probolinggo City for about 3.681 tourists. It has brought magnificent effects through socio-culture and economic benefit, especially whose take in front on selling direct tourism services and products.

Table 2. Amount of Visitors from Cruise Ships by Tembaga Harbor of Probolinggo City
 By 2014 – 2017

Month	Amount of Visitors per year				
	2014	2015	2016	2017	2018
January	908	52	851	337	105
February	170	-	898	-	312
March	-	232	838	483	233
April	-	24	-	1.130	-
May	-	522	850	206	95
June	-	-	1.985	-	-
July	-	-	2.203	1.080	-
August	-	-	912	52	60
September	212	-	-	1.305	105
October	-	-	156	170	50
November	-	703	1.181	261	-
December	-	944	1.052	-	243
TOTAL	1.290	2.477	10.926	5.024	748

Source: Tourism and Culture Department of Probolinggo City, 2018.

From the data gathered by Tourism and Culture Department of Probolinggo City from Pelindo III Probolinggo, the authority of Tembaga Harbor, is shown the total number of cruise tourists whose entry in Tembaga Harbor for about 20.460 tourists (Hutama & Negoro, 2019^b: 3). The amount of cruise passengers whose take city tour from 2014-2018 for about 3.079. Its big different by total number of cruise passengers whose ashore in Probolinggo City without buying tour package for about 16.151 tourists. This huge market segment should taking over by local tourism authority to have more economic benefit, it shown from the figure below.

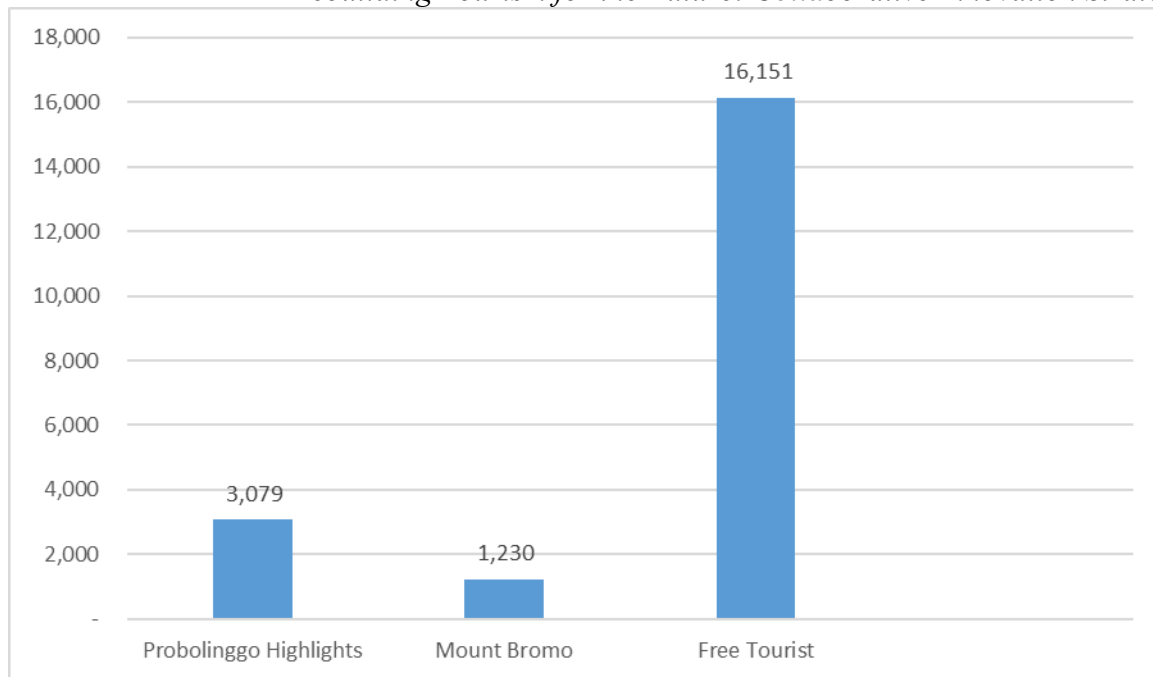


Figure 1. Cruise Tourist Category in Probolinggo from 2014-2018

Source: Tourism and Culture Department of Probolinggo City 2018 (Hutama and Negoro, 2019^b)

4. Results

Probolinggo City is a hub city which has located for about 45 km from the main international destination on East Java, Mount of Bromo. It remains bring a big industry opportunities for Probolinggo City, rather than significant treats in developing cruise tourism industry. Bringing some significance in economic and socio-cultural impacts through local residents, a new market segment for developing of local creative industry and it could attract more investors to build tourism supporting facilities.

As a place for docking the cruise ships and the cruise tourist's journey begin, Tembaga Harbor of Probolinggo is also a place for re-treath and recreation activities, such as fishing. Tembaga Harbor as one the port call in East Java, Indonesia, it should offer something different rather than other ports. As Gibson (2006) said that port of call is a cruise port city, and the key factors to attract more tourist to come by cruise ships that it should different have among others (Chuan Lu and Feng Chen, 2011:97). Should different in historical aspect and complex of facilities beyond the port.

As Fogg (2001) said, that cruise port is going to be a Destination Port. It should attractive and representing a brand image of the city, the uniqueness and offer the comfortable place. According to Brida & Zapata (2010: 214), a port of call is just an intermediate stop. The less of supporting facilities, such as no representative of transit building, no restaurant or café and no transit hotel or other facilities, it would make Tembaga Harbor as a common port. When the cruise ships come, it offers portable docking place for the passengers to reach land, tend and some portable chairs. It is very un-comfortable service for tourists, even in mid noon by hot weather and windy. However, it is just a port within intermediate stop service offer rather than destination port.

Table 3. Amount of Cruise Ships Scheduled to Visit by Tembaga Harbour of Probolinggo City by 2020 – 2021

Month	2020	2021
January		MS Maasdam Artania
February	Artania	
March	Albatros Wind Spirit	
April	Seabourn Encore	Seabourn Encore
May	Wind Spirit	
June	Star Clipper Star Clipper	Star Clipper Star Clipper
July	Star Clipper Star Clipper	Star Clipper
August		Star Clipper Star Clipper
September		
October		
November		
December	Seabourn Encore	

Source: <https://cruisetimetables.com/port-of-call/probolinggo>.

Some cruise ships are in regularly offer Probolinggo City tour package. In 2020, it schedules to visit 6 from 10 cruise ships and in 2021, there 3 from 8 cruise ships to enjoy the city tour Probolinggo City. Some cruise ship has passenger’s capacity for more than a thousand passengers. More tourists to come and visit Probolinggo City, more opportunity in economic to be offer and it could be use by local residents as best as they can. It must bring huge benefit for local residents, especially who in charge in front line.

It is very hard indeed, in realizing by local authority of Probolinggo City in to revitalize for all any physical, socio and cultural values. Bring magnificent values and best experiences from the beginning steps of tourist whose are ashore, to the end of their journey and back to the ship. As part of selling product offers by local authority of Probolinggo City as very “unknown” destination image. And, the outlook of the development of cruise tourism industry in Probolinggo City in couple next years are still remain promising on local empowerment development. The visitation of different cruise ships and the amount of passengers could bring more benefit. However, it should offer a complex of good mechanism on cruise tourism industry’s policy. The need of those segment markets should trigger of supplying locally products offer in supporting by local government. Ensuring Probolinggo City’s local residents business and individual have more access that is direct to the cruise market.

In the context of local empowerment local communities in cruise industry, it should have direct effects. Braida & Zapata (2010: 214) said that supplier who sells goods and services directly to cruise vessels, cruise passengers and crew. How to pull the enthusiasm of local residents to join

*FISIP, University of Jember presented the International Conference and Call Papers 2021
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on positive manners and which place they should offer tourism services. As the objective on cruise tourism development on Probolinggo City to have optimum positive effects on economic and socio-culture. The main sources of direct economic expenditure is the expenditure by passengers going ashore on the day of their visits (including local portion of pre-purchased tours) (Australian Department of Foreign Affairs, 2014: 6). The 20.460 of cruise passengers who is ashore in Probolinggo City since 2014-2018 has surveyed by the Tourism and Culture Department of Probolinggo City. It shown tremendous data below in cruise passengers in creating part time jobs and spending while take part on ashore with or without buying any tour package.

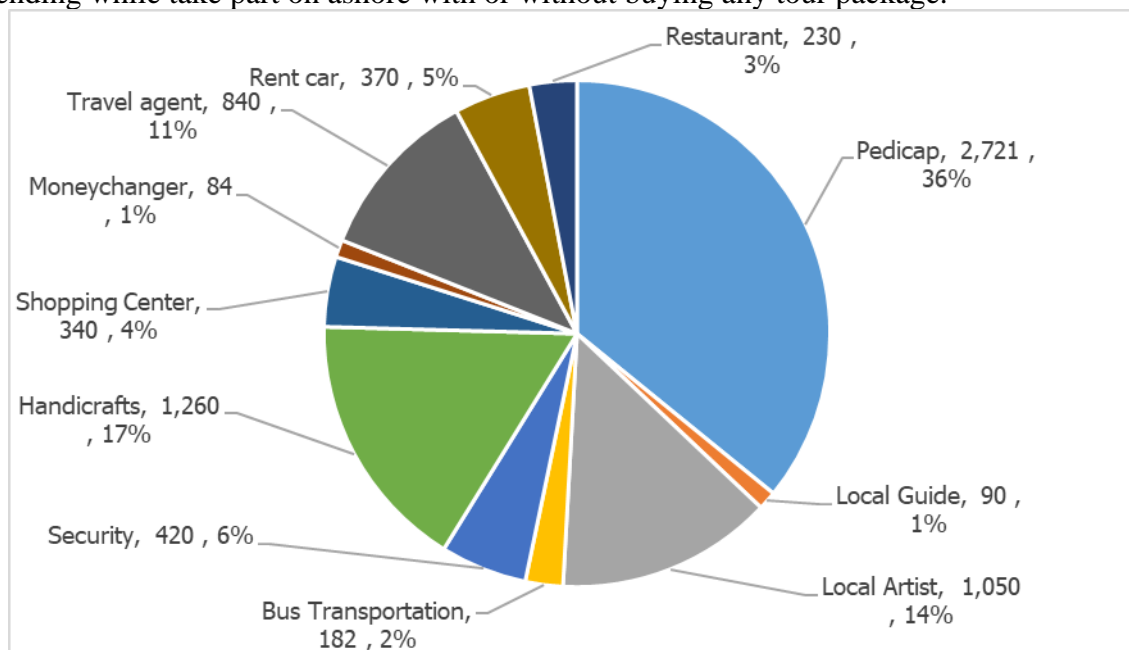


Figure 2. Part-Time Jobs and Spending by Cruise Passengers in Probolinggo City from 2011-2018

Source: Tourism and Culture Department of Probolinggo City (Hutama and Negoro, 2019^b)

The biggest spending of cruise passengers while ashore in Probolinggo City are separated into Pedicap (36%), Handicrafts (17%), Local Artists (14%), Travel Agent (11%), Rent Car (5%), Shopping Center (4%) and Restaurant (3%). It shown magnificent impact on direct spending by cruise passengers, and as initial information in creating suitable cruise tourism policy.

From the data, tourism policy that is design should considering the high intense of cruise ships visit and it is dedicated to enhance inner capacity of local tourism services. The services are include Pedi cap drivers, transportation services for both driver and safety and security of vehicles, hospitality for souvenirs shop, guides and other frontliner services for the cruise tourists. The local cultural artisans, catering services, and the manager of each tourist attraction are other sector that it could get benefit from the visitation.

The other data shown below the amount of expenditure that collect by individual, institution/association and direct income by Tourism and Culture Department of Probolinggo City. As Brida and Zapata (2010: 209), said that passengers day and passengers expenditure are the main output measurement of the cruise industry. The major revenue could identify by the locally bus transportation which has revenue for about US\$ 18.140 since the cruise ships visit Probolinggo City.

Second largest revenue is Pedicap Driver for about US\$ 10.884. Third, the revenue collected by Pelindo III Probolinggo as the authority for entry port fee for about US\$ 8.163.

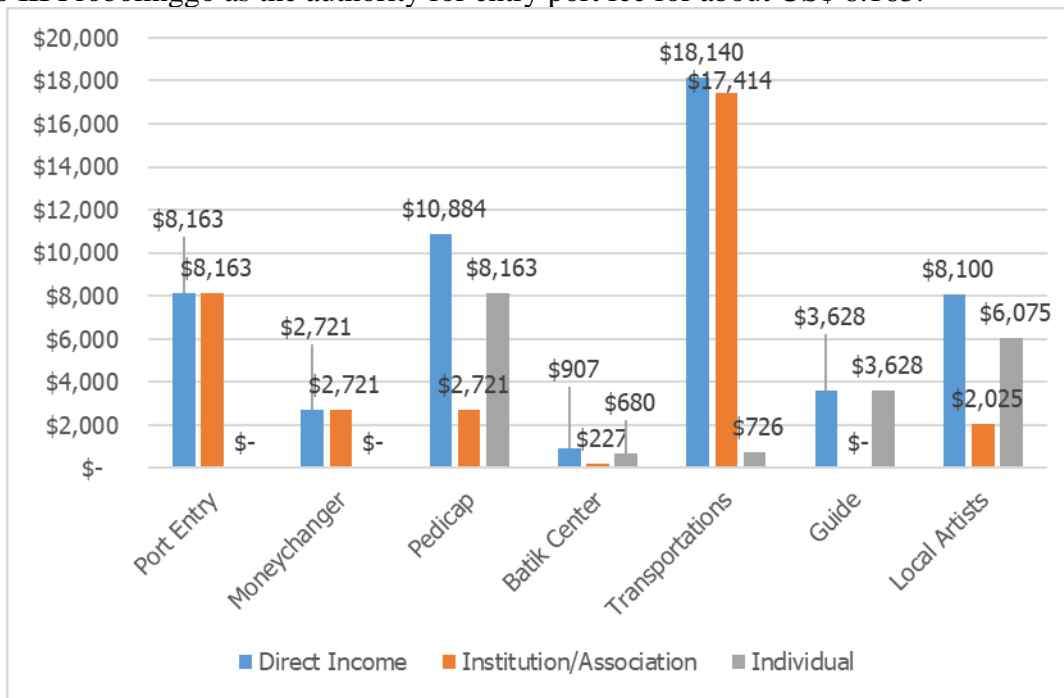


Figure 3. Income Category by Cruise Industry in Probolinggo City 2018 (Hutama and Negoro, 2019^b)

In according to Hutama and Negoro (2019: 117), the key role played by the local authority of Probolinggo City is to enhance the quality services of tourist PEDI CAP, that would give best experiences to the cruise tourist. It is considering the direct face to face service as long the tourist cruise enjoy for th Probolinggo City tour. The capacity in hospitality is not depending on communication skill in English, neither the skill of drive the pedicap. It depends on how capacity of pedicap drivers to deliberate message of brand image of Probolinggo City, Impressive. The survey shown that the hospitality of pedicap drivers are mirror by smiling, greetings and services. It should give attention to take efforts by local tourism government by giving training on tourism services.

Pavlic (2013: 129), said it is of utmost importance for local authorities to forecast the future trends in crew ship passenger flows in order to use the advantages to the best, but also as an extremely important and often neglected fact in the long run, to reduce the negative effects onto the tourism destination. From those, the cruise industry development’s policy by local authority of Probolinggo’s Planning, Developing of Regent and Research Development Board (BAPPEDALITBANG) in 2018, it has push the cruise tourism as part on major development of Probolinggo City. It separated into three terms of developments; they are short, middle and long term of cruise development. In the short-term, first step acted by the local authority, by released a tourism brand image that played important key for strategic marketing and positioning on attracting cruise operators, called Impressive Probolinggo.

As Ahmed et al, (2002: 280), said that the relative effects of country of origin and brand image in a global service industry - the cruise line industry – on consumer’s product evaluation and intention to purchase and it can overcome a negative country of origin and vice versa. The

Impressive Probolinggo City, the brand image, it is a product that has a content of tour package offer for cruise tourist, called Probolinggo Highlights. Second, by intensive training and practicing the local guide's to be more skillful and competence in guiding. Third, facilitating the presence high quality souvenirs service, choosing comfortable local transport services, finding the best actors on cultural performance and selecting of catering and local food services for the tourist.

The middle term on cruise industry development is tend to coordinating and facilitating in all sectors, in direct service for cruise tourist. Especially the Tembaga Port operation authorities, Pelindo III Probolinggo, to maintain as the frontline service for tourist cruise. The needs of comfortable transit building, in offering café and restaurant, souvenir shops and possibly a transit hotel. All facilities are need by the cruise passengers while ashore in Probolinggo City or just waiting for the tour. The open regulation for investors by giving more incentive especially who wish to get more benefit by investing in supporting cruise tourism development in Probolinggo City.

The long-term development by local tourism authority should focus on offering a new tourist attraction and facilitating the cultural performance by preparing comfortable spot on sea view. In this term, it needs more attention for investors to fulfill the need of cruise tourists by offering something new attraction that it could stimulate more cruise ships visit to Probolinggo City. Hildreth cited in Skinner (2019: 170) has found an "increasing focus on the 'functional city'" which is connected to the wider city-region or sub-region of that city's surroundings by "the ways that people live their lives between a city(s) and the towns and areas that surround it". It is very compatible among multi-cultural identity of Probolinggo City, hospitable local residents and differentiate products.

5. Conclusion

The cruise tourism industry is become one of the major revenue from the tourism development in Probolinggo City. The intense of visitation of cruise lines to port call of Probolinggo, and the local authority has to offer tour package of "Highlights Probolinggo", it is part of sustainable tourism policy in cruise tourism. The tour package that has emulated socio-cultural aspect with historical touch, it would bring significant impact for economic and socio benefit through tourism stakeholder, in Probolinggo City.

The high performance of local authority to make sustainable cruise tourism in long term, it aims to boost direct local economic benefit by cruise passengers' expenditure. By offer more training session on quality services through Peci cap drivers, local guides, and it is also maintain the guarantee on quality standard of local transportation. Creating more space for souvenir shops on local handicrafts and bring local traditional foods and fruits to be high quality food and fruit products.

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Optimizing the Management of Facilities and Infrastructure for the PSDA Office UPTD Cempa, Pinrang Regency

Muh. Nasrullah¹, Suprianto², Eritrina³, Jamaluddin⁴, Rudi Salam⁵

^{1,3,4,5}Universitas Negeri Makassar

²Universitas Borneo Tarakan

*nasrullah_mujetaba@unm.ac.id

Abstract. The availability of adequate facilities and infrastructure with good quality is very much needed by every organization, agency, and government in carrying out activities to achieve what is expected. This study aims to describe the optimization of the management of facilities and infrastructure at the PSDA Office UPTD Cempa, Pinrang Regency. This research is descriptive qualitative research, using data collection techniques that include observation, interviews, and documentation. The data analysis technique used by the researcher is the data analysis technique which includes data collection, data reduction, data presentation, and conclusions. From the results of interviews and analysis of research-related data found by researchers while in the field, researchers found the fact that the Optimization of the Management of Facilities and Infrastructure of the PSDA UPTD Cempa Office had been trying to be done well. This can be seen from what researchers have observed while conducting research using reference indicators, planning, use, maintenance, to the elimination of facilities and infrastructure. Starting from the planning for the procurement of facilities which is carried out in detail and carefully than the procurement of goods from the PSDA Office of Pinrang Regency even though the procurement is not following what was planned then carrying out maintenance to the elimination of items that are no longer used. So that the results of the study can be said that the Optimization of the Management of Facilities and Infrastructure of the PSDA UPTD Cempa Office is quite optimal.

Keywords: Optimizing, Management, Facilities, Infrastructure

1. Introduction

The availability of supporting facilities and infrastructure in an office is expected to improve the performance of all employees or staff in the office, not only in terms of quantity but also in terms of quality of work so that in the end it can advance the office (Asmanurhidayani, Saggaf, & Salam, 2018; Rengifurwarin, Akib, & Salam, 2018; Saggaf et al., 2018). In reality, every organization requires the availability of adequate and proper facilities and infrastructure, it is possible that an office needs facilities and infrastructure (Kendrick et al., 2020; Kornberger, Pflueger, & Mouritsen, 2017; Pratiwi, Jamaluddin, Niswaty, & Salam, 2019). So that all activities related to office supplies, both administrative and technical, can be carried out properly and efficiently, the implementation of the management of office facilities and infrastructure must be carried out properly.

Availability of adequate facilities and infrastructure with good quality is needed by every organization, agency, or government anywhere in carrying out its activities to achieve the expected goals, (Kusuma, 2013; Sartika & Nelisa, 2013). Without the facilities and infrastructure, it is impossible to achieve the goal. Likewise, the office is a place for activities related to administration,

administration, and public services that need office facilities and infrastructure. So that all activities related to office supplies, both administrative and technical, can be carried out properly and efficiently.

Facilities and infrastructure to support activities in the office are important to pay attention to because these infrastructure facilities help employees to complete their work more efficiently (Brown, Seville, & Vargo, 2017; Krasnyuk, Kolgan, & Medvedeva, 2021; Zoli, Steinberg, Grabowski, & Hermann, 2018). As is the case with the PSDA UPTD Cempa office is using its facilities and infrastructure, there is still some office equipment that management rarely pays attention to, because there are still many office equipment that is no longer suitable for use and are no longer functioning, which should have been removed or replaced. The buildup of these tools has a bad impact on all things, also makes the room full and cramped so that the room looks untidy and poorly arranged and results in inefficient work activities. With the management of office facilities and infrastructure, the office needs that will be used by staff or employees will be fulfilled properly.

The importance of facilities and infrastructure in the implementation of office activities is emphasized in the Regulation of the Minister of Home Affairs Number 7 of 2006 concerning Standardization of Regional Government Work Facilities and Infrastructure Article 1 of the Minister of Home Affairs (2006) explains that: Office work facilities are facilities that directly function as supporting the implementation process local government in achieving the specified facilities, including office space, work equipment, and official vehicles, (Permendagri, 2006).

Employees or office staff should pay attention to the tools used. Because office equipment is what supports an office activity. Even in today's era where everything is fast-paced and digital. However, there are still many offices that ignore this which actually makes work hampered and also decreases employee morale due to slow, inadequate tools and makes employees spend more of their energy.

The use of facilities and infrastructure can also be used as a guide in building organizational or office culture (Frederiksen, Gottlieb, & Leiringer, 2021; Künneke, Groenewegen, & Ménard, 2010). This can happen if the staff or employees can make the attitude of responsibility from the use of these facilities and infrastructure a habit that continues to occur repeatedly. The attitude of responsibility in the form of the ability to care for, maintain and maintain.

Based on pre-research observations conducted by researchers, researchers found a phenomenon that occurred, namely the incompatibility of the number of employees with office equipment (computers) that will support daily operational activities, there are still many other office equipment that is not suitable for use and can be replaced with tools that have not been used. available but very much needed so that the work runs well and efficiently, as well as several other obstacles in terms of facilities and infrastructure that make office work not carried out effectively and efficiently. Based on the description above, the researcher is interested in examining the Optimization of Facilities and Infrastructure Management at the PSDA Office UPTD Cempa, Pinrang Regency.

2. Methods

This study uses a descriptive type of qualitative approach. The qualitative research method is a research method based on the philosophy of post-positivism, used to examine the condition of natural objects, where the researcher is the key instrument, (Fitrah, 2018; Rukajat, 2018; Sugiyono, 2010). The variable in this study is a single variable, namely the optimization of the management of facilities and infrastructure of the PSDA UPTD Cempa office, Pinrang Regency. Sources of data in

this study are resource persons consisting of 3 employees and staff who work at the Office of the PSDA UPTD Cempa, Pinrang Regency. Data collection techniques, namely observation, interviews, and documentation. Data analysis techniques, namely using data analysis techniques that include 4, namely data collection, data reduction, data presentation, and conclusions.

3. Results and Discussion

3.1. Planning

Determination of needs is planning for the procurement of facilities and infrastructure, planning is a process of activities describing in advance the things that will be done later to achieve the goals set. In this indicator, the planning in question is to detail the design for procurement, use, maintenance of equipment or supplies to the elimination of items that are no longer used.

Based on the results of the interview, the researcher can assume that the planning of facilities and infrastructure at the PSDA UPTD Cempa office through several steps including the leadership conducting deliberations with the staff or employees at the PSDA UPTD Cempa office about the items needed in the office for further results of the meeting being proposed to the District PSDA Office. Pinrang. Before procuring certain tools or goods, they must first go through the correct procedures, namely seeing and re-examining the existing conditions so that there are no redundant facilities, such as the re-procurement of facilities that are still adequate in terms of quantity and quality or the procurement of tools that are not available. not required in the PSDA UPTD Cempa office.

3.2. Procurement

The procurement process is closely related to planning. The procurement process must be carried out carefully and thoroughly because this is a very important activity. The procurement process is related to the analysis of office needs, the need for facilities can be related to the type of specification, quantity, time, and place. The goal is to support the work process so that it runs effectively and efficiently following the goals that have been set.

Based on the results of the interview, the researcher can assume that the procurement of facilities and infrastructure at the PSDA UPTD Cempa office requires prior planning following the agreement that has been set by looking at the feasibility, quantity, time, and place of goods and the number of employees then a proposal is made to the Pinrang Regency PSDA office After making the proposal then waiting for some time for the procurement of the goods. The goods that have been proposed are sometimes not following the procurement plan because it is seen from what has been said by several informants so that it results in the informant doing work using personal items.

3.3. Maintenance

Maintenance is an activity to guard or prevent damage to an item so that the item is in good condition and ready for use. Maintenance includes all continuous efforts to keep the equipment in good condition. Maintenance starts from the use of goods, namely by being careful in using them. Special maintenance must be carried out by officers who have expertise following the type of goods.

From some of the opinions of the informants, the researcher can assume that routine maintenance of facilities and infrastructure is carried out at any time by the staff or employees concerned and assisted by other staff and the community. Due to the pickets both at the PSDA UPTD Cempa office and in the field, routine maintenance is carried out at any time and the

replacement of facilities and infrastructure is carried out every year or if there is damage to the facilities it will be replaced immediately.

3.4. Elimination

Elimination is a process that aims to remove or eliminate State property from the office inventory list, to prevent wasting of goods that are no longer used or are no longer functioning. According to one informant regarding the removal of facilities and infrastructure at the PSDA UPTD Cempa Office, Pinrang Regency, he said that the removal of facilities was carried out by looking at the feasibility of using the goods and checking for damaged or unused goods and then submitting a report to the PSDA Office of Pinrang Regency to be processed how it goes.

From several interviews conducted by researchers with informants, researchers can assume that the elimination of facilities and infrastructure at the PSDA UPTD Cempa Office begins with seeing the feasibility of using the goods and does not go through a procedure, only a report is made to the PSDA Office of Pinrang Regency for later processing.

4. Discussion

4.1 Planning

Gunawan & Benty, 2017; Simbolon, 2004; Sirait & Suprianto, 2020) argued that planning is an activity of thinking, researching, calculating, and formulating actions that will be carried out in the future, which are related to operational activities in the procurement, management, use, organization, and control of facilities and infrastructure. So that in the implementation of planning, it is done by describing in advance the things that will be done later to achieve the goals set. In this case, the planning in question is detailing the design of procurement, rehabilitation, maintenance, and management according to needs.

Based on the results of the study, it is known that the planning of facilities and infrastructure carried out by the PSDA UPTD Cempa office is carried out following the established procedures, namely by observing the needs of facilities and infrastructure first by looking directly at the damaged goods, both heavily damaged and lightly damaged so that later there will be no errors or waste in procurement then conduct a facility and infrastructure planning meeting to determine the needs to be held, this meeting is internal which only involves people in the PSDA UPTD Cempa office and submits proposals for facilities and infrastructure that are lacking or are not suitable for use then processed by the Pinrang District PSDA office for the next step.

4.2 Procurement

Afriansyah, 2019; Amaliah & Niaga, 2019; Sartika & Nelisa, 2013) said that there are several alternative ways to do in the procurement of facilities and infrastructure, namely, substitution is a way of fulfilling the need for goods by replacing other materials that have the same function to meet a certain need, making your own is a way of fulfilling needs by making your own made by employees or In a certain work unit, repair/reconditioning is a way to fulfill the need for goods by repairing goods that have been damaged, either by repairing a unit of goods or by exchanging good instruments between damaged goods, and several other alternatives. Procurement of office facilities and infrastructure to procure goods that are planned. The purpose of realizing procurement planning is to procure office goods, to carry out the needs of the office as needed and thought out beforehand.

Based on the results of the study, it was found that the procurement of facilities and infrastructure for the PSDA UPTD Cempa office was held by the PSDA Office of Pinrang Regency with what had been proposed in the planning, but some plans had not been fully fulfilled, such as computers that were not suitable for the use which should have been replaced. but still operated by the employee has not been fulfilled so that it requires the employee concerned to prepare a backup of his laptop to store office files because it is used to guard if there are unwanted things such as the computer slows loading or shuts down by itself. In addition to computers, there are still many unfulfilled facilities such as air conditioners that are no longer suitable for use, so fans are needed for the convenience of employees doing work.

4.3 Maintenance

Afriansyah, 2019; Rahayu, 2019; Sinta, 2019) argues that maintenance is an activity of managing tools/goods related to efforts to maintain technical conditions, usability, and logistical yields as well as guaranteeing the period of use of goods to reach the optimal time limit. Maintenance of facilities and infrastructure is an activity of managing and regulating so that all facilities and infrastructure are always in good condition and ready to be used efficiently and successfully to achieve the objectives of implementing the work. Maintenance is carried out to maintain and prevent facilities and infrastructure from being damaged so that the facilities and infrastructure are good and ready to be used. Maintenance includes all continuous efforts to keep the equipment in good condition.

Based on the results of the study, it is known that the facilities and infrastructure of the PSDA UPTD Cempa office are carried out routinely at any time by the maintenance staff and assisted by other staff as scheduled in the picket schedule. In addition to maintenance at any time, scaled maintenance is also carried out according to a certain period, for example, once a week, once every two weeks or once a month, such as AC damage, the computer shuts down, etc. For example, air conditioning maintenance is carried out by bringing in experts. The maintenance carried out by the maintenance staff is only limited to minor maintenance such as replacing printer ink, office stationery, structural boards, and repairing broken tables or chairs. Routine maintenance is carried out to maintain cleanliness and so that everything is ready to use, such as using a computer carefully. In addition to the PSDA UPTD Cempa office, maintenance staff also have duties in the field, such as maintenance of irrigation networks at both the secondary and tertiary levels. After maintenance is carried out, a report on the progress of work carried out every week is made and reported after completion of work.

After conducting interviews with several informants, the researcher observed that one of the informants who served at the PSDA UPTD Cempa Office experienced problems in carrying out his work, namely the maintenance staff where the informant who served as maintenance staff said to carry out maintenance in two places, namely in the PSDA UPTD Cempa office and in the field where the office is spacious and has adequate facilities, only one facility, and infrastructure maintenance staff is certainly less efficient in the process of maintaining facilities and infrastructure at the PSDA UPTD Cempa office so that it requires energy to carry out the work and take the initiative to teach other workers who can help carry out the maintenance such as in the field it is carried out by the Irrigation Service and Channel Workers. Stages of maintenance of office facilities and infrastructure, in the planning stage of maintenance, can be carried out based on a certain period on office facilities and infrastructure.

4.4 Elimination

Rahayu, 2019; Sinta, 2019) argues that the elimination of logistics is an activity of releasing goods from applicable liability with justifiable reasons. Elimination is a process that aims to remove or eliminate State property from the office inventory list, to prevent wasting of goods that are no longer used or are no longer functioning. In general, abolition can be said to be a business and activity of releasing facilities and infrastructure from the applicable liability with justifiable reasons.

Based on the results of the study, it can be seen that the elimination of facilities and infrastructure at the PSDA UPTD Cempa Office was carried out without going through a procedure but only making a report and being monitored or inspected directly by the PSDA Office of Pinrang Regency regarding facilities and infrastructure that were no longer suitable for use. Some informants also said that the items used were mostly consumables.

Conclusions

From the results of interviews and analysis of research-related data found by researchers while in the field, researchers found the fact that optimizing the management of facilities and infrastructure for the PSDA Office UPTD Cempa Pinrang Regency can be categorized into quite optimal categories by using indicators from the theory used. The reason why the researchers included optimizing the management of facilities and infrastructure for the PSDA UPTD Cempa office, Pinrang Regency into the good enough category is because for procurement there are still planned facilities and infrastructure that have not been fulfilled and for maintenance, there is only one staff who is given the responsibility to carry out maintenance of facilities and infrastructure. office. One maintenance staff who has a big responsibility in maintenance both in the office environment and in the field certainly hampers the process of maintaining facilities and infrastructure so that it must be assisted by several other employees who are not included in the maintenance staff at the PSDA UPTD Cempa office, Pinrang Regency.

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Pemanfaatan *Creative Tourism* sebagai Salah Satu Peluang Eksistensi Pariwisata di Masa Pandemi Covid-19 di Desa Wisata Adat Osing Kemiren Kabupaten Banyuwangi

Rebecha Prananta

Prodi DIII UPW FISIP Universitas Jember

rebecha.prananta.fisip@unej.ac.id; pranantarebecha@gmail.com

Abstract Salah satu sumberdaya yang menjadi aset yang paling menguntungkan untuk sebuah negara ataupun daerah adalah pariwisata. Namun, aset yang digadang-gadangkan sebagai penguat perekonomian negara ini kemudian mengalami keterpurukan yang paling besar paling tinggi dikarenakan adanya wabah virus corona yang melanda dunia dan Indonesia. Pendapatan dari sektor ini mengalami penurunan begitu drastis sehingga membuat pelaku pariwisata begitu terpuruk, secara perlahan pariwisata Indonesia berada di titik terendah. *Creative tourism* merupakan sebuah kegiatan wisata yang mampu memberikan pengalaman kegiatan wisata yang berbeda dengan kegiatan wisata lainnya dan mampu membuat wisatawan mendapatkan pengalaman baru yang bertujuan untuk meningkatkan dan mengembangkan kemampuan dan potensi kreatif yang dimiliki oleh wisatawan yang disesuaikan dengan ciri khas dari sebuah daerah tujuan wisata yang dikunjungi. Desa Wisata Adat Osing Kemiren merupakan sebuah desa wisata di daerah Banyuwangi yang potensial dijadikan untuk daerah tujuan wisata dalam melakukan kegiatan *creative tourism* di masa pandemi covid-19 ini. Kekayaan budaya yang sangat tinggi, kuliner ataupun pola kehidupan masyarakat sehari-hari di Desa Wisata Kemiren menjadi faktor pendorong dalam pengembangan dan peningkatan sektor ekonomi dan wisata kreatif di desa ini, khususnya dalam masa pandemi covid-19. Di sektor industri kreatif, Desa Wisata Kemiren memiliki produk-produk unggulan yang berpotensi besar dalam kontribusi peningkatan perekonomian masyarakat lokal dan Kabupaten Banyuwangi. Dari 15 sektor industri kreatif yang ditetapkan Kemenparekraf, Desa Kemiren sudah memiliki produk-produk ekonomi kreatif unggulan di 5 sektor industri, yaitu arsitektur, kuliner, musik, seni pertunjukan dan *fashion*.

Keywords: *Creative Tourism*, Desa Wisata Kemiren, Ekonomi Kreatif, Pandemi Covid-19

1. Pendahuluan

Salah satu sumberdaya yang menjadi aset yang paling menguntungkan untuk sebuah negara ataupun daerah adalah pariwisata. Salah satu sektor wisata yang mulai berkembang di Indonesia adalah wisata kreatif (*creative tourism*). *Creative tourism* merupakan sebuah kegiatan wisata yang mampu memberikan pengalaman kegiatan wisata yang berbeda dengan kegiatan wisata lainnya dan mampu membuat wisatawan mendapatkan pengalaman baru yang bertujuan untuk meningkatkan dan mengembangkan kemampuan dan potensi kreatif yang dimiliki oleh wisatawan yang disesuaikan dengan ciri khas dari sebuah daerah tujuan wisata yang dikunjungi. *Creative tourism* ini muncul dari berkembangnya industri-industri kreatif yang berasal dari pemanfaatan keterampilan, kreativitas dan bakat yang dimiliki individu dalam menciptakan kesejahteraan dan lapangan pekerjaan (Departemen Perdagangan, 2009).

Pariwisata merupakan sektor yang saat ini memberikan dampak signifikan bukan hanya pada sektor perekonomian negara, akan tetapi juga sektor perekonomian di daerah. Hal ini tentu saja karena pariwisata merupakan industri jasa yang melibatkan begitu banyak sektor dalam kegiatan kepariwisataannya. Namun, pariwisata yang digadang-gadang sebagai penguat perekonomian negara saat ini merupakan salah satu aspek yang mendapatkan kerugian dan keterpurukan yang sangat tinggi dikarenakan adanya wabah virus corona 19. Pendapatan dari sektor ini mengalami penurunan begitu drastis sehingga membuat pelaku pariwisata begitu terpuruk, secara perlahan pariwisata Indonesia berada di titik terendah. Aspek wisata serta ekonomi kreatif adalah dua jenis sumberdaya pendukung perekonomian nasional yang mendapatkan pengaruh yang sangat besar akibat pandemi ini. Dengan banyaknya peraturan yang mengikat dalam pelaksanaan kepariwisataan, seperti adanya kebijakan *lockdown*, PSBB (Pembatasan Sosial Berskala Besar) dan PPKM (Pemberlakuan Pembatasan Kegiatan Masyarakat) menjadikan matinya sektor kepariwisataan, seperti: usaha transportasi, hotel, objek wisata, dan lain sebagainya.

Sementara dalam bidang ekonomi kreatif juga memberikan pengaruh yang cukup signifikan seperti: industri hiburan, makanan, pelaku usaha mikro, kecil dan menengah dan jenis industri kreatif lainnya. Para pelaku industri kreatif dan industri pariwisata banyak yang mengalami kerugian besar karena berkurangnya pendapatan dan keuntungan dalam jumlah yang tidak sedikit dikarenakan kemampuan masyarakat yang semakin menurun dalam hal daya beli. Hal ini kemudian harus mampu membuat pelaku pariwisata dan industri kreatif selalu semangat untuk terus bertumbuh dan berkembang dalam melewati semua cobaan yang datang, dan harus terus bertahan di masa pandemi dengan terus melahirkan inovasi baru dan menciptakan peluang walaupun dalam masa pandemi covid-19. Pengaruh yang muncul selama adanya wabah corona ini terhadap aspek pariwisata dan ekonomi kreatif begitu besar, terbukti dengan semakin berkurangnya jumlah kunjungan turis asing sekitar 75% dan turis dalam negeri lebih kurang 30%. Untuk membuat sektor pariwisata dapat kembali bangkit seperti sebelum pandemi, maka seluruh *stakeholder* terkait harus mampu bersama-sama melahirkan sesuatu yang baru yang berpijak kepada tiga aspek penting yaitu adanya pembaharuan, penyesuaian dan kerjasama.

Indonesia dengan berbagai daerahnya yang kaya akan sumberdaya alam dan budaya harus mampu menghasilkan terobosan dan menghasilkan sesuatu hal yang baru dengan memanfaatkan teknologi digital dan harus memiliki kemampuan beradaptasi di tengah wabah corona dengan selalu menerapkan perilaku hidup sehat guna tetap mempertahankan keberadaan sektor pariwisata dan industri kreatif di tengah-tengah masyarakat. *Creative tourism* merupakan sebuah kegiatan berwisata yang berbeda dan memiliki keunikan tersendiri dengan kegiatan wisata yang lainnya. Karakteristik dari kegiatan wisata kreatif ini adalah pelibatan aktif dari wisatawan di sebuah objek wisata kreatif dalam menuangkan kreatifitas mereka yang disesuaikan dengan karakteristik destinasi wisatanya. Hal ini bertujuan untuk menghasilkan sebuah pengalaman yang berbeda dari biasanya, meningkatkan ilmu tentang unsur budaya masyarakat lokal serta peluang untuk wisatawan dalam meningkatkan kemampuan kreatifitasnya. Kegiatan wisata kreatif ini bisa dilakukan salah satunya di Desa Wisata Kemiren Banyuwangi yang sudah terkenal dengan sumberdaya alam dan budayanya yang sangat tinggi dan berpotensi untuk dijadikan sebagai salah satu destinasi wisata kreatif.

Desa Wisata Adat Osing Kemiren adalah sebuah desa yang berada di Kabupaten Banyuwangi dengan kekayaan budaya yang sangat tinggi. Banyak atraksi wisata yang ditawarkan kepada pengunjung yang berasal dari unsur kebudayaan asli desa tersebut. Dengan semakin banyaknya pilihan atraksi wisata di Desa Kemiren, maka hal ini menjadi peluang besar potensi desa

untuk terus berkembang dalam aspek ekonomi dan wisata kreatif. Salah satu contoh dari pengembangan kegiatan wisata kreatif adalah dengan adanya atraksi pengenalan budaya, kuliner ataupun pola kehidupan masyarakat sehari-hari yang dapat dinikmati di desa wisata, termasuk Desa Wisata Kemiren. Desa Kemiren merupakan sebuah contoh desa wisata yang sudah cukup optimal pengelolaan dan atraksi wisatanya. Dengan adanya kebijakan berwisata di era “new normal” ini, maka pilihan berwisata di Desa Wisata Adat Osing Kemiren merupakan pilihan yang tepat, dikarenakan konsep wisata kreatif sejatinya adalah kegiatan wisata yang hanya dilakukan dengan jumlah kunjungan atau peserta yang terbatas dan bertujuan untuk memberikan pengalaman otentik kepada wisatawan. Semua hal itu dapat dirasakan pengunjung saat mereka melakukan kegiatan wisata di Kemiren. Desa Wisata Adat Kemiren ini menjual paket wisata kreatif yang cukup baik, yang mana di dalamnya terdapat beberapa tawaran atraksi budaya serta kebiasaan masyarakat suku Osing yang ada di desa ini. Paket wisata tersebut dibuat guna mengenalkan budaya serta kebiasaan yang dilakukan oleh masyarakat Desa Wisata Adat Osing Kemiren serta dengan tujuan untuk mengurangi *mass tourism*. Tujuan dari adanya paket wisata tersebut adalah agar adat istiadat dan budaya yang ada di Desa Wisata Kemiren dapat terus ada dan berkelanjutan (*sustainability*).

3. Tinjauan Pustaka

Perkembangan ekonomi kreatif berawal dari konsep dasar kreatifitas yang berpengaruh dalam meningkatnya pertumbuhan ekonomi di daerah tertentu. Ekonomi kreatif adalah gelombang ekonomi keempat yang ternyata merupakan kelanjutan dari gelombang ekonomi ketiga yang fokusnya masih kepada kreatifitas, budaya dan warisan budaya serta lingkungan. Ekonomi kreatif merupakan konsep untuk menerapkan suatu pembangunan ekonomi yang lebih modern. Pemanfaatan sumberdaya yang selalu sesuai dengan perkembangan masa kini bahkan tidak terbatas, yaitu ide, gagasan, bakat atau talenta serta kreatifitasnya. Penghargaan produk/ jasa di era kreatif sangatlah berbeda dengan era industri. Perbedaannya terletak pada pemanfaatan kreatifitas serta penciptaan inovasi dengan menggunakan alat yang lebih maju daripada sebelumnya. Jika ingin bersaing dengan pasar global tentunya tidak boleh mengandalkan harga dan kualitas suatu produk/ jasa saja, tetapi harus lebih berbeda, bermanfaat serta memiliki kreatifitas dan daya khayal yang sesuai dengan peradaban masa kini. Hal ini disebabkan karena setiap masa perkembangan yang berbeda-beda (Purnomo, 2016).

Dasar ekonomi kreatif adalah suatu konsep ekonomi yang menyesuaikan pada era terbaru yang lebih memfokuskan pada informasi dan kreatifitas sesuai dengan apa yang telah direncanakan dan pengetahuan yang dimiliki sumberdaya manusia yang merupakan penyebab utama dalam perputaran roda ekonominya. Perekonomian dunia mengalami perubahan yang sangat cepat, jika dahulu berdasarkan pertumbuhan ekonomi/ sumberdaya alam maka saat ini berdasarkan sumberdaya manusia, bermula di era pertanian berubah menjadi era industri dan informasi (Purnomo, 2016).

Creative tourism adalah salah satu jenis wisata yang bermula dari perkembangan wisata budaya dan minat khusus. *Creative tourism* merupakan perjalanan ke suatu tempat tertentu yang memiliki pengalaman asli serta menarik hati/ perasaan seseorang yang mengandung unsur seni, budaya atau karakter khusus dari tempat objek wisata tersebut serta menyiapkan pola wisata yang melibatkan penduduk sekitar kawasan wisata di suatu daerah untuk berpartisipasi aktif dalam pengelolaannya sehari-hari. Pariwisata ini berdampak kepada wisatawan yang telah kembali dari kegiatan wisatanya yaitu berupa pengalaman pelatihan dan ilmu yang berkaitan dengan karakteristik tempat wisata yang dituju (Richard and Wilson, 2007). *Creative tourism* sangat berbeda dengan

wisata pada umumnya. Hal ini dikarenakan wisatawan akan langsung terlibat dengan kehidupan suatu budaya di sekitar tempat wisata dan mereka akan merasakan sensasi yang berbeda dengan kegiatan mereka sehari-hari sehingga antara turis, penduduk lokal dan budaya akan bersinergi satu sama lain sejak pertama kali datang ke suatu tempat wisata hingga turis tersebut kembali ke tempat asal mereka masing-masing (Richards dan Raymond, 2000). Dapat dikatakan bahwa *creative tourism* menawarkan pengalaman yang berbeda dan bermanfaat untuk mengembangkan minat dan bakat turis dengan metode wisata pembelajaran bersama orang-orang yang sudah terbiasa melakukan aktifitas tersebut dalam kehidupan sehari-harinya. Sedangkan para turis belum tentu kehidupan sehari-harinya melakukan kegiatan yang sama saat di tempat wisata dengan di tempat asal mereka.

Aktifitas yang ditawarkan pada *creative tourism* merupakan aktifitas yang mengedepankan pengalaman berwisata yang berbeda dari yang lain kepada pengunjung. *Creative tourism* lebih memprioritaskan pelibatan aktif pengunjung dan pembelajaran partisipatif mereka untuk menikmati aktifitas wisatanya. Aktifitas *creative tourism* juga mampu memberikan kesempatan untuk pengunjung dalam berinteraksi secara langsung dengan penduduk lokal dan mempelajari budaya mereka. Selain itu, *creative tourism* juga memberikan kesempatan kepada pengunjung untuk mampu menghasilkan sebuah karya dengan kemampuan sendiri dan pengetahuan yang dimiliki dengan menyesuaikan antara karakteristik daerah tujuan wisata kreatif tersebut dengan pengunjung yang datang. Indonesia memiliki potensi yang luar biasa dalam hal *creative tourism*. Potensi sumberdaya pariwisata yang beraneka ragam, baik dari sumberdaya alam, budaya, maupun buatan, merupakan potensi yang sangat besar untuk terus mengembangkan kegiatan *creative tourism* di Indonesia.

Desa Kemiren merupakan salah satu desa yang terdapat di Kabupaten Banyuwangi. Daerah ini mempunyai luas lebih kurang 177.052 Ha dan jumlah penduduk mencapai 2.560 jiwa. Nama Kemiren sendiri adalah kepanjangan dari *Kemroyok Mikul Rencana Nyata*, yang mengandung arti *bersama-sama* dan selalu bergotong royong. Penamaan Desa Kemiren ini dikarenakan di desa ini banyak terdapat pohon kemiri atau lebih terkenal dengan nama *Kemirian*. Karena banyaknya pohon kemiri di desa ini, maka penduduk setempat menyebut daerah ini dengan sebutan Kemiren, dan nama ini masih digunakan sampai sekarang. Alasan kenapa desa ini kemudian menjadi desa adat wisata dikarenakan desa ini mempunyai bermacam jenis keunikan, antara lain adat istiadat, kebiasaan masyarakat desa, kesenian tradisional, makanan khas dan sistem kehidupan warga desa yang sampai sekarang tetap mempertahankan adat istiadat dan kebiasaan dari jaman nenek moyang mereka hingga sekarang.

Masyarakat asli Desa Kemiren adalah mereka yang berasal dari Suku Osing. Suku ini tersebar lebih kurang di sembilan Kecamatan yang terdapat di Kabupaten Banyuwangi dan salah satu diantaranya terdapat di Desa Kemiren ini. Banyak jenis kesenian tradisional yang menjadi identitas desa ini dan masih dapat dinikmati sampai sekarang, antara lain seperti Kesenian Barong, Kuntulan, Jaran Kincak (kuda menari), mocopatan (membaca lontar Yusup) dan Tarian Gandrung. Khusus untuk penari Gandrung yang terkenal di Kabupaten Banyuwangi banyak yang berasal dari Desa Kemiren ini.

Masyarakat Suku Osing memiliki tiga jenis rumah adat, antara lain *Crocogan*, *Baresan*, dan *Tikel Balung*. Ketiga jenis rumah adata ini sampai sekarang masih bisa ditemukan di Desa Kemiren. Struktur dari rumah adat ini adalah dibangun dengan desain yang kuat dan tahan terhadap guncangan gempa, dan dibangun dengan susunan empat tiang saka (kayu balok) dan tanpa menggunakan paku (*Knokdown*).

Hampir sebagian besar masyarakat Osing memiliki mata pencaharian petani. Hal ini dikarenakan kualitas sumberdaya air yang sangat bagus dan dalam jumlah yang banyak. Masyarakat suku Osing juga sangat menjaga dan melindungi lingkungan. Hal ini dapat dilihat dari banyaknya lahan persawahan yang terbentang di kiri kanan jalan menuju Desa Kemiren. Masyarakat suku Osing dalam mengolah lahan sawah mereka sebagian besar masih dengan sistem yang memanfaatkan media umum. Jika saat musim panen telah tiba, maka para petani tersebut akan melaksanakan ritual budaya dengan cara memainkan alat musik tradisional khas suku Osing. Makanan khas Pecel Pithik dan dentingan alat musik tradisional angklung paglak khas suku Osing akan menjadi pengiring untuk para petani saat memanen padi mereka. Lahan persawahan masyarakat Osing mempunyai karakteristik tersendiri, yaitu di tengah atau di pinggir areal persawahan terdapat sebuah pondok dengan empat buah tiang penyangga utama dari bahan bambu. Di pondok tersebut terdapat alat musik tradisional yang biasa disebut dengan angklung paglak. Di pondok tersebut biasanya juga terdapat sebuah baling-baling yang terbuat dari bambu yang disebut *kiling*. Hal ini dimaksudkan untuk memberikan rasa tenang kepada petani saat mereka melakukan aktifitas bertani.

Barong Ider Bumi, Tumpeng Sewu, Arak-Arakan, dan seni Barong merupakan beberapa jenis dari sekian banyaknya warisan budaya nenek moyang yang terdapat di Desa Kemiren. Hal ini kemudian menjadi ciri khas Desa Kemiren yang masih bertahan dan harus dipertahankan sampai nanti. Penduduk Desa Kemiren selalu hidup rukun dan harmonis serta memiliki jiwa saling membantu dan kebiasaan bermusyawarah yang selalu dijaga (Profil Desa Kemiren, 2016).

4. Pembahasan

Peran sektor pariwisata dan ekonomi kreatif terhadap perekonomian negara adalah mampu meningkatkan devisa negara yang telah terbukti secara nyata. Sektor pariwisata mampu menjadi salah satu sektor yang menyumbangkan keuntungan terbesar untuk negara. Hal ini dibuktikan dengan semakin besarnya jumlah devisa yang dihasilkan, perekonomian daerah yang semakin meningkat, perkembangan suatu daerah yang semakin maju, dan sektor pariwisata juga mampu memberikan peluang besar untuk penyerapan kegiatan investasi serta penyerapan sumberdaya manusia sebagai bagian penting dari sektor ini. Dengan efek ganda yang dihasilkan dari kegiatan pariwisata, maka diharapkan sektor ini berpeluang besar untuk meningkatkan pertumbuhan ekonomi serta membuka lapangan pekerjaan baru bagi masyarakat lokal. Hal inilah yang kemudian menjadi alasan kenapa promosi pengembangan pariwisata perlu untuk terus dilakukan demi tetap menjaga stabilitas perekonomian negara dan memberikan peluang pekerjaan yang besar bagi masyarakat.

Sektor ekonomi kreatif pada tahun 2016 memberikan kontribusi yang cukup besar untuk perekonomian nasional, yaitu sekitar 7,44% dan diperkirakan akan terus meningkat. Terdapat tiga jenis subsektor ekonomi kreatif yang memberikan kontribusi untuk devisa negara pada tahun 2016, antara lain yaitu sektor kuliner mencapai 41,69%, *fashion* sekitar 18,15% dan *handycraft* sekitar 15,70%. Pada tahun 2016, pencapaian nilai ekspor dalam sektor ekonomi kreatif adalah sebesar US\$20 miliar atau sekitar 13,77% dari jumlah total ekspor Indonesia. Namun keadaan ini mengalami perubahan sejak pandemi covid-19 mulai masuk ke Indonesia pada awal tahun 2020 lalu.

Dengan adanya pandemi covid-19 yang melanda dunia, dan termasuk Indonesia, maka membuat Kementerian Pariwisata dan Ekonomi Kreatif di bawah kepemimpinan Bapak Sandiaga Uno mulai membuat target sasaran untuk menghasilkan kontribusi sektor pariwisata dan ekonomi kreatif terhadap Produk Domestik Bruto (PDB) mampu mengalami peningkatan sampai 10-12 %

selama 5-10 tahun ke depan. Dalam hal ini, Sandiaga Uno menyampaikan bahwa pada saat ini kontribusi sektor pariwisata dan ekonomi kreatif terhadap PDB mencapai 7,3 % dan diharapkan kontribusi dalam hal pariwisata dan ekonomi kreatif kepada PDB dapat mencapai 10-12 % dalam kurun waktu sekitar 5-10 tahun ke depan (Kusumawardhani, 2021).

Pada masing-masing daerah yang fokus dalam pengembangan aspek pariwisata dan ekonomi kreatif, sektor ini akan berefek langsung dalam meningkatkan kemakmuran dan kesejahteraan serta membuka peluang lapangan pekerjaan. Untuk itu diperlukan pembangunan dan pengembangan produk unggulan di bidang pariwisata dan ekonomi kreatif di tiap daerah. Sementara daerah-daerah yang tersebar di Indonesia sampai sekarang masih terdapat beberapa kendala yang harus segera dicari jalan keluarnya sehingga kualitas sektor pariwisata dan ekonomi kreatif dapat terus meningkat. Dari sekian banyaknya kendala yang muncul dalam sektor pariwisata, seperti kendala dalam sarana prasarana, pengembangan destinasi, promosi kepada *target market* baik dalam maupun luar negeri, kelembagaan, dan kualitas sumberdaya manusia dan kendala yang dirasakan oleh aspek industri kreatif seperti sulitnya untuk mengembangkan industri kreatif, iklim usaha yang kurang kondusif, perluasan daerah sasaran untuk memasarkan produk kreatif, pemanfaatan teknologi dan konten yang terbatas, kurangnya sumberdaya alam maupun manusia yang berkualitas, dan sulitnya akses untuk proses pembiayaan bagi pelaku ekonomi kreatif.

Sektor pariwisata diyakini merupakan sektor yang mempunyai magnet yang besar untuk dikembangkan, terutama jika sektor ini dilengkapi dengan adanya sektor pendukung dari industri kreatif berupa *handycraft*, souvenir dari kerajinan tangan, seni pertunjukan daerah setempat, bangunan yang artistik, dan film. Dampak langsung yang dirasakan dengan adanya ekonomi kreatif ini adalah mampu menghasilkan *value added* untuk setiap daya saing dan daya banding sektor pariwisata di Indonesia. Pariwisata dan ekonomi kreatif adalah dua hal yang saling berkaitan, apalagi dari dua sektor ini mampu menghasilkan pertumbuhan industri kreatif yang sangat baik di bidang pariwisata. Dua hal ini dipercaya mampu menjadi pembangkit untuk pertumbuhan subsektor industri kreatif lainnya. Sektor industri kreatif dan pariwisata telah menghasilkan suatu mata rantai yang saling menguntungkan, terutama dengan adanya unsur seni budaya pada masing-masing daerah, maka hal ini diharapkan mampu menambah berbagai pilihan bagi para wisatawan.

Walaupun *creative tourism* memiliki peluang yang cukup besar untuk dikembangkan, namun masing-masing daerah masih belum mampu untuk merealisasikannya. Pada saat ini sudah terdapat banyak daerah tujuan wisata yang telah berkembang dengan tujuan untuk mendatangkan sejumlah wisatawan dan meningkatkan pendapatan dan keuntungan sebanyak mungkin, sehingga princi dasar *sustainability* dalam ekologi, sosial, budaya, edukasi, ideologi, estetika, serta kepuasan masyarakat lokal tidak begitu diperhatikan. Dengan kondisi yang ada ini, maka dibutuhkan sekali sebuah ide dan gagasan untuk pengembangan pariwisata ke depannya yang sesuai dengan prinsip berkelanjutan, yaitu melindungi, menjaga, melestarikan, dan juga menampilkan daya tarik yang unik dengan nuansa yang kental ke-Indonesiaan.

Pengembangan industri kreatif pariwisata beserta industri kreatifnya adalah suatu keharusan di era sekarang. Hal ini bertujuan untuk menciptakan tingkat kesejahteraan masyarakat menjadi lebih baik dan mandiri. Dua jenis indsutri ini sangat berpotensi besar untuk terus dikembangkan, dikarenakan kekayaan sumberdaya Indonesia yang beragam, baik alamnya, sejarah hingga budayanya. Pengembangan pariwisata dan ekonomi kreatif memberikan beberapa dampak positif dalam mewujudkan keseimbangan sosial, budaya, lingkungan dan ekonomi. Hal tersebut tentu tidak dapat begitu saja memberi nilai tambah jika nanti ke depannya tidak diimbangi dengan upaya untuk

meningkatkan selera pasar minat pasar agar datang berkunjung dan merasakan pengalaman berwisata di berbagai daerah tujuan wisata yang didukung dengan produk hasil industri kreatif. Salah satu upaya yang dapat dilakukan untuk menarik minat calon pengunjung untuk selalu datang ke daerah tujuan wisata secara berkala dan berkesinambungan adalah dengan cara melangsungkan event *Visit Indonesia Years* (Tahun Kunjungan Wisata) atau pameran yang mengusung konsep kreativitas industri dan karya anak bangsa dari berbagai daerah. Event ini diharapkan mampu menyebarkan informasi tentang hasil karya industri kreatif dari berbagai daerah di Indonesia ke seluruh negara di dunia. Hal ini dapat dilakukan salah satunya dengan menambah dan memperluas hubungan kerjasama setiap stakeholder pariwisata yang terkait antara lain sektor pemerintah, swasta, masyarakat dan industri pariwisata khususnya. Koordinasi yang dijalankan secara terpadu antara masing-masing stakeholder tersebut maka akan menciptakan sebuah siklus perkembangan *creative tourism* yang ideal dan berkelanjutan.

Seperti yang sudah dijelaskan pada bagian kajian teori bahwa, terdapat 15 bidang Ruang Lingkup Ekonomi Kreatif Berbasis Seni dan Budaya. Berdasarkan inventarisasi produk ekonomi kreatif di Desa Wisata Kemiren, maka didapatkan beberapa produk ekonomi kreatif yang berpotensi untuk dikembangkan menjadi *creative tourism*. Hal tersebut dapat dilihat pada tabel di bawah ini :

Tabel 1. Jenis sektor ekonomi kreatif yang berpotensi dikembangkan menjadi *creative tourism* di Desa Wisata Adat Osing Kemiren

No.	Sektor	Produk
1.	Arsitektur	Rumah tradisional osing (Crocogan, Baresan, Tikel Balung) yang mempunyai bentuk bangunan yang masih tradisional. Bangunan ini dibentuk dari gabungan empat tiang atau yang disebut soko yang berfungsi sebagai penyangga utama.
2.	Kuliner	<ol style="list-style-type: none"> 1. Desa Wisata Kemiren sebagai desa penghasil durian 2. Desa Wisata Kemiren memiliki beberapa jenis makanan khas seperti sego cawung, pecel pitik, jenang abang, ayam kesrut, nira aren, uceng-uceng, sego golong dan ayam lembarang. 3. Sebagai penghasil kopi kemiren dengan nama Kopi Jaran Goyang
3.	Musik	<ol style="list-style-type: none"> 1. Melakukan upacara adat ketika musim panen padi tiba, yaitu ani-ani padi yang diiringi alunan musik dari lesung yang ditumbuk dan biasa disebut dengan istilah Gedhongan yang biasanya dimainkan oleh para wanita tua Desa Kemiren. 2. Pertunjukan alat musik tradisional yang disebut angklung paglak yang ditampilkan di atas gubuk bambu.
4.	Seni Pertunjukan	Tari Gandrung, Jaran Goyang, Barong Ider Bumi, Kuntulan, Jaran Kincak (kuda menari), Mocopatan (membaca lontar Yusup)
5.	Fashion	Desa Wisata Kemiren memiliki kain batik tradisional khas suku Osing dengan motif tumbuhan atau hewan dan

Sumber: olahan data penulis (2021)

Di sektor industri kreatif, Desa Wisata Kemiren memiliki produk-produk unggulan yang berpotensi besar dalam kontribusi peningkatan perekonomian masyarakat lokal dan Kabupaten Banyuwangi. Dari 15 sektor industri kreatif yang ditetapkan kemenparekraf, Desa Kemiren sudah memiliki produk-produk ekonomi kreatif unggulan di 5 sektor industri, yaitu arsitektur, kuliner, musik, seni pertunjukan dan *fashion*. Seperti dijelaskan sebelumnya, bahwa ekonomi kreatif dan kepariwisataan saling memiliki hubungan keterkaitan, dimana barang dan jasa ekonomi kreatif ini nantinya mampu menjadi daya tarik wisata. Desa Wisata Kemiren yang sudah mempunyai makanan khas, seni pertunjukan tradisional, alat musik tradisional, dan *fashion* khususnya batik khas suku Osing, merupakan kekuatan tersendiri untuk dapat dijadikan sebagai daerah tujuan wisata kuliner, wisata belanja, wisata budaya dan lain-lain. Untuk mengembangkan kepariwisataan salah satunya dengan menciptakan zona kreatif di destinasi pariwisata, khususnya di Desa Wisata Kemiren. Zona kreatif ini berdampak terhadap peningkatan ide, kreatifitas dan inovasi penduduk desa untuk menuangkan minat dan bakat sesuai dengan kreatifitas yang berlandaskan kearifan lokal. Hal ini diharapkan mampu memberikan pengalaman berwisata yang berbeda dan melahirkan karya-karya yang kreatif, serta dapat menghasilkan nilai tambah untuk penduduk desa. Dari produk dan jasa yang dimiliki oleh Desa Kemiren, ke depannya akan dibangun zona-zona kreatif berdasarkan klasifikasi program pengembangan zona kreatif.

Desa Wisata Kemiren saat ini sebenarnya sudah mulai menjual paket wisata yang berisi berbagai atraksi wisata yang sangat menarik dan mampu memberikan pengalaman wisata yang otentik kepada wisatawan. Atraksi wisata yang sudah berkembang yang sesuai dengan konsep *creative tourism* di Desa Wisata Kemiren adalah sebagai berikut:

1. Budaya Pecel Pithik

Pecel pithik adalah salah satu dari sekian banyaknya jenis makanan khas masyarakat suku Osing di Desa Kemiren. Makanan ini dianggap sebagai salah satu jenis makanan yang disakralkan, dikarenakan hanya dihidangkan untuk acara adat tertentu seperti resepsi pernikahan, syukuran dan kegiatan bersih desa. Pecel pithik merupakan sajian wajib yang sudah menjadi ciri khas dan kebiasaan suku Osing di Banyuwangi saat melaksanakan ritual.



Gambar 1. Perapian dan tungku tradisional untuk memanggang ayam

Hal unik dari penyajian pecel pithik ini adalah dominasi parutan kelapa. Adapun bahan yang dipakai untuk memasak masakan ini adalah kemiri, cabai rawit, terasi, daun jeruk, dan gula. Bahan-bahan tersebut dihaluskan lalu dicampurkan dengan parutan kelapa muda. Ayam yang telah selesai dipanggang lalu disuwir menjadi bagian kecil-kecil. Dagingnya dipisah dengan tulang dan proses pemisahan tulang ini tidak boleh menggunakan pisau atau alat lain, tetapi harus menggunakan tangan. Bagian daging yang sudah disuwir dan dipisah dari tulang inilah yang nanti akan dicampur dengan bumbu parutan kelapa. Untuk ritual adat, pecel pithik dihidangkan di nampan yang besar, kemudian didoakan bersama-sama sebelum akhirnya dinikmati.



Gambar 2. Pecel pithik yang didominasi dengan bumbu parutan kelapa

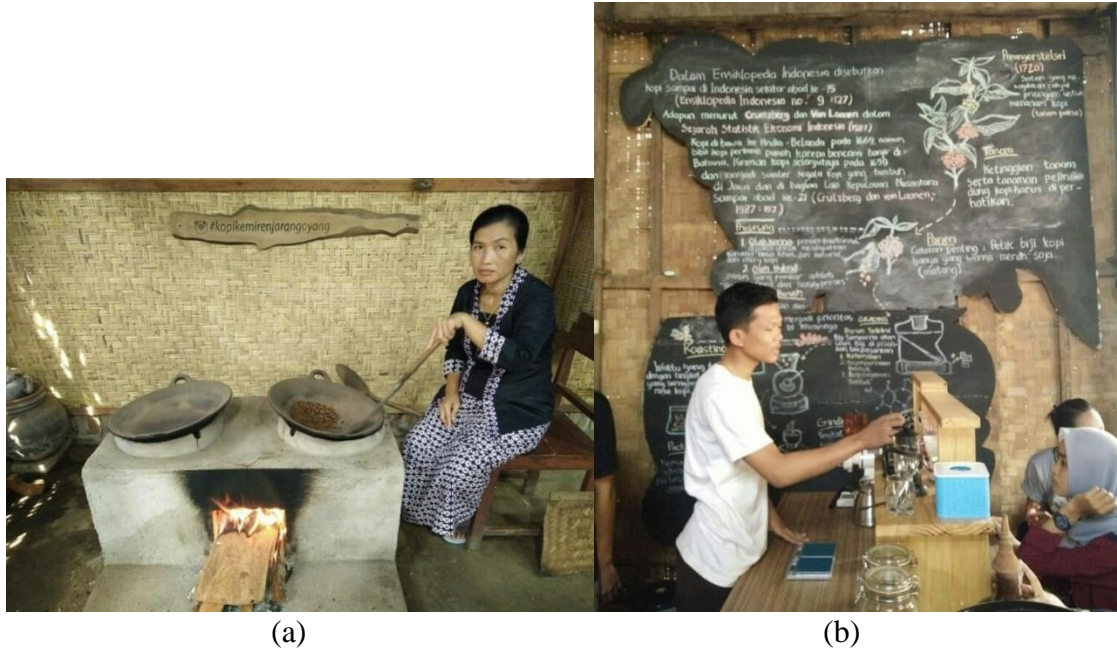
Wisatawan yang datang dapat ikut serta melakukan proses memasak pecel pithik ini. Pengelola Desa Wisata Adat Osing Kemiren, dalam hal ini yaitu Pokdarwis Kencana telah menyediakan peralatan, perlengkapan dan bahan pembuatan pecel pithik, sehingga wisatawan dapat langsung mempraktekkannya dengan dipandu oleh pemandu lokal dan didampingi oleh penduduk lokal yang sudah mahir dalam membuat pecel pithik. Selain wisatawan dapat mempraktekkan langsung pembuatan pecel pithik ini, wisatawan juga dapat menikmati pecel pithik hasil buatan mereka sendiri. Budaya pecel pithik ini sangat menarik untuk wisatawan yang ingin belajar tentang budaya dan yang menyukai makanan khas suatu daerah. Walaupun pecel pithik ini dapat dinikmati di Desa Kemiren, namun makanan khas ini masih belum bisa dijadikan sebagai oleh-oleh untuk dibawa pulang oleh wisatawan, dikarenakan makanan ini tidak bertahan lama.

2. Sangrai kopi

Proses pengolahan kopi Jaran Goyang juga memiliki peluang besar untuk dijadikan atraksi dalam paket wisata *creative tourism* yang dapat ditawarkan kepada wisatawan yang datang berkunjung ke Desa Wisata Kemiren. Selain melihat dan mencoba produk akhir dari kopi ini, pengunjung juga dapat melakukan edukasi pengolahan kopi secara langsung. Wisatawan akan dipandu oleh pemandu lokal selama melakukan kegiatan ini. Atraksi wisata pengolahan

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kopi Jaran Goyang ini dapat memberikan pengalaman berwisata yang berbeda untuk wisatawan, karena pengunjung dapat belajar banyak hal tentang citarasa kopi, terutama bagi pengunjung yang suka dengan minuman ini.



Gambar 3. (a) Proses sangrai biji kopi Jaran Goyang dan (b) proses pengolahan minuman kopi yang dapat dilakukan oleh pengunjung



Gambar 4. (a) wisatawan yang melakukan proses giling biji kopi dan (b) kemasan kopi Jaran Goyang yang dapat dibeli untuk oleh-oleh wisatawan

3. Tari Gandrung

Tarian ini dilakukan pada saat penyambutan wisatawan di Balai Desa Kemiren. Tarian ini diiringi dengan musik tradisional dan sinden yang merdu. Selama tarian gandrung

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berlangsung, ada kebiasaan yang harus dimengerti oleh tamu. Jika salah satu pengunjung menerima selendang dari penari, maka wisatawan harus ikut menari bersama.



Gambar 5. Wisatawan yang diajak ikut melakukan gerakan Tari Gandrung di Balai Desa Kemiren

Walaupun saat ini atraksi wisata yang sesuai dengan konsep *creative tourism* masih tergolong sedikit, namun hal ini tidak menutup kemungkinan nanti ke depannya pihak pengelola Desa Wisata Kemiren akan terus mengidentifikasi semua potensi industri dan ekonomi kreatif yang terdapat di Desa Kemiren untuk kemudian dikemas menjadi sebuah paket wisata kreatif yang benar-benar berbeda dengan kegiatan wisata lainnya. Dengan animo dan tingkat kunjungan wisatawan ke Desa Wisata Kemiren yang cukup tinggi, maka hal ini menjadi peluang besar bagi pengelola Desa Wisata Kemiren untuk terus berkembang dan berinovasi menghasilkan berbagai pilihan untuk melakukan kegiatan wisata kreatif di desa ini, yang tidak hanya berorientasi kepada keuntungan semata, namun juga keberlanjutan dalam hal budaya, lingkungan dan ekonomi masyarakat lokal.

4. Kesimpulan

Sektor pariwisata mengalami kerugian yang sangat besar selama masa pandemi covid-19. Hal ini mengakibatkan pemerintah setempat, khususnya Pemerintah Kabupaten Banyuwangi dan juga pengelola Desa Wisata Kemiren harus terus optimis dalam menciptakan ide, kreatifitas dan terobosan baru yang sesuai dengan kemampuan penduduk Desa Kemiren. Dengan adanya pandemi ini, telah mengajarkan banyak orang memperkuat komitmen dan meningkatkan kreatifitas, termasuk Desa Wisata Kemiren. Pariwisata sebagai salah satu penyumbang perekonomian terbesar di Desa Wisata Kemiren yang didukung dengan adat istiadat, tradisi, seni budaya dan kearifan lokalnya harus terus dilestarikan dan ditumbuhkembangkan serta disinergikan dengan sektor lainnya. Seluruh komponen diharapkan bersinergi membangun pariwisata yang lebih baik di Desa Kemiren, salah satunya dengan menghasilkan inovasi dan kreatifitas dalam wisata kreatif dengan potensi sumber daya budaya yang ada.

Seiring dengan berjalannya industri pariwisata yang semakin bersaing dan perubahan pasar yang selalu dinamis, maka pembangunan kepariwisataan di Desa Wisata Kemiren harus selalu didukung agar berkembang lebih cepat dan tepat serta memiliki daya saing dan daya banding untuk menunjang kepariwisataan, khususnya dalam bidang *creative tourism* di Desa Wisata Kemiren Kabupaten Banyuwangi. Pengelola Desa Wisata Kemiren diharapkan mampu untuk terus menggali dan mengidentifikasi dan mengemas paket dan atraksi wisata yang berbeda dengan wisata lainnya,

FISIP, University of Jember presented the International Conference and Call Papers 2021 “Rebuilding Tourism for the Future: Collaborative Innovation Strategies” terutama dalam bidang *creative tourism*. Desa Wisata Kemiren memiliki Segmen Pasar wisatawan nusantara yang lebih dominan dibanding wisatawan mancanegara, sehingga hal ini dapat dimanfaatkan sebagai salah satu kekuatan untuk pengembangan *creative tourism* di Desa Wisata Kemiren.

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Policies Supporting Collaboration In Tourism

Hendrik Toda, Theny I. B. Kurniati Pah

Public Administration Study, Nusa Cendana University, Kupang, Indonesia

kurniatipah@staf.undana.ac.id

Abstract. In the context of good governance, it is necessary to have an equal role between the government, the private sector, and the community, especially in the context of tourism. An important implication of this equivalence interaction is the delegation of responsibility and accountability in the provision of tourism public goods and services from the government to the private sector and the community. This study aims to see the collaboration of industry, government, and society in the adaptation of the tourism sector in NTT Province. The method used in this research is library research, namely the process of collecting data from various reference sources that support this research. This type of research is qualitative research. Data collection techniques are listening and recording important information in data analysis by means of data reduction, data display, and drawing conclusions. The results show that several policies to support industry, government, and community collaboration in the adaptation of the tourism sector in NTT Province are the availability of APBN funds from the Ministry of Tourism and Creative Economy of Rp. 298.5 billion, providing incentives to the tourism industry such as travel agents, airlines and incentives such as tourism promotion, family trips, and influencers, the availability of discounts on domestic tickets given to domestic tourists an average of 51.44% for 25% of the seating capacity of a one-way flight including 30% discount for a quota of 25% seats on the 10th flight tourist destination. Valid for 3 months, namely March, April, and May 2020. This policy lasts for 3 months. This discount is for domestic flight destinations to Labuan Bajo, hotel and restaurant taxes are zeroed, encourages the movement of domestic tourists by promoting domestic tourism, promoting music and sports events that already exist in the country, also making efforts to attract potential MICE and events internationally so that it can be held in Indonesia.

Keywords: Collaboration; Good Governance; Policy in Tourism

1. Pendahuluan

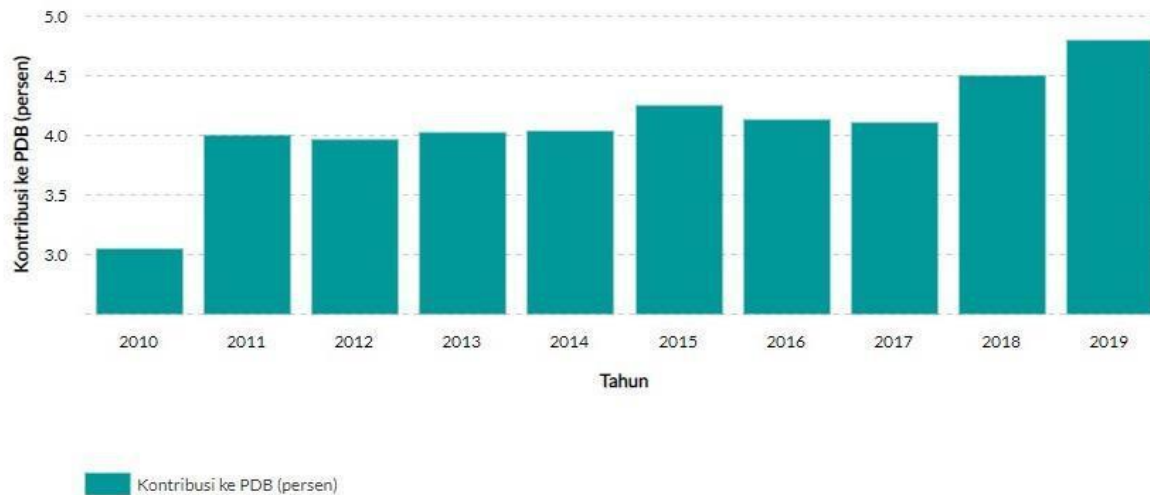
Indonesia memiliki keanekaragaman wisata lokal yang dapat dijadikan sebagai aset yang tidak dapat disamakan dengan wisata lokal kota lain. Wisata lokal yang dimiliki Indonesia berbeda-beda pada setiap provinsi maupun daerah. Tiap daerah memiliki ciri khas wisata, seperti objek wisata, transport atau wisata jasa, wisata kuliner dan juga cenderamata. Semua itu dapat dijadikan kekuatan untuk dapat memperkuat ketahanan wisata bangsa di mata nasional maupun internasional yang sudah memiliki sektor pariwisata. Menurut Undang-Undang Nomor 10 Tahun 2009, pariwisata adalah industri pariwisata merupakan kumpulan usaha saling terkait dalam rangka menghasilkan barang dan/ atau jasa untuk pemenuhan kebutuhan wisatawan dalam penyelenggaraan pariwisata, dan usaha pariwisata adalah usaha dalam menyediakan barang dan/ atau jasa bagi pemenuhan kebutuhan wisatawan serta penyelenggara pariwisata.

Industri pariwisata adalah salah satu industri yang memiliki keterkaitan dengan sektor lain, karena pariwisata dikatakan sebagai gabungan fenomena dan hubungan timbal balik yaitu adanya interaksi dengan wisatawan, supplier bisnis, pemerintah dan tujuan wisata serta masyarakat daerah wisata. Sektor pariwisata di setiap daerah memiliki potensi yang terdapat pada daerah itu sendiri. (Novantara, 2016), Sektor pariwisata dan kebudayaan merupakan salah satu sektor yang sangat potensial dan perlu mendapat perhatian yang baik bagi pemerintah daerah untuk keberlangsungan pembangunan suatu daerah. Adanya perhatian yang baik dari pemerintah daerah terhadap sektor pariwisata akan mendorong perkembangan sektor tersebut. Dampaknya, wisatawan baik dalam negeri maupun luar negeri datang ke Indonesia. Kondisi ini akan memberikan pemasukan devisa yang cukup besar baik untuk daerah maupun negara.

Namun dengan adanya pandemi COVID-19 telah mengakibatkan resesi diseluruh Negara, termasuk Indonesia. Pandemi ini dimulai pada bulan Desember 2019 dimana otoritas kesehatan di Wuhan (Cina) melaporkan kembali kasus pneumonia yang berkelompok dengan etiologi yang tidak diketahui. Virus korona baru telah diidentifikasi sebagai penyebab pandemi, yang telah mempengaruhi banyak negara secara global. Wabah penyakit virus korona (COVID-19) yang sedang berlangsung telah menyebar dengan cepat ke seluruh dunia, dan infeksi di negara-negara

Adanya perlambatan pertumbuhan ekonomi di triwulan I 2020 dan pertumbuhan yang negatif pada triwulan II dan III tahun 2020. Dampak pandemik terhadap perekonomian pada sektor informal karena mereka memiliki pendapatan rendah, juga tabungan yang rendah. cenderung tidak memiliki proteksi asuransi atau tabungan dan status tenaga kontrak (ILO, 2020). Situasi pandemi Covid-19 mengakibatkan terganggunya pada rantai pasok global, dalam negeri, pasar keuangan, permintaan konsumen serta dampak negatif di sektor utama salah satunya perjalanan dan pariwisata. Dampak dari pandemi Covid-19 sangat berpengaruh diseluruh rantai nilai pariwisata, perusahaan kecil dan menengah disektor pariwisata juga ekonomi kreatif (Sugihamretha, 2020). Terlebih dengan adanya pembatasan berbagai aktivitas dan mobilitas masyarakat demi memutus transmisi penularan COVID-19. Pariwisata menjadi salah satu sektor prioritas karena menyumbang lapangan kerja bagi 34 juta masyarakat di seluruh Indonesia.

Dalam beberapa tahun terakhir, kontribusi sektor pariwisata mengalami peningkatan yang signifikan. Hal ini bisa dilihat dari kontribusi sektor pariwisata terhadap total ekspor barang dan jasa yang meningkat tajam dari 10 persen pada tahun 2005 menjadi 17 persen pada tahun 2012. Sektor pariwisata memberikan kontribusi langsung terhadap PDB sebesar 4,8 persen pada tahun 2019, nilai tersebut meningkat 0,30 poin dari tahun 2018 yaitu sebesar 4,5 persen (Kemenparekraf, 2020). Peningkatan kontribusi ini terutama di dukung oleh meningkatnya jumlah kunjungan wisatawan mancanegara maupun wisatawan domestik serta meningkatnya jumlah investasi di sektor pariwisata. Hal tersebut terlihat pada gambar 1 dibawah ini:



Gambar 1. Kontribusi Pariwisata Terhadap PDB Tahun 2010-2019

Sumber: Kementerian Pariwisata, 2020

Namun akibat adanya pandemi covid-19 maka diadakan pembatasan sosial. Adanya pembatasan sosial ini mengakibatkan kemandekan di berbagai sektor, baik sektor ekonomi, sosial dan politik. Sektor pariwisata adalah sektor yang paling terdampak dengan adanya pandemi ini (Škare et al., 2020). Saat ini diperkirakan 75 juta lapangan pekerjaan pada sektor pariwisata mengalami guncangan dan industri pariwisata beresiko kehilangan omsetnya lebih dari 2,1 triliun US \$ (WTTC, 2020). Di Indonesia, tekanan terhadap sektor pariwisata dapat dilihat dari penurunan jumlah kunjungan wisatawan mancanegara yaitu total kunjungan wisman pada Januari-Mei 2020 sebesar 2,9 juta menurun 53,36 persen dari tahun sebelumnya yang sebesar 6,3 juta kunjungan (BPS, 2020). Penurunan juga terjadi pada kunjungan wisatawan domestik, terutama masyarakat Indonesia yang enggan untuk melakukan perjalanan, karena khawatir dengan dampak covid-19 (Kartiko, 2020). Penurunan pada sektor pariwisata berdampak pada usaha UMKM dan lapangan kerja. Selama ini sektor pariwisata merupakan sektor padat karya yang menyerap banyak tenaga kerja (Sanaubar et al., 2017).

Pandemi mengubah tren pariwisata dari *mass tourism* ke *sustainable tourism*. Preferensi traveling customized, personalized, localized, dan smaller in size untuk mengurangi transit dan *contactless*. Sekarang yang banyak dicari adalah pariwisata berbasis budaya berbasis alam terbuka. *Nature* dan *culture*. Dari tadinya hanya melihat laut pasir putih sinar matahari sekarang mencari keheningan, keberlanjutan, spiritualitas dari kunjungannya ke tempat pariwisata. Program lain yang disiapkan adalah destinasi yang didasari *free covid corridor* di mana destinasi di daerah zona hijau mulai dibuka untuk pariwisata mancanegara.

Oleh krena itu diperlukan sinergi ekonomi kreatif dan pariwisata akan menghasilkan pemulihan ekonomi dan berkembangnya pariwisata yang positif, yang diharapkan terjadi pengembangan pemberdayaan masyarakat (komunitas setempat) melalui ekonomi kreatif sangat membawa hal positif, inilah merupakan salah satu model pembangunan pariwisata ke depan.

Pemberdayaan bukan hanya dalam pengembangan potensi ekonomi masyarakat yang sedang terpuruk karena pandemi, namun juga upaya peningkatan percaya diri, harga diri, dan harkat, martabat serta terpeliharanya tatanan nilai kultural dan budaya setempat (Wulandari, 2014).

Di tengah pandemi saat ini, setiap pihak tidak bisa berjalan sendiri-sendiri tapi harus berkolaborasi. Pemerintah daerah tidak bisa berjalan sendiri, pemilik dan pengelola hotel dan restoran juga tidak bisa berjalan sendiri-sendiri, tapi harus berkolaborasi. Kolaborasi dan adaptasi, merupakan dua langkah yang dapat memenangkan pertarungan melawan pandemi COVID-19 sekaligus membangun kembali perekonomian, khususnya industri pariwisata di Propinsi Nusa Tenggara Timur (NTT). Seperti di Provinsi Nusa Tenggara Timur sebagai salah satu daerah tujuan wisata yang memiliki prospek menjanjikan akan keunikan budaya dan keindahan alam tersebar di 34 Kabupaten.

Provinsi Nusa Tenggara Timur memiliki 566 pulau, 246 pulau diantaranya sudah memiliki nama dan terdapat 4 pulau besar yaitu Flores, Sumba, Timor dan Alor (Flobamora) dan banyak pulau kecil lainnya. Besarnya potensi pariwisata di NTT perlu dikelola dengan baik dan benar, sehingga berdampak positif terhadap perekonomian dan kesejahteraan masyarakat sekitar. Idealnya, besarnya potensi pariwisata di suatu wilayah, berbanding lurus dengan kesejahteraan masyarakat sekitar. Provinsi Bali contohnya, salah satu provinsi dengan potensi pariwisata terbesar di Indonesia. Melalui pengelolaan wisata yang baik, Provinsi Bali telah berhasil menghantarkan masyarakatnya merasakan dampak positif berupa kesejahteraan dan perkonomian yang baik. Terlihat dari persentase penduduk miskinnya yang hanya 3.91% menempati urutan kedua sebagai provinsi dengan persentase penduduk miskin terendah di Indonesia, setelah DKI Jakarta. Selain itu, Indeks Pembangunan Manusia (IPM) Provinsi Bali juga cukup tinggi, yaitu 74,3 (dari skala 1-100) menempati posisi tertinggi ke lima di Indonesia. Hal serupa bukan tidak mungkin terjadi di NTT. Dengan pengelolaan yang baik, niscaya dampak positif akan dirasakan oleh masyarakat NTT. Namun diperlukan Kolaborasi yang tepat pada sektor Industri, Pemerintah dan Masyarakat dalam Adaptasi Sektor Pariwisata untuk mencapai keadaan tersebut.

Sinergi dalam kepariwisataan adalah hal penting dalam mengembangkan potensi pariwisata suatu destinasi, serta model sinergi menjadi suatu kebutuhan untuk menuntun stakeholder pariwisata dalam membangun destinasi (Junaid, 2019). Dengan adanya konsep pengembangan dan model masterplan maka peran stakeholder dapat disesuaikan dengan tugas dan fungsinya masing-masing. Berbagai peran dan tanggungjawab secara teknis dari setiap stakeholder dapat membantu terlaksananya pengembangan pariwisata Propinsi NTT. Pelaksanaan pengelolaan pariwisata ini tentunya tidak dapat terlaksana apabila para stakeholder yang terlibat ini tidak memiliki kemampuan untuk melaksanakan dan mengembangkannya. Dengan banyaknya kepentingan yang dimiliki oleh stakeholder yang terlibat, maka diperlukan kerjasama yang kuat antara para stakeholder tersebut (Pamungkas, 2013).

Sangat penting untuk menganalisis stakeholders yang terlibat dalam pariwisata di Propinsi NTT. Melalui analisis ini akan tergambar kepentingan dan pengaruh dari masing-masing sektor. Analisa ini juga nantinya akan membantu dalam memobilisasi sumberdaya lokal serta dapat mengetahui unsur keterlibatan dan dampak yang dihasilkan dari pelaksanaan kolaborasi dan sinergisitas antar stakeholder. Selain itu, dilakukan analisis keterlibatan masing-masing stakeholder serta mengukur dampak yang terjadi atas pelaksanaan kolaborasi dan sinergitas antar stakeholder.

2. Metode

Penelitian ini bertujuan untuk melihat kolaborasi industri, pemerintah dan masyarakat dalam adaptasi sektor pariwisata di Propinsi NTT. Metode yang digunakan dalam penelitian ini adalah penelitian kepustakaan yaitu proses pengambilan data dari berbagai sumber referensi yang mendukung penelitian ini. Jenis penelitian ini adalah penelitian kualitatif. Teknik pengumpulan data yaitu menyimak dan mencatat informasi yang penting dalam analisis data dengan cara reduksi data, display data dan gambaran kesimpulan.

Dengan demikian, dalam tulisan ini penulis menentukan topik yang akan dibahas yang kemudian dilanjutkan dengan mencari data-data baik itu yang relevan ataupun mendukung terhadap topik yang dibahas. Setelah mendapatkan data, penulis melakukan interpretasi atau penafsiran terhadap sumber data untuk memperoleh fakta tentang kajian yang akan dibahas. Setelah terkumpul maka data disusun secara sistematis dan terstruktur.

3. Hasil dan Pembahasan

Pariwisata merupakan salah satu hal yang penting bagi suatu negara. Dengan adanya pariwisata, suatu negara atau lebih khusus lagi Pemerintah Daerah tempat obyek wisata itu berada mendapat pemasukan dari pendapatan setiap obyek wisata. Pariwisata merupakan potensi wisata yang dimiliki setiap daerah, baik yang berupa wisata alam, wisata budaya maupun wisata buatan, dan lain-lain. Hal ini mengindikasikan bahwa setiap daerah mempunyai berbagai potensi wisata yang dapat digali, diolah, dikelola serta dikembangkan untuk memenuhi kebutuhan masyarakatnya terhadap sarana hiburan atau sarana rekreasi.

Pembangunan dalam pariwisata merupakan salah satu sektor yang potensial yang perlu dikembangkan, hal ini sesuai pernyataan *“Tourism can be a potent development tool, generating economic growth, diversifying the economy, contributing to poverty alleviation and also creating backward and forward linkages to other production and service sectors.* (Iain dan Elizabeth, 2003:63). Pariwisata bisa menjadi alat pengembangan yang potensial, menghasilkan pertumbuhan ekonomi, diversifikasi ekonomi, membantu mengurangi kemiskinan dan juga menciptakan hubungan timbal balik dengan produksi lainnya dan sektor penyedia jasa”.

Menurut World Tourism and Travel Council (WTCC), pariwisata adalah seluruh kegiatan orang yang melakukan perjalanan ke dan tinggal di suatu tempat di luar lingkungan kesehariannya dalam jangka waktu tidak lebih dari setahun untuk bersantai, bisnis dan lainnya. Pariwisata adalah fenomena sosial, budaya, dan ekonomi yang memerlukan pergerakan orang ke negara atau tempat di luar lingkungan biasa mereka untuk tujuan profesional pribadi atau bisnis (UNWTO, 2007).

Pariwisata merupakan usaha padat karya (*Labour Intensive*), yang dapat menciptakan tenaga kerja di sektor lain (Surwiyanta, 2003) karena melibatkan kolaborasi industri, pemerintah dan masyarakat. Perkembangan sektor pariwisata akan dapat memicu sektor lainnya, sehingga pariwisata dapat sebagai pemicu pertumbuhan ekonomi nasional. Pertumbuhan ekonomi dan pariwisata memiliki hubungan kausalitas timbal balik (*Reciprocal Causal Hypothesis*). Artinya, pertumbuhan pariwisata dan pertumbuhan ekonomi saling memberikan manfaat satu dengan yang lain (Nizar, 2015).

Di Indonesia, pariwisata merupakan salah satu sektor yang penting bagi perekonomian, namun pencapaian di sektor ini masih belum optimal. World Economic Forum (WEF) pada tahun 2013 menempatkan Indonesia pada peringkat 6 dan 38 dari 140 negara di dunia untuk kepemilikan sumber daya alam dan budaya. Peringkat ini berada jauh di atas negara tetangga, seperti Thailand

dan Malaysia. Indeks daya saing harga pariwisata Indonesia pada tahun 2013 menempati peringkat 9 dari 140 negara. (Utami, 2016).

Walaupun pertumbuhan sektor pariwisata Indonesia tinggi, jika dibandingkan dengan negaranegara kompetitor lainnya di kawasan ASEAN maka Indonesia masih jauh tertinggal. Mengingat potensi sektor pariwisata Indonesia di masa depan, maka diperlukan berbagai strategi untuk menarik lebih banyak wisatawan mancanegara dan mengembangkan pariwisata Indonesia. (Sujai, 2016).

Sektor pariwisata memiliki peran yang signifikan terhadap perekonomian di Indonesia. Pariwisata merupakan industri multi komponen, tidak dapat dilepaskan dengan sektor ekonomi lain. Selama tahun 2019, jumlah kunjungan wisatawan mancanegara atau wisman ke Indonesia mencapai 16,11 juta kunjungan atau naik 1,88 persen dibanding jumlah kunjungan wisman pada periode yang sama tahun sebelumnya yang berjumlah 15,81 juta kunjungan. Jumlah kunjungan wisman ini terdiri atas wisman yang berkunjung melalui pintu masuk udara sebanyak 9,83 juta kunjungan, pintu masuk laut sebanyak 4,16 juta kunjungan, dan pintu masuk darat sebanyak 2,11 juta kunjungan. (Badan Pusat Statistik, 2020).

Tidak dapat dipungkiri bahwa adanya pandemi covid-19 melemahkan perekonomian dunia. Termasuk Indonesia, Pandemi covid-19 yang terjadi tidak hanya berdampak pada sektor sosial, sektor pendidikan dan sektor ekonomi saja tetapi juga sektor pariwisata. Adanya kebijakan pembatasan sosial besar-besaran (PSBB) serta ditutupnya tempat-tempat rekreasi dan tempat hiburan yang ditujukan untuk menekan penyebaran covid-19 menyebabkan mobilitas masyarakat menurun, hal ini memberikan dampak ekonomi yang cukup besar terhadap sektor pariwisata.

Badan Pusat Statistik (BPS, 2020) mencatat bahwa kunjungan wisatawan mancanegara ke Indonesia secara kumulatif selama periode Januari-November 2020 hanya mencapai 3,89 juta kunjungan, lebih rendah dari periode yang sama di tahun sebelumnya yaitu sebesar 14,73 juta wisatawan mancanegara atau mengalami penurunan tajam sebesar 73,60 persen. Jumlah kunjungan wisman ini terdiri atas wisman yang masuk melalui pintu udara sebesar 1,68 juta kunjungan, pintu masuk laut 972,02 ribu kunjungan, pintu masuk darat sebanyak 1,23 juta kunjungan. Jumlah wisman pada bulan November 2020 mencapai 173,31 ribu kunjungan. Angka ini lebih rendah dari periode yang sama di tahun 2019 sebesar 1,28 juta kunjungan. Jumlah kunjungan wisman bulan November 2020 mengalami penurunan tajam sebesar 86,31 persen. Sebaliknya, jika dibandingkan dengan bulan sebelumnya, Oktober 2020, jumlah kunjungan wisman bulan November 2020 terjadi peningkatan sebesar 13,90 persen. Jumlah ini terdiri atas wisman yang berkunjung melalui pintu masuk udara sebanyak 43,39 ribu kunjungan, pintu masuk laut sebanyak 43,34 ribu kunjungan, dan pintu masuk darat sebanyak 88,58 ribu kunjungan.

Sedangkan menurut data Kemenparekraf 2021 diketahui bahwa Kunjungan wisman ke Indonesia melalui seluruh pintu masuk bulan Mei 2021 berjumlah 155.607 kunjungan atau mengalami penurunan sebesar 3,85 persen dibandingkan bulan Mei 2020 yang berjumlah 161.842 kunjungan. Tingkat penghunian kamar (TPK) klasifikasi hotel bintang di Indonesia pada bulan November 2020 rata-rata sebesar 40,14 persen. Presentase TPK tertinggi di provinsi Lampung yaitu 59,14 persen, diikuti oleh Provinsi Gorontalo yaitu 58,80 persen, dan Kalimantan Tengah sebesar 58,21 persen, sedangkan Bali tercatat memiliki presentase terendah yaitu 9,32 persen. presentase TPK tertinggi di provinsi Lampung yaitu 59,14 persen diikuti oleh Provinsi Gorontalo yaitu 58,80 persen, dan Kalimantan Tengah sebesar 58,21 persen, sedangkan Bali tercatat memiliki presentase terendah yaitu 9,32 persen. TPK bulan november tahun 2020 mengalami penurunan sebesar 18,44

poin jika dibandingkan dengan TPK bulan November 2019 yaitu sebesar 58,58 persen. Penurunan TPK ini terjadi di seluruh Provinsi terkecuali Provinsi Gorontalo yang meningkat sebesar 10,01 poin dan Provinsi Kalimantan Utara yang mengalami kenaikan sebesar 0,16 poin. Sedangkan penurunan TPK tertinggi adalah Provinsi Bali yaitu 50,14 poin, diikuti oleh Provinsi Kepulauan Riau, Bengkulu, dan Maluku Utara masing-masing sebesar 31,92 poin, 23,87 poin, dan 22,51 poin. Sementara itu, penurunan terendah adalah Provinsi Kalimantan Tengah yaitu 0,23 poin, diikuti oleh Provinsi Sulawesi Tengah sebesar 0,29 poin dan Provinsi Maluku sebesar 1,56 poin.

Penurunan sektor pariwisata berdampak pada sektor ekonomi yang terkait yaitu penurunan aktivitas ekonomi pada sektor pariwisata. Sektor-sektor ekonomi tersebut meliputi industri pengolahan, transportasi, penyediaan akomodasi makan minum serta perdagangan besar dan eceran (Aji et al., 2018). Menurut data Kemenparekraf yang diterima Katadata.co.id pada 7 April 2020, terdapat 10.946 usaha pariwisata yang terdampak dan 30.421 tenaga kerja wisata kehilangan pekerjaan. Selanjutnya, pada kondisi tanggap darurat, BPS mencatat, tingkat hunian hotel berbintang pada Mei 2020 sebesar 14,45%, jauh lebih kecil dibandingkan tahun 2019 yang sebesar 43,53%. Sementara Perhimpunan Hotel dan Restoran Indonesia (PHRI) mencatat 2.000 hotel dan 8.000 restoran berhenti beroperasi selama masa PSBB.

Sedangkan untuk Provinsi NTT, Dunia pariwisata di Provinsi Nusa Tenggara Timur, yang merupakan salah satu penggerak utama ekonomi, telah mengalami guncangan hebat akibat pandemi virus Corona jenis baru (COVID-19). Sektor pariwisata yang menyerap banyak lapangan kerja itu sangat terpukul, karena telah menyebabkan dampak berantai, terutama di sektor strategis seperti pertanian dan jasa. Sementara sampai saat ini, para ahli di berbagai belahan dunia belum bisa memprediksi kapan pandemi yang telah menelan banyak korban jiwa ini akan berakhir. Akan tetapi, industri pariwisata harus terus berlanjut dan bersiap untuk bisa bangkit lagi di era adaptasi kebiasaan baru atau normal baru.

Di Nusa Tenggara Timur (NTT), pemerintah sudah kembali membuka diri untuk kunjungan wisatawan sejak diberlakukannya adaptasi kebiasaan baru pada 15 Juni 2020 lalu namun pandemi ini memang berdampak cukup besar terhadap arus kunjungan wisatawan ke NTT. Kondisi ini bisa terlihat dari data kunjungan wisatawan ke NTT, yakni pada tahun ini sampai dengan Mei 2020, kunjungan wisatawan masih di bawah 30 ribu orang. Padahal NTT mencatat kunjungan wisatawan tahun sebelumnya, yakni pada 2019, mencapai sekitar lebih dari 1,4 juta orang. Kunjungan wisatawan ke NTT pada tahun 2019 itu, mengalami tren peningkatan jika dibanding periode 2018 sebanyak 1.307.524 wisatawan, terdiri dari wisatawan mancanegara 327.428 orang dan jumlah wisatawan domestik berjumlah 980.096.

Saat ini, daerah yang selalu dijuluki "Nanti Tuhan Tolong" (NTT) ini memiliki 1.378 destinasi wisata, dan merupakan provinsi dengan destinasi wisata unggulan terbanyak di seantero negeri ini (KKP, 2020). Hasil survei majalah internasional Lonely Planet menempatkan Nusa Tenggara Timur (NTT), menjadi pilihan utama wisata dunia pada 2020. Ini fakta-fakta yang menunjukkan bahwa sebenarnya prospek kunjungan wisatawan di NTT pada 2020 ini sangat baik, namun karena adanya pandemi COVID-19 ini, kunjungan wisatawan masih sangat kecil.

Muncul dan tumbuhnya kegiatan pariwisata tidak lain karena di wilayah tersebut terdapat obyek yang spesifik dan unik, tidak ada di tempat lain dan menarik untuk dikunjungi. Sebagaimana diketahui bahwa wisata mempunyai hakekat: keunikan, kekhasan, perbedaan, orisinalitas, keanekaragaman, dan kelokalan (Inskoop, 1994:12) sehingga menarik orang untuk melakukan perjalanan

wisata. Oleh karena itu diperlukan kemampuan adaptif dari pemerintah untuk memanfaatkan potensi ini. Kemampuan adaptif ini terutama dilakukan oleh pemerintah untuk mengambil kepemimpinan dalam pembentukan kebijakan dan untuk memberikan pengaturan kelembagaan yang kemudian dilanjutkan dengan tindakan (Eakin dan Lemos 2006), hal ini telah meningkatkan minat dalam menentukan bentuk yang tepat dari pemerintahan untuk adaptasi yang efektif.

Hingga sekarang relatif masih sedikit studi tentang bagaimana terjadi pergeseran dalam model pemerintahan dalam menghadapi perubahan yang berlangsung cepat, bencana merupakan perubahan yang berlangsung cepat dan membawa dampak yang besar terhadap pariwisata salah satunya adalah Pandemi COVID-19. Respon yang paling cepat dalam menghadapi perubahan yang disebabkan bencana adalah dengan menerapkan prinsip adaptif governance melalui Kemitraan antara pemerintah dengan institusi masyarakat sipil.

Kemitraan antara pemerintah dengan institusi masyarakat sipil dapat mencakup kedua jenis institusi dalam masyarakat, baik yang independen ataupun yang menjadi binaan pemerintah. Perbedaan sifat dari kedua jenis institusi dan masing-masing dari keduanya juga memiliki perbedaan dalam beberapa hal, seperti motif kerjasama, sifat kerjasama, bidang kerjasama, dan sebagainya. Kemitraan antara pemerintah dengan institusi masyarakat sipil yang pendiriannya disponsori oleh pemerintah cenderung lebih banyak bergerak pada kegiatan-kegiatan yang menjadi kepedulian pemerintah. Dengan melakukan kolaborasi dengan institusi yang pendiriannya disponsornya, pemerintah berharap dapat memberdayakan institusi tersebut dan menjadikannya sebagai perpanjangan tangan pemerintah dalam merespon isu tertentu atau dalam menyebarkan nilai-nilai dan kepentingan pemerintah. Kerjasama antara institusi pemerintah dan institusi masyarakat sipil yang independen biasanya di dorong oleh keyakinan untuk mewujudkan penyelenggaraan layanan publik dan kegiatan pemerintahan yang partisipatif, bertujuan memberdayakan warga, atau atas pertimbangan etika yang penting adalah keyakinan bahwa penyelenggara kegiatan pemerintah dan pelayanan publik seharusnya menempatkan warga dan pengguna layanan sebagai subjek yang perlu dilibatkan secara aktif dalam keseluruhan proses pelaksanaan kegiatan tersebut.

Dalam konteks penyelenggaraan pemerintahan yang baik perlu adanya peran yang setara antara pemerintah, privat dan masyarakat (Nisjar, 1997:119) khususnya dalam konteks pariwisata. Implikasi penting dari interaksi yang bersifat kesetaraan tersebut adalah adanya pelimpahan tanggung jawab dan akuntabilitas dalam penyediaan barang dan pelayanan publik pariwisata dari pemerintah kepada pihak swasta dan masyarakat. Hal ini berawal dari semakin terbatasnya peran pemerintah dalam menyediakan barang publik dan pelayanan publik yang disebabkan dengan semakin menurunnya kualitas pelayanan publik (Dwiyanto, 2002:5). Salah satu cara untuk meningkatkan kualitas tersebut adalah dengan melibatkan semaksimal mungkin peran swasta dan masyarakat. Konsep governance yang melibatkan tiga pilar tersebut sudah sekian lama mengilhami para penyelenggara pemerintahan.

Perkembangan lebih lanjut dari konsep ini adalah bahwa governance tidak hanya sebagai dasar konseptual dalam penyelenggaraan pemerintahan dalam kondisi normal saja tetapi juga dalam rangka merespon perubahan lingkungan (Budiati, 2012), sehingga muncul konsep adaptif governance. Prinsip adaptif governance adalah menerapkan prinsip-prinsip governance dengan mengacu pada perubahan lingkungan yang terjadi. Konsep ini dipakai dalam rangka untuk menjelaskan kemampuan adaptasi governance dalam menghadapi tantangan atau hambatan eksternal. Studi tentang adaptif governance cukup menarik para sarjana terutama dalam merespon perubahan iklim dan ekologi (Folke, 2005; Gunderson, 2006; Young, 2006). Dari berbagai tulisan

tersebut dapat disimpulkan bahwa adaptif governance merupakan satu model pemerintahan yang berusaha untuk menyesuaikan dan merespon perubahan dengan memperhatikan prinsip-prinsip tata pemerintahan yang baik. Dimensi yang harus diperhatikan untuk implementasi adaptif governance menyangkut informasi, kebutuhan politik dan sumberdaya (Watson, 2011).

Untuk menghadapi bencana dan sekaligus mengembangkan kepariwisataan, konsep adaptif governance ini dirasa belum cukup, perlu adanya mode pemerintahan yang lebih progresif. Konsep governance yang lebih akseleratif ini bisa dalam bentuk kolaboratif governance, hal ini dikarenakan melibatkan bentuk kerjasama antara insitusi pemerintah, swasta dan masyarakat bukan hanya memiliki tujuan atau kepedulian yang sama pada suatu permasalahan/isu tertentu, tetapi keduanya juga saling berbagi sumberdaya, resiko, tanggungjawab, dan manfaat (Dwiyanto, 2012:256). Sifat kolaborasi yang seperti ini membuat orientasi pada kepentingan jangka panjang dan memerlukan daya tahan dan interaksi yang cukup tinggi dari kedua pihak.

Dari berbagai penjelasan di atas, dapat dilihat bahwa betapa pentingnya sektor pengembangan pariwisata. Untuk pengembangan ini perlu dilakukan kerjasama atau kemitraan melalui pendekatan dengan organisasi pariwisata yang ada yang terdiri dari pemerintah, industri, dan masyarakat dan pihak-pihak terkait yang diharapkan dapat mendukung kelanjutan pembangunan pariwisata di daerah itu dan untuk mengetahui kolaborasi industri, pemerintah dan masyarakat dalam adaptasi sektor pariwisata di Propinsi NTT maka beberapa isu strategis Propinsi NTT di sektor pariwisata tahun 2018-2023 adalah sebagai berikut:

1. Pandemi COVID-19
2. Globalisasi dimana Pariwisata NTT akan menghadapi persaingan yang semakin ketat untuk merebut pangsa pasar pariwisata dunia.
3. Investasi Dalam Industri Pariwisata yaitu terbatasnya jumlah investasi di bidang pariwisata menunjukkan bahwa peran swasta dan masyarakat dalam pembangunan pariwisata masih belum optimal. Hal ini dipengaruhi oleh kondisi ekonomi, situasi keamanan, dan kebijakan pemerintah dalam menciptakan iklim investasi yang kondusif.
4. Daya saing destinasi pariwisata NTT dimana belum memadainya sarana dan prasarana pendukung pariwisata, kurang optimalnya pengelolaan destinasi, dan kurang memadainya informasi pariwisata
5. Sumber Daya Manusia yang berkualitas dan profesional masih belum tercukupi, belum memadainya sarana dan prasarana pendidikan, kurikulum pendidikan pariwisata yang tidak berdaya saing global, belum adanya standarisasi dan sertifikasi SDM pariwisata serta penempatan SDM pariwisata di daerah yang tidak sesuai dengan kebutuhan (*the right man is not in the right place*).
6. Kemajuan Teknologi Komunikasi dan Informasi (ICT) dimana e-business telah menjadi strategi baru dalam pemasaran pariwisata sedangkan e-business mampu memberikan banyak kemudahan, baik dalam koneksi business to business (B to B), maupun *business to customer* (B to C) sebagai strategi yang lebih efektif dengan jangkauan yang jauh lebih luas, tanpa batas.

Untuk mengatasi hal tersebut diatas maka diperlukan upaya kolaborasi industri, pemerintah dan masyarakat dalam adaptasi sektor pariwisata di Propinsi NTT yaitu inovasi adalah hal utama dan harus ada perubahan mendasar saat ini, pemerintah mengupayakan destinasi prioritas. Inovasi harus dilakukan dalam segi infrastruktur, budaya, kuliner hingga fesyen dan semua hal yang

berkaitan dengan pariwisata juga ekonomi kreatif selanjutnya adaptasi merupakan hal yang harus diterapkan karena semua pihak harus bisa beradaptasi dengan kondisi pandemi Covid-19, yaitu dengan terus meningkatkan penerapan „CHSE' alias Cleanliness (Kebersihan), Health (Kesehatan), Safety (Keamanan), dan Environment (Ramah lingkungan) dan yang terakhir adalah kolaborasi dimana semua pihak harus bisa bekerjasama dan berkolaborasi dengan sektor pariwisata karena jutaan lapangan pekerjaan terdampak pada sektor pariwisata dan industri ekonomi kreatif, hal inilah yang harus diperjuangkan agar lapangan pekerjaan terbuka luas, dan meningkatnya pendapatan masyarakat.

Keterbatasan kemampuan, sumberdaya maupun jaringan yang menjadi faktor pendukung terlaksananya suatu program atau kebijakan, mendorong pemerintah untuk melakukan kerjasama dengan berbagai pihak, baik dengan sesama pemerintah, pihak swasta maupun masyarakat dan komunitas masyarakat sipil sehingga dapat terjalin kerjasama kolaboratif dalam mencapai tujuan program atau kebijakan (Purwanti, 2016). Berdasarkan paparan diatas dapat diketahui bahwa pemerintah kolaboratif adalah kemitraan publik-swasta, dimana pada dasarnya merupakan inisiasi kolaboratif antara negara dan non-negara, aktor komersial dan non-profit yang lahir dari partisipasi pragmatisme. Kolaborasi tersebut merupakan bentuk kerjasama yang melibatkan beberapa pihak yang kemudian disatukan pada suatu pandangan atau tujuan yang sama secara nyata.

Konsep kolaboratif governance ini sebenarnya sudah memperoleh dasar yang kuat karena sebelumnya telah diberi arahan oleh Cullen (2000) tentang perlunya transisi pemerintahan untuk lebih cepat dalam mengelola perubahan dengan didasarkan pada konsensus diantara tiga pilar governance. Dan yang paling mutakhir adanya suatu rumusan mode pemerintahan yang merupakan pembaharuan dari konsep governance yang lama, yaitu apa yang disebut sebagai New Public Governance (Osborne, 2010). Konsep ini memberi dasar pijakan yang lebih kuat lagi bagi keberadaan kolaboratif governance karena pada konsep ini didasarkan pada konsep institusional dan jaringan (network theory) dengan fokus pada organisasi beserta lingkungannya (Osborne, 2010:10).

Beberapa kebijakan untuk mendukung kolaborasi industri, pemerintah dan masyarakat dalam adaptasi sektor pariwisata di Propinsi NTT adalah sebagai berikut:

1. Tersedianya dana APBN Kementerian Pariwisata dan Ekonomi Kreatif sebesar Rp 298,5 miliar
2. Pemerintah telah memberikan insentif kepada agent wisata, penerbangan dan juga insentif seperti promosi pariwisata, famili trip dan influencer.
3. Tersedianya potongan harga tiket domestik yang diberikan kepada wisatawan domestik rata-rata yaitu 51,44% untuk 25% dari kapasitas seat penerbangan satu perjalanan, meliputi: Diskon sebesar 30% untuk kuota 25 % seats di penerbangan ke 10 tujuan wisata. Berlaku selama 3 bulan yaitu Maret, April, dan Mei 2020. Kebijakan tersebut berlangsung selama 3 bulan. Diskon ini untuk tujuan penerbangan domestik dengan destinasi Labuan Bajo.
4. Adanya Insentif usulan dari asosiasi bahwa untuk pajak hotel dan restoran tarifnya dinolkan.
5. Memberikan hibah kepada pemda akibat penurunan tarif pajak hotel dan restoran di daerah yaitu sebesar Rp3,3 triliun.
6. APBN terdapat Rp147 miliar di bidang pariwisata saat ini belum mampu digunakan oleh pemda. Rencananya akan dikonversi menjadi hibah ke daerah sehingga bisa meningkatkan perkembangan pariwisata daerah.
7. Upaya mendorong pergerakan wisatawan domestik dengan melakukan promosi wisata dalam domestik.

8. Mempromosikan event musik dan olahraga yang sudah ada di dalam negeri, juga dilakukan upaya untuk menarik potensi MICE dan event internasional agar bisa diselenggarakan di Indonesia.

Prinsip adaptif governance adalah menerapkan prinsip-prinsip governance dengan mengacu pada perubahan lingkungan yang terjadi. Konsep ini dipakai dalam rangka untuk menjelaskan kemampuan adaptasi governance dalam menghadapi tantangan atau hambatan eksternal. Adaptif governance merupakan satu model pemerintahan yang berusaha untuk menyesuaikan dan merespon perubahan dengan memperhatikan prinsip-prinsip tata pemerintahan yang baik dimana Pandemi Covid-19 juga mengubah paradigma pariwisata, dimana (1) atraksi wisata kini harus menerapkan physical distancing dan pembatasan kunjungan (quota); (2) Airport, Terminal, Stasiun harus menerapkan standar sanitasi yang tinggi; (3) Product Differentiation dimana mass tourism digantikan dengan fresh air, adventure, pegunungan, lautan, alam serta wisata Kesehatan outdoor; (4) Value Proposition dimana semula murah dan overcrowded menjadi berusia muda, bersih, dan quality experience; (5) Fokus pemasaran Group Travel dialihkan menjadi Free Independent Traveler (FIT), dan; (6) Hygiene Labelling mutlak untuk diperlukan. Oleh karena itu berbagai dampak karena wabah Covid-19, selain intervensi kebijakan yang telah dilakukan untuk meminimalisasi dampak Covid-19 di sektor pariwisata Propinsi NTT adalah sebagai berikut:

1. Hal yang utama adalah melindungi mata pencaharian pekerja di bidang industri pariwisata. Bantuan keuangan harus diberikan untuk melindungi pendapatan pekerja.
2. Adanya dukungan Fiskal, pemerintah memberikan keringanan kepada perusahaan juga usaha kecil dan menengah di sektor pariwisata sebagai stimulus untuk mencegah keterpurukan sektor wisata.
3. Tambahan likuiditas dan bantuan uang tunai yang terdampak wabah covid-19 di sektor pariwisata.
4. Beberapa alternatif bantuan dana sosial dampak covid-19 untuk 12 juta tenaga kerja di sektor industri pariwisata khususnya di Propinsi NTT.
5. Adanya rancang bangun aplikasi sistem informasi pariwisata yang berbasis android terdapat sekumpulan data industri pariwisata juga menyediakan data SDM pariwisata, jenis jasa, daya tarik, dan sarana wisata yang tersebar di Indonesia.
6. Adanya harga diskon untuk pesawat juga diskon harga sewa untuk toko dan agen kargo.
7. Adanya beasiswa dan pelatihan di Politeknik Pariwisata untuk memperpanjang tenggat waktu dalam pembayaran pajak dan kewajiban.
8. Adanya sumber pendanaan untuk penanggulangan bencana di sektor pariwisata skema pendanaan jangka pendek, skema kredit modal kerja bagi UMKM, sektor informal, dan juga potongan pajak penghasilan perusahaan. Menurut LIPI (2020), langkah awal dalam upaya membangkitkan kembali UMKM membangkitkan pekerja informal dalam industri pariwisata dalam jangka pendek adalah dengan menciptakan stimulus permintaan dan mendorong platform digital (online) untuk memperluas kemitraan, disamping upaya yaitu melalui kerjasama serta pemanfaatan inovasi dan teknologi yang menunjang perbaikan mutu dan daya saing produk, seperti pengolahan produk, kemasan serta sistem pemasaran dan lainnya. Pelaku UMKM dan pekerja sektor informal di industri pariwisata memiliki kesempatan dalam meningkatkan usahanya melalui sistem perdagangan elektronik (online) dan melakukan kemitraan. Hal ini merupakan suatu peluang dalam meningkatnya transaksi online selama pandemi (Satgas COVID-19, 2020). Hal ini diharapkan pekerja informal dan UMKM di sektor pariwisata dapat

bertahan, selama pandemi serta perlu dilakukan dalam meningkatkan kelembagaan yaitu membangun jaringan atau tergabung sebuah kemitraan. Pemanfaatan teknologi sudah menjadi sebuah keharusan, peningkatan layanan online bagi UMKM dan sektor informal industri pariwisata sangat penting, untuk promosi, komunikasi, proses penjualan barang/jasa, seperti melalui marketplace dan website/aplikasi. (Tusianti, 2020). Pemerintah juga melakukan upaya berbagai cara untuk menyelamatkan sektor UMKM sektor pariwisata di tengah pandemi Covid-19, salah satu diantaranya dengan pemberian bantuan, subsidi dan relaksasi pinjaman. Hal tersebut dilakukan pemerintah agar pekerja informal dan UMKM dapat bertahan, dalam situasi kondisi pandemi Covid-19 yang perlu dilakukan adalah meningkatkan kelembagaan juga pemanfaatan teknologi

9. Pemerintah, pada bulan Maret 2020, telah mengeluarkan beberapa kebijakan stimulus ekonomi untuk menciptakan stabilitas pada beberapa sektor dalam perekonomian negara selama masa pandemi Covid-19. Beberapa kebijakan yang diberikan pada sektor pariwisata yakni kebijakan peningkatan kunjungan wisatawan melalui pemberian paket insentif bagi airline dan travel agent sebesar lebih dari Rp200 miliar untuk menarik kedatangan turis/wisatawan internasional/luar negeri (selain RRT) ke Indonesia, pemberian diskon untuk tiket pesawat penerbangan yang akan menuju atau dari 10 Destinasi Pariwisata Prioritas (DPP) mencapai 50 persen untuk setiap penumpang dengan jumlah sebanyak 25 persen dari total kursi pesawat dengan biaya yang dikeluarkan sekitar Rp 490 hingga Rp500 miliar (Kementerian Keuangan, 2020; Paper Indonesia, 2020). Selain itu, terdapat tambahan diskon sebesar 15,8 persen Avtur dari Pertamina dan 5,64 persen diskon tarif penerbangan dari PT. Angkasa Pura Indonesia dan Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (Ainav Indonesia). Namun, kebijakan stimulus untuk meningkatkan kunjungan wisatawan ini tidak berdampak signifikan dikarenakan kebijakan tersebut ditetapkan pada akhir februari 2020, sesaat sebelum pandemi Covid-19 masuk ke Indonesia. Selama pandemi Covid-19 terjadi kekhawatiran dalam berwisata baik di wisatawan nusantara maupun wisatawan mancanegara sehingga pemanfaatan stimulus ini tidak berjalan dengan baik.
10. Adanya kelembagaan mitigasi bencana di sektor pariwisata di tingkat pusat sampai ke daerah.
11. Adanya buku pedoman standard baku tata kelola tentang perencanaan, pelaksanaan, dan pengendalian dampak wabah/bencana di sektor pariwisata.

Tujuan dari kolaborasi tersebut untuk membuat atau mengimplementasikan kebijakan publik dan mengelola program publik atau aset agar dapat mengatasi permasalahan yang kompleks secara lebih cepat didasarkan pada jaringan yang kuat. Dalam kerjasama kolaboratif masing-masing pihak diikat oleh adanya satu kepentingan bersama untuk mencari solusi terhadap masalah atau isu tertentu, yang dirasakan oleh para pihak sangat mengganggu kepentingannya. Kemauan untuk melakukan kerjasama muncul karena adanya keinginan untuk mencari solusi terhadap masalah yang dirasakan bersama oleh suatu organisasi publik dengan mitranya dari organisasi di sektor privat. Keduanya merasa bahwa masalah atau kepentingan tersebut dapat diselesaikan secara lebih mudah apabila mereka secara bersama-sama bekerja untuk mencari solusi terhadap masalah atau kepentingan bersama tersebut. Masalah atau kepentingan bersama menjadi sumber inspirasi dan motivasi bagi perkembangan kolaborasi antara organisasi publik, privat dan organisasi kemasyarakatan (Dwiyanto, 2012:253).

Selain itu Pemerintah Propinsi NTT telah membangun sejumlah *homestay* dan pembangunan *cottage* pada sejumlah destinasi wisata guna menunjang pembangun pariwisata yang berdampak

pada peningkatan pendapatan ekonomi warga. Keberhasilan dalam pembangunan sektor pariwisata di NTT juga dibuktikan dengan dilakukannya pengelolaan bersama terhadap destinasi wisata super premium Labuan Bajo.

Agranoff dan McGuire (2003) sependapat bahwa pemerintah harus memadukan kapasitas yang dimilikinya dengan kapasitas pihak lain seperti warganegara dan berbagai aktor non pemerintah agar menjadi efektif dalam memecahkan rumitnya masalah publik yang dihadapi. Jika kapasitas kolaboratif adalah kunci keberhasilan bagi pemecahan masalah dalam jangka panjang maka harus dikenali persyaratan dasar bagi proses kolaboratif, atau bagaimana mengelola proses tersebut menjadi berhasil. Bardach (2001) menunjukkan tentang pentingnya pengembangan managerial untuk membangun collaborative capacity, sedangkan Miller (1992) dan Weber (1998) mengisyaratkan perlunya entrepreneur leader yang mampu membangun dan memelihara trust dan meyakinkan partisipan bahwa mereka dapat memperoleh lebih melalui kolaborasi ketimbang melakukannya sendirian

Pariwisata NTT didesain dengan teliti dan baik serta perlu mempertimbangkan potensi market yang ada, baik market domestik, internasional, terutama tren pariwisata ke depan pascapandemi Covid-19. Pembangunan yang baik adalah pembangunan yang harus bisa mencocokkan keunikan yang dimiliki dan disesuaikan dengan kalkulasi potensi market yang tepat dengan mencocokkan antara supply dan demand dan perlu ada target yang jelas, target yang terukur, breakdown pekerjaan, timeline yang jelas. Pembagian sumberdaya baik oleh pemerintah, swasta dan masyarakat memiliki hakekat untuk memberi pelayanan yang lebih baik kepada masyarakat. Kerjasama yang bersifat jangka panjang dan bernuansakan kemitraan akan lebih bisa memberi solusi ketimbang dengan pemberian pelayanan yang bersifat sendiri-sendiri.

Selain itu, entitas penting yang harus dibangun adalah center of safety yang mampu mendukung kebutuhan masyarakat dan wisatawan dari segi keamanan, keselamatan, dan kesehatan. Labuan Bajo telah ditetapkan sebagai lokasi pilot project untuk pembangunan center of safety yang nantinya akan diterapkan di destinasi lain. Labuan Bajo juga merupakan lokasi pilot project untuk penerapan pengelolaan sampah plastik di destinasi wisata bahari sebagai aksi dari Permen Parekraf Nomor 5 tahun 2020 yang membutuhkan dukungan dari pemda untuk implementasinya. Kawasan Strategis Pariwisata Nasional Taman Nasional Komodo dan Labuan Bajo juga perlu terus berbenah dalam membangun destinasi dan kawasan wisata baru, termasuk dalam menyiapkan NTT sebagai venue utama dan supporting venue perhelatan ASEAN Summit dan G20 tahun 2023. Perlu dilakukan upaya maksimal agar agenda ASEAN Summit dan G20 dapat terlaksana dengan baik agar menjadi satu lagi wujud dari kemajuan Indonesia.

Pelaksanaan kolaborasi dalam pengembangan Kawasan yang dilakukan para stakeholder tidak selalu berjalan dengan baik. Salah satu permasalahan yang ada yaitu tidak semua stakeholder yang terlibat dalam pengembangan kawasan sudah melaksanakan perannya secara maksimal (Mahfud, 2015). Padahal kerjasama antar stakeholders termasuk masyarakat sangat berpengaruh dalam pengembangan suatu Kawasan pariwisata. Untuk itu dibutuhkan suatu proses pembentukan kepercayaan antar setiap stakeholders yang merupakan syarat untuk membangun kolaborasi yang solid antar setiap actor (Amsyari, 2018). Hal ini dapat dilakukan dengan berbagi peran dan tanggungjawab dari masing-masing stakeholder agar dapat melaksanakan fungsinya secara tepat dan membuat pembangunan Kawasan pariwisata dapat berjalan sesuai rencana namun beberapa sektor penunjang pariwisata yang perlu mendapat perhatian dimana selama ini kolaborasi yang lemah antara pemerintah pusat dan daerah terutama di daerah destinasi wisata super prioritas di Propinsi

NTT. Pembangunan infrastruktur yang dicanangkan oleh pemerintah pusat di destinasi wisata super prioritas seringkali dipandang masyarakat sebagai kantong (enclave) kemewahan wisata yang dibangun oleh pemerintah pusat di tengah wilayah-wilayah yang relatif miskin. Selain itu sektor yang perlu diperhatikan sangat khusus adalah sektor akomodasi (hotel dan penginapan), sektor penyediaan makanan dan minuman (restoran dan rumah makan), penyediaan souvenir dan belanja, sektor transportasi dan sektor hiburan. Lima sektor tersebut merupakan sektor yang paling dibutuhkan oleh wisatawan dan paling besar persentasenya terhadap pengeluaran wisatawan selama berwisata.

Dari sisi sektor Akomodasi, besaran Tingkat Penghunian Kamar (TPK) yang masih kurang dari 55% mengindikasikan kebutuhan akan kamar dan hotel sudah cukup terpenuhi. Namun peningkatan kualitas dan pelayanan perlu terus dilakukan agar wisatawan mencapai kepuasan maksimal, sehingga dapat memberi kesan positif terhadap calon wisatawan yang akan berkunjung.

Dari sisi sektor penyediaan makanan dan minuman diperlukan peningkatan dalam hal variasi dan kreatifitas masyarakat lokal dalam mengolah sumber daya yang ada menjadi makanan khas dengan cita rasa yang tinggi. Saat ini makanan khas di NTT masih cenderung minim dan kurang populer di kalangan wisatawan, tak jarang mereka bingung apa makanan khas yang wajib dicoba ketika berkunjung ke NTT. Peningkatan serupa juga diperlukan pada sektor penyediaan souvenir dan belanja. Selain itu, penyediaan fasilitas-fasilitas pembelian oleh-oleh khas yang lebih terpadu juga penting, mengingat wisatawan hampir pasti akan membeli cinderamata khas lokal untuk dibawa pulang sebagai oleh-oleh.

Dari segi transportasi, aksesibilitas wisatawan terhadap tempat-tempat wisata perlu perhatian besar. Beberapa objek wisata masih dirasa sulit akses dan kurang perhatian serius. Air Terjun Tangedu di Sumba Timur misalnya, perlu perjalanan kaki kurang lebih 1 jam dari tempat parkir melalui medan yang cukup berat dengan fasilitas seadanya agar dapat mencapai air terjun. Padahal tempat wisata tersebut sangat berpotensi untuk menjadi objek wisata andalan NTT. Selain itu, beberapa objek wisata masih minim fasilitas pendukung, seperti pedagang penyedia makan minum, tempat istirahat sementara, dan tempat ibadah. Sektor hiburan juga perlu dilakukan optimalisasi lebih mengingat masih minimnya objek-objek wisata yang menyuguhkan atraksi kebudayaan. Walaupun ada, tidak disediakan jadwal yang jelas dan rutin, sehingga wisatawan tidak dapat menikmatinya secara maksimal.

Optimalisasi terhadap sektor-sektor tersebut berpotensi untuk meningkatkan daya tarik pariwisata NTT sehingga berdampak positif terhadap kunjungan wisatawan. Dengan demikian, melalui pemanfaatan yang baik hal tersebut akan meningkatkan perekonomian masyarakat lokal. Jika masyarakat mempunyai taraf ekonomi yang baik maka secara makro dapat meningkatkan perekonomian NTT secara keseluruhan.

Dampak yang muncul dari adanya kolaborasi industri, pemerintah dan masyarakat dalam adaptasi sektor pariwisata di Propinsi NTT terdiri dari tiga unsur, yaitu sebagai berikut:

1. Dampak Ekonomi

Dampak ekonomi yang akan timbul dari adanya kolaborasi industri, pemerintah dan masyarakat dalam adaptasi sektor pariwisata di Propinsi NTT yakni salah satunya pembukaan lapangan pekerjaan, dengan adanya hal tersebut maka akan meningkatkan penyerapan tenaga kerja, secara tidak langsung akan menurunkan tingkat pengangguran dan juga meningkatkan pendapatan masyarakat. Adanya pengembangan desa wisata mampu membuka lapangan kerja baru dan lebih banyak (Khomzi et al., 2020). Hal lain adalah meningkatnya jumlah UMKM dari kawasan

pariwisata yang ada di Propinsi NTT. Selain itu juga, secara tidak langsung akan bermunculan para pedagang baik itu yang nantinya akan dikelola langsung oleh pihak mitra maupun yang tumbuh secara tidak sengaja di sekitar kawasan pariwisata. Pertumbuhan ini akan meningkatkan kesejahteraan masyarakat sekitar, sehingga kedepannya perlu adanya penataan terkait para pedagang, UMKM, serta entrepreneur lainnya yang akan mencari nafkah dari destinasi pariwisata ini. Pemerintah Propinsi NTT dalam hal ini selaku regulator, dapat menyusun suatu strategi pengembangan UMKM dan pemberdayaan masyarakat sehingga dapat meningkatkan perekonomian daerah secara tidak langsung.. Kejadian riil pengembangan objek wisata yang ditunjukkan dengan adanya dampak ekonomi terjadi di objek wisata yaitu peningkatan pendapatan bagi penduduk sekitar yang disebabkan jumlah kunjungan yang semakin meningkat, penduduk lokal memperoleh penghasilan dengan berjualan makanan dan minuman serta melalui jasa angkutan di sekitar lokasi tersebut serta pendapatan pemerintah akan meningkat apabila banyak wisatawan yang berkunjung untuk menikmati keindahan obyek wisata (Rizal et al., 2017).

Menurut Yoeti (2009:187) bahwa berkembangnya suatu obek wisata wisata tergantung pada produk industri pariwisata yang meliputi daya tarik wisata, kemudahan perjalanan, sarana dan fasilitas serta promosi". Sedangkan menurut Dimyanti (2008:87) bahwa : Pengembangan kepariwisataan dapat didefinisikan secara khusus sebagai upaya penyediaan atau peningkatan fasilitas dan pelayanan untuk memenuhi kebutuhan wisatawan. Tetapi secara lebih umum pengertiannya dapat mencakup juga dampak-dampak yang terkait seperti penyerapan / penciptaan tenaga kerja ataupun perolehan / peningkatan pendapatan

2. Dampak Sosial

Dampak sosial yang timbul dari adanya kolaborasi ini adalah adanya interaksi sosial antar seluruh stakeholder dengan masyarakat sekitar yang mana dengan adanya pariwisata tersebut dapat memberikan kesadaran bagi masyarakat sekitar untuk menata lingkungan sosialnya agar dapat terjaga dan terkendali dengan baik, sehingga lingkungan disekitaran Kawasan dapat berkembang mengikuti pertumbuhan pariwisata setempat. Dampak sosial positif lainnya yaitu penurunan kenakalan remaja, dikarena remaja yang pengangguran diberdayakan (Khomzi et al., 2020). Kenakalan remaja tidak hanya menjadi tanggung jawab bagi orang tua namun juga milik masyarakat sebagai tanggung jawab moral kehidupan, sehingga penurunan kenakalan remaja juga diperlukan (Rahmah, 2017). Pengembangan kolaborasi destinasi pariwisata di Propinsi NTT akan memberikan efek positif bagi masyarakat dilingkungan terdekat, hal ini dikarenakan akan menyerap tenaga kerja sebagai penopang SDM di daerah terlebih dahulu sebelum membuka lowongan pekerjaan secara resmi. Dengan begitu, efek sosial bagi pengembangan pariwisata akan mengutungkan kedua belah pihak. Pembangunan infrastruktur pendukung pun akan dinikmati oleh masyarakat sekitar dalam memanfaatkan jalan yang telah dikembangkan sebagai penunjang pariwisata daerah.

3. Dampak Lingkungan

Dampak lingkungan yang timbul dari adanya kolaborasi ini adalah terkait kepedulian lingkungan dalam menjaga kebersihan. Setelah adanya pengembangan ekowisata, terjadi perubahan perilaku dengan semakin sadarnya masyarakat terhadap kebersihan lingkungan karena semakin banyaknya wisatawan, semakin banyak pula sampah yang ada, sehingga mulailah masyarakat untuk melakukan pengelolaan terhadap sampah yang ada (Hijriati & Mardiana, 2015). Menjaga kebersihan pada dasarnya menjadi tanggungjawab Bersama antar para stakeholder dan masyarakat. Kebersihan

pada setiap daerah pariwisata akan membantu kenyamanan bersama baik itu pengelola, masyarakat, maupun para pengunjung objek wisata. Oleh karena itu, dengan adanya kolaborasi ini, kedepannya akan memberikan kesadaran bagi masyarakat dalam menjaga kebersihan lingkungan sekitar.

4. Kesimpulan

Dalam konteks penyelenggaraan pemerintahan yang baik perlu adanya peran yang setara antara pemerintah, privat dan masyarakat khususnya dalam konteks pariwisata. Implikasi penting dari interaksi yang bersifat kesetaraan tersebut adalah adanya pelimpahan tanggung jawab dan akuntabilitas dalam penyediaan barang dan pelayanan publik pariwisata dari pemerintah kepada pihak swasta dan masyarakat. Oleh karena itu beberapa kebijakan untuk mendukung kolaborasi industri, pemerintah dan masyarakat dalam adaptasi sektor pariwisata di Propinsi NTT adalah tersedianya dana APBN Kementerian Pariwisata dan Ekonomi Kreatif sebesar Rp 298,5 miliar, pemberian insentif kepada industri pariwisata seperti agent wisata, penerbangan dan juga insentif seperti promosi pariwisata, famili trip dan influencer, tersedianya potongan harga tiket domestik yang diberikan kepada wisatawan domestik rata-rata yaitu 51,44% untuk 25% dari kapasitas seat penerbangan satu perjalanan, meliputi: Diskon sebesar 30% untuk kuota 25 % seats di penerbangan ke 10 tujuan wisata. Berlaku selama 3 bulan yaitu Maret, April, dan Mei 2020. Kebijakan tersebut berlangsung selama 3 bulan. Diskon ini untuk tujuan penerbangan domestik dengan destinasi Labuan Bajo, pajak hotel dan restoran tarifnya dinolkan, mendorong pergerakan wisatawan domestik dengan melakukan promosi wisata dalam domestik, mempromosikan event musik dan olahraga yang sudah ada di dalam negeri, juga dilakukan upaya untuk menarik potensi MICE dan event internasional agar bisa diselenggarakan di Indonesia.

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Community Tourism Collaborative Governance (CTCG)

Dina Suryawati, Abul Haris Suryo Negoro, Citra Regita Intania

Faculty of Social and Political Sciences, University of Jember

haris.fisip@unej.ac.id

Abtrak. Realitas Tanoker sebagai kelompok masyarakat yang banyak berkegiatan dalam bidang pengembangan pariwisata melalui pemberdayaan masyarakat lokal merupakan hal yang menarik untuk dikaji dari sisi keilmuan. Bagaimana *Community Based Tourism* (CBT) berhasil menjalankan kegiatannya serta bagaimana menyatukan (*engagement*) CBT dalam bingkai *Collaborative Governance* (CG) merupakan hal-hal yang akan dikaji dalam konteks *Community Tourism Collaborative Governance* (CTCG). Metode yang digunakan dalam riset ini adalah deskriptif kualitatif dengan mengacu pada tahapan analisis Mc Nabb (McNabb, 2015). Keberadaan komunitas Tanoker membutuhkan perhatian serius karena kelompok ini telah memberikan kontribusi yang nyata bagi kehidupan sosial ekonomi masyarakat setempat. Terdapat beberapa hal yang perlu diperhatikan dalam desain penyatuan *community based tourism* (CBT) dalam bingkai *collaborative governance* sehingga menjadi desain *community tourism collaborative governance* (CTCG) yakni: 1) pentingnya menumbuhkan prakarsa dan inisiasi kepada masyarakat lokal untuk peka terhadap masalah dan potensi lokal, 2) mengemas masalah dan potensi lokal dalam sebuah program dan kegiatan kemasyarakatan 3) mendesain program dan kegiatan masyarakat lokal sebagai sebuah destinasi yang menarik, 4) pemerintah sebagai aktor utama harus memberikan dukungan dan berkontribusi terhadap program dan kegiatan komunitas dengan menggerakkan berbagai *stakeholder*.

Keywords: community, tourism, collaborative, governance

1. Pendahuluan

Tanoker adalah sebuah kelompok masyarakat yang secara historis berdiri dikarenakan adanya keprihatinan sosial. Sebagaimana diakses dari tanoker.org pada 28/02/2020, Tanoker merupakan kelompok masyarakat di Desa Ledokombo, Kecamatan Ledokombo, Kabupaten Jember, Jawa Timur yang memberikan perhatian kepada anak buruh migran setempat dengan berbagai kegiatan seni, budaya, dan ekonomi lokal. Keprihatinan muncul manakala banyak diantara penduduk di Desa Ledokombo yang pergi keluar dari desa (ke Bali maupun luar negeri seperti Malaysia, Taiwan, Singapore dan Hongkong) untuk mencari nafkah. Kabupaten Jember adalah salah satu kontributor pekerja migran di Jawa Timur, dan salah satu pemasok tenaga kerja keluar negeri adalah desa Ledokombo. Para penduduk desa Ledokombo yang berprofesi sebagai pekerja migran atau *migrant workers* meninggalkan anggota keluarganya baik istri dan anak-anak mereka dalam kondisi yang memprihatinkan. Anak-anak para buruh migran berada pada kondisi yang ‘kurang mendapat perhatian’ karena salah satu dari orang tua mereka (ayah atau ibu) bekerja diluar sementara satu orang tua yang tetap tinggal didesa harus disibukkan dengan mencari nafkah untuk bertahan hidup sehari-hari sembari menunggu ‘kiriman’ yang kadang kala tidak pasti. Atas dasar

keadaan itulah dua penggagas berdirinya kelompok Tanoker yakni Dr. Soepo Rahardjo dan Ibu Farha Ciciek memprakarsai berbagai kegiatan kemasyarakatan yang ada di desa Ledokombo.

Seiring berjalannya waktu, tanoker bertransformasi sebagai sebuah kelompok yang tidak hanya sadar sosial tapi juga sadar wisata. Tahun 2018 tanoker secara kelembagaan mendapatkan penghargaan ISTA (*Indonesia Sustainable Tourism Award*) dari Kementerian Pariwisata dibidang pelestarian kebudayaan. Penghargaan ini membawa semangat baru bahwa apa yang selama ini mereka lakukan dengan melibatkan anak-anak, ibu-ibu, bapak-bapak bahkan sampai pada eyang-eyang dalam setiap program maupun kegiatan mereka benar-benar telah memberikan kontribusi yang nyata bagi kehidupan masyarakat setempat. Terdapat tiga indikator dalam penilaian ISTA (*Indonesia Sustainable Tourism Award*) yakni 1) tata kelola lembaga, partisipasi serta manfaat ekonomi bagi masyarakat sekitar, 2) indikator sosial budaya dan 3) indikator lingkungan. Tanoker yang berdiri sejak tahun 2009 telah bertransformasi dari komunitas yang melebarkan sayap tidak hanya bidang sosial akan tetapi juga kepada bidang ekonomi, budaya lingkungan dan wisata. Khusus dibidang pariwisata, secara konseptual kelompok tanoker ini dikenal dengan istilah *Community Based Tourism (CBT)*. Istilah ini sangat sesuai karena seperti yang telah diuraikan diatas, kegiatan kelompok tanoker telah banyak menyentuh pada ranah pemberdayaan masyarakat. Kontruksi CBT ini pada prinsipnya merupakan bentuk pariwisata yang memberikan kesempatan kepada masyarakat lokal untuk mengontrol dan terlibat dalam manajemen dan pengembangan pariwisata (Hausler, 2005). Dalam konteks ini masyarakat lokal memiliki kontrol terlibat dalam pembangunan dan pengelolanya, dan proporsi manfaat yang besar tetap pada komunitas masyarakat lokal tersebut (Wiwin, 2018).

Komunitas Tanoker telah berkontribusi terhadap berbagai aspek kegiatan antara lain pemberdayaan masyarakat lokal, pengembangan kegiatan ekonomi dan kegiatan sosial. Beberapa kegiatan kelompok Tanoker yang dilakukan secara berkelanjutan dilakukan antara lain dibidang pariwisata yakni: 1) beragam destinasi wisata belajar (outbond polo lumpur, outbond permainan tradisional, festival dan wisata egrang, susur sungai, dan lain-lain) 2) dibidang sosial dan pendidikan (sekolah eyang-eyang, sekolah ibu-ibu, sekolah bapak-bapak), 3) dibidang pemberdayaan yang meliputi pemberdayaan pengrajin manik-manik, pengrajin batik dan lain-lain. Kegiatan yang telah dilakukan bukanlah sebuah kegiatan yang tanpa kendala. Kendala utama dalam setiap kegiatan maupun pengembangan komunitas yakni kendala pendanaan. Jika melihat kiprah dari kelompok masyarakat ini maka pemerintah (daerah) dan sektor swasta haruslah peka terhadap peluang yang ada. Bagi pemerintah peluang keberadaan dari kelompok masyarakat ini adalah sebagai upaya untuk meningkatkan taraf sosial maupun ekonomi masyarakat. Sedangkan bagi pihak swasta keberadaan kelompok masyarakat ini adalah peluang bagi pengembangan bisnis yang orientasi kedepannya adalah keuntungan baik keuntungan perusahaan maupun keuntungan bagi masyarakat.

Keberhasilan pembangunan (sosial, pendidikan maupun pariwisata) tidak terlepas dari peran berbagai aktor. Pembangunan pariwisata yang berkelanjutan dapat terselenggara dengan baik dalam sebuah sistem penyelenggaraan atau tata kelola yang baik pula (*good governance*). Jika demikian maka partisipasi yang seimbang antara pemerintah, swasta dan masyarakat merupakan syarat utama. Respon pemerintah dalam mewujudkan partisipasi yang seimbang antar aktor yakni melalui *collaborative governance*. Sebagai sebuah konsep, *collaborative governance* merupakan sebuah alternatif bagi pemikiran-pemikiran yang semakin luas tentang kelompok-kelompok kepentingan, dan adanya kegagalan-kegagalan akuntabilitas menejerialisme (terutama manajemen ilmiah yang

dipolitisasi) dan kegagalan implementasinya (Mutiarawati, 2017). *Collaborative governance* merupakan sebuah proses dan struktur pengambilan keputusan kebijakan publik dan manajemen yang melibatkan orang-orang yang secara konstruktif pada batas-batas lembaga publik, tingkat pemerintahan, dan masyarakat, swasta dan sipil untuk melaksanakan kepentingan umum yang tidak bisa dicapai jika dilakukan satu pihak saja (Emerson & Smutko, 2011).

Dalam konteks kegiatan kelompok masyarakat (*community*), kendala-kendala yang dihadapi dalam pengembangan pariwisata yang berbasis komunitas (*community based tourism*) haruslah dapat diatasi dengan kegiatan saling mengisi antar aktor, baik komunitas itu sendiri, pemerintah, masyarakat maupun pihak swasta. Perkembangan sebuah pariwisata menuju pariwisata yang berkelanjutan tidak dapat dicapai tanpa keberlanjutan komunitas itu sendiri (Richards and Hall, 2004). *Sustainable rural community development* dapat ditingkatkan jika kebijakan praktik dan pengembangan pariwisata berbasis komunitas berada sejalan dengan kriteria *collaborative governance* (Keyim, 2016). Kekuatan *Community based tourism* serta kolaborasi antara aktor pemerintah dan non pemerintah (*collaborative governance*) terbingkai dalam sebuah konsep *Community Tourism Collaborative Governance* (CTCG) (Keyim, 2016).

Realitas Tanoker sebagai kelompok masyarakat yang banyak berkegiatan dalam bidang pengembangan pariwisata melalui pemberdayaan masyarakat lokal merupakan hal yang menarik untuk dikaji dari sisi keilmuan. Bagaimana *Community Based Tourism* (CBT) berhasil berjalan serta bagaimana menyatukan (*engagement*) CBT dalam bingkai *collaborative governance* merupakan hal-hal yang akan dikaji dalam tulisan ini.

2. Tinjauan Teoritis

Pembangunan, merupakan sebuah konsep yang memiliki spektrum yang sangat luas. Dari spektrum manapun kita melihat konteks pembangunan pada akhirnya tujuan dari pembangunan adalah mencapai kesejahteraan masyarakat. Pembangunan bukanlah hal yang dapat dilakukan dengan sekali proses dan selesai, akan tetapi merupakan sebuah proses yang berkesinambungan dan berkelanjutan (*sustainable development*).

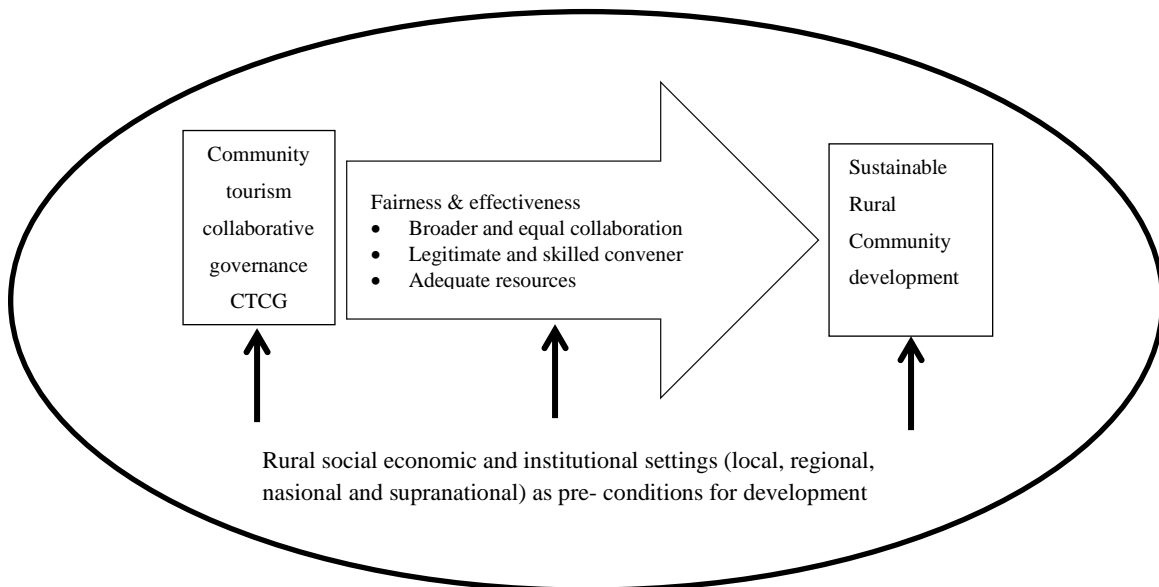
Pembangunan pariwisata akhir-akhir ini menjadi sebuah *trend centre* di negara-negara dunia, termasuk Indonesia. Pariwisata menjadi sektor yang tidak pernah usang dikala sektor-sektor yang lain melemah. Pariwisata adalah sebuah sistem yang memiliki unsur-unsur antara lain pelaku, proses penyelenggaraan, kebijakan, penyediaan (*supply*) dan permintaan (*demand*), politik, dan sosial dimana unsur-unsur tersebut saling berinteraksi dengan satu sebagai perantara yang lainnya. Dalam kerangka kesisteman tersebut pendekatan terhadap fungsi dan peran pelaku, dampak lingkungan, pengetahuan, kesejahteraan masyarakat serta kesetaraan dalam proses pembangunan pariwisata menjadi hal yang sangat penting (Subadra & Nadra, 2012).

Isu strategi pengembangan pariwisata saat ini adalah pembangunan kepariwisataan yang berorientasi pada pemberdayaan masyarakat. *Community Based Tourism* (CBT) muncul sebagai alternatif dari arus utama (*mainstream*) pengembangan pariwisata (Wiwin, 2018). Komunitas masyarakat lokal menjadi hal penting karena kepariwisataan tidak lepas dari sumberdaya dan keunikan komunitas lokal baik berupa elemen fisik maupun non fisik (tradisi dan budaya) yang merupakan unsur penggerak pariwisata itu sendiri (Sunaryo, 2013). Perkembangan pariwisata yang berkelanjutan disebuah komunitas tidak dapat dicapai tanpa keberlanjutan komunitas itu sendiri (Richards and Hall, 2004). Keberadaan CBT dan pencapaian pariwisata yang berkelanjutan merupakan sebuah rangkaian yang tidak terpisah. Sharpley sebagaimana yang dituliskan oleh

FISIP, University of Jember presented the International Conference and Call Papers 2021
 “Rebuilding Tourism for the Future: Collaborative Innovation Strategies”

Keyim, (2016) bahwa “ the principles of sustainable tourism include, among others, the encouragement and expectation of local communities participation tourism (planning, development and control) with the support of the government and industry, and assurance of the equitable sharing of tourism benefits among all stakeholders. CBT secara konseptual menempatkan masyarakat lokal untuk terlibat dalam kontrol dan manajemen pengembangan pariwisata dengan memperhatikan tiga unsur penting yakni 1) keterlibatan masyarakat lokal dalam mamajemen dan pengembangan pariwisata, 2) pemerataan akses ekonomi bagi seluruh lapisan masyarakat, 3) pemberdayaan *capacity building* masyarakat lokal yang bertujuan meletakkan masyarakat lokal sebagai pengambil keputusan (Hausler, 2005).

CBT akan terlaksana dengan baik bila terdapat kerjasama antar pihak yang ‘seharusnya’ terlibat. Kolaborasi merupakan instrumen untuk menyatukan perbedaan sudut pandang serta sebuah konsep untuk menjelaskan hubungan kerjasama melalui penggabungan pemikiran pihak-pihak tertentu (Leever et al., 2010). *Collaborative governance* merupakan strategi baru dalam tata kelola pemerintahan dimana para pemangku kebijakan berkumpul dalam forum yang sama untuk membuat konsensus dengan melibatkan aktor non pemerintahan dalam proses pembuatan kebijakan kolektif untuk membuat serta mengimplementasikan kebijakan publik, mengelola program maupun aset publik (Ansell & Gash, 2008). Jika konsep *Community Tourism* dan *Collaboratif Governance* (CTCG) dibangun dalam sebuah framework digambarkan sebagai berikut:



Gambar 1. A Framework of the CTCG and Pillars of Development
Sumber: Keyim, 2016

Tidak ada aktor tunggal dalam mewujudkan pembangunan pariwisata yang berkelanjutan. Jangkauan dan kolaborasi antar negara dan aktor non negara adalah sangat diperlukan guna menggabungkan dan memanfaatkan sumberdaya (*knowledge, skill dan capital*) agar dapat berkontribusi untuk meningkatkan taraf sosial ekonomi masyarakat lokal. Untuk memaksimalkan kontribusi terhadap kesejahteraan masyarakat lokal maka semua stakeholder di komunitas harus

terlibat sedalam pengembangan dan manajemen pariwisata (Inskip, 1991 sebagaimana dikutip Keyim 2016).

3. Metodologi

Penekanan utama penelitian ini adalah untuk menggambarkan pola *Community Tourism Collaborative Governance* (CTCG) dengan desain penelitian kualitatif. Untuk menganalisis pola CTCG mengacu pada tahapan analisis Mc Nabb (McNabb, 2015) dengan lima prosedur analisis yakni: 1) *organize the data*, 2) *generate categories, themes, and pattern*, 3) *code the data*, 4) *apply the idea*, 5) *search for alternative explanation* and 6) *write and present the report*.

Komunitas Tanoker telah berkontribusi terhadap berbagai aspek kegiatan antara lain pemberdayaan masyarakat lokal, pengembangan kegiatan ekonomi dan kegiatan sosial. Seiring berjalannya waktu, Tanoker bertransformasi sebagai sebuah kelompok yang tidak hanya sadar sosial tapi juga sadar wisata. Realitas Tanoker sebagai kelompok masyarakat yang banyak berkegiatan dalam bidang pengembangan pariwisata melalui pemberdayaan masyarakat lokal merupakan hal yang menarik untuk dikaji jadi sisi keilmuan. Bagaimana *Community Based Tourism* (CBT) berhasil berjalan serta bagaimana menyatukan (*engagement*) CBT dalam bingkai *collaborative governance*.

Data yang dibutuhkan dalam penelitian ini adalah data sekunder dan data primer. Data sekunder diperoleh dari penelusuran dokumen-dokumen terkait sedangkan primer diperoleh dari wawancara dengan informan yang berkompeten dengan maksud dan tujuan penelitian.

4. Hasil Dan Pembahasan

A. Kiprah Tanoker Sebagai *Community Based Tourism*

Tanoker merupakan kelompok masyarakat di Desa Ledokombo, Kecamatan Ledokombo, Kabupaten Jember, Jawa Timur yang memberikan perhatian kepada anak buruh migran setempat dengan berbagai kegiatan seni, budaya, dan ekonomi lokal. Kelompok ini awalnya digagas pasangan suami-istri Suporahardjo dan Farha Ciciek yang kemudian menjadi motor gerakan sosial di sana.

Gagasan awal berdirinya Kelompok masyarakat Tanoker adalah memberikan ‘perhatian kepada anak-anak para buruh migran sehingga kelompok ini memberikan perhatian khusus kepada anak-anak. Seiring berjalannya waktu, kelompok ini bertransformasi tidak hanya membantu menangani masalah anak-anak para buruh migran akan tetapi bergerak kearah wisata dan pemberdayaan. Hal ini dilarabelakangi oleh situasi krusial di wilayah Ledokombo terkait bidang pendidikan, kesehatan dan kemiskinan.

Terdapat 5 unit kegiatan utama komunitas Tanoker ini yakni: 1) unit pendampingan anak, 2) unit kerajinan tangan, 3) unit pendampingan TKI, 4) unit pertanian dan 5) unit *event organizer*. Sebagaimana diakses dari tanoker.org yang diakses pada 2/03/2020, unit kegiatan itu diaplikasikan kedalam beberapa aktifitas antara lain:

1. Outbond Polo Lumpur

Merupakan suatu permainan polo yang dilakukan di area lumpur persawahan dengan kontur tanah yang agak tinggi lapangan polo ini bisa melihat pemandangan hijau yang sangat indah dikelilinginya. Permainan terdiri dari 2 tim dengan 15 orang disetiap timnya dengan wasit sebagai pengatur jalannya permainan. Tidak jauh dari area polo lumpur juga terdapat air terjun antrokan sehingga setelah bermain polo lumpur dapat langsung membersihkan diri kemudian bilas di kamar mandi.

2. Outbond permainan tradisional

Pada Era sekarang permainan tradisional sudah banyak ditinggalkan oleh generasi muda baik di pedesaan maupun perkotaan. Semakin hari kita semakin dimanjakan dengan kecanggihan teknologi dan semakin meninggalkan permainan tradisional yang mendidik dan mengasikkan. Tidak ingin permainan-permainan tradisional musnah kampung wisata belajar hadir menawarkan berbagai macam permainan tradisional yang sudah sangat jarang dimainkan oleh generasi sekarang. Diantara permainan yang dapat dimainkan adalah petak umpet, bentengan, egrang, kelereng, gatrik, lompat tali, ular naga, englek, congklak, bekel, gasing, gobak sodor, layangan, bakiak, hulahup, dan lain-lain

3. Susur Sungai

Kecamatan Ledokombo terletak di lereng pegunungan yang banyak aliran air jernih yang masih segar dan bersih. Banyak sumber mata air dan air terjun yang bisa langsung kita nikmati keindahannya. Luasnya lahan pertanian yang hijau pepohonan menambah Asri disetiap mata memandang. Perjalanan susur sungai ini ditempuh dengan 2.5 jam menggunakan ban. Ditengah perjalanan kita akan disuguhi dengan minuman susu jahe hangat agar kondisi badan hangat dan vit untuk melanjutkan susur sungai.

4. Festival Egrang

Festival egrang sebagai ajang kreativitas melestarikan kearifan lokal dengan permainan tradisional egrang. Rangkaian acaranya berupa pawai egrang dengan beberapa defile yang unik dan disertai dengan tarian dan atraksi seru dan megangkan di atas egrang dengan mempuh jarak 1 km dijalan utama Kecamatan Ledokombo dan diikuti oleh puluhan defile egrang dari berbagai penjuru Jember.

5. Wisata Egrang

Egrang menjadi simbol kebangkitan masyarakat Ledokombo, dari egrang kita belajar bahwa hidup perlu perjuangan. Tidak mudah untuk bisa naik egrang perlu keseimbangan yang luar biasa. Dengan egrang masyarakat belajar jatuh bangun dalam membangun peradaban, meningkatkan kesejahteraan melalui peningkatan kapasitas diri dan kewirausahaan. Bagi pengunjung yang datang ke Ledokombo bisa belajar melatih keseimbangan berjalan di atas egrang.

6. Malam tanpa lampu

Nuansa pedesaan masih teasa kental dikawasan Ledokombo. Jalan setapak, terbatasnya fasilitas transportasi umum, hamparan lahan pertanian yang sangat luas, jalan berliku khas pegunungan, gemericik air menawarkan suasana " Malam tanpa Lampu " pagi pengunjung yang ingin merasakan suasana pedesaan Tempo Doloe. Penerangan lampu obor dan bermalam di pondok kayu.

7. Menjadi Petani Sehari

Berangkat ke sawah di pagi hari melewati pematang sawah menggunakan caping, menanam ataupun panen hasil pertanian, menikmati segarnya air kelapa muda yang dipetik langsung dari pohon. Merasakan makan sensasi makan siang di pematang sawah, dan membersihkan diri di saluran irigasi tradisional.

8. Tanocraft

Ketika berkunjung ke Ledokombo tidak lengkap rasanya jika tidak membawa pulang oleh-oleh khas. Tanoker handicraft atau Tanocraft adalah artshop pusat oleh-oleh khas Ledokombo karya ibu-ibu kelompok kerajinan yang sebagian besar pengrajinnya adalah mantan Pekerja Migran Indonesia yang saat ini telah terdiri dari 7 kelompok kerajinan

tersebar dari berbagai daerah kecamatan Ledokombo. Di Tanocraft juga ditawarkan Handicraft fast course (Kursus Singkat) bagi pengunjung yan ingin membuat kerajinannya sendiri.

9. Pasar Lumpur

Pasar yang terletak di Area Polo Lumpur selalu hadir di hari minggu akhir bulan. Diawali dengan senam di pagi hari kemudian dilanjutkan dengan berbagai outbond bersama anak – anak komunitas belajar tanoker. Pasar Lumpur Menawarkan berbagai kuliner khas pedesaan yang sehat dan unik dari makanan berat hingga makanan ringan. Selain makanan di pasar lumpur juga ada stand kerajinan unik karya ibu-ibu ledokombo. Di akhir kegiatan, pengunjung akan dimanjakan denan permainan tradisional Polo Lumpur yang asik dan menyenangkan.

10. Ruang pertemuan

Suasana berbeda dalam penyelenggaraan rapat dan pertemuan bisa didapatkan di Ledokombo, baik indoor maupun outdoor. Lokasi yang rindang pepohonan, nyaman digunakan sebagai tempat pertemuan yang lebih ingin dekat dengan alam. Pertemuan di aula tanpa jendela dengan pemandangan hijau memukau, pertemuan dirumah panggung, pertemuan di area persawaha dengan angin semilir dan pemandangan dilereng pegunungan, juga pertemuan diarea kebun belajar yang asri disertai gemericik air alami.

11. Homestay

Berbagai homestay tersedia mulai dari yang paling sederhana hingga rumah modern. Homestay ini merupakan rumah warga yang terdiri dari berbagai profesi sehingga pengunjung dapat berinteraksi langsung dengan masyarakat ledokombo. Selain homestay tersedia juga rumah panggung yang bisa digunakan untuk rame-rame dan cottage “pondok ceria” yang bisa digunakan satu keluarga.

Berbagai kegiatan diatas pada walnya adalah sebagai bentuk kepedulian kelompok masyarakat terhadap anak-anak para buruh migran. Namun dalam perjalanannya kegiatan kelompok/komunitas tanoker mengarah kepada pemberdayaan masyarakat. Segala aktifitas yang dilakukan oleh komunitas ini kemudian dibingkai dalam sebuah kemasan yang menarik sehingga menjadi objek dan daya tarik bagi masyarakat baik masyarakat lokal, regional bahkan internasional.

B. Membangun Kolaborasi dalam Konteks *Collaborative Governance*

Berbagai kegiatan yang dilakukan oleh komunitas Tanoker bukanlah tanpa kendala. Kendala utama dalam aktifitas kelompok ini adalah kendala pendanaan. Berbagai kegiatan yang dilakukan oleh kelompok ini adalah mengandalkan dan memanfaatkan sumberdaya internal. Sebenarnya pemerintah haruslah ‘peka’ terhadap persoalan ini, mengingat begitu berartinya kegiatan komunitas ini bagi keberlangsungan kehidupan masyarakat setempat.

Inisiatif (komunitas) sendiri dirasa sangat diperlukan dalam membangun kerjasama baik dengan pemerintah maupun swasta. Ketika inisiasi ini sudah diketahui oleh pemerintah maka pemerintah harus membangun interaksi dengan masyarakat maupun pihak swasta dalam bingkai kolaborasi. Kolaborasi membutuhkan penyatuan berbagai pihak untuk mencapai suatu tujuan yang sama (Anandarajan, 2010). Kolaborasi merupakan instrumen untuk menyatukan perbedaan sudut pandang serta sebuah konsep untuk menjelaskan hubungan kerjasama melalui penggabungan pemikiran pihak-pihak tertentu (Leever et al., 2010).

Sebagai sebuah instrumen untuk mengatasi masalah, *collaborative governance* berperan sebagai penengah agar aktor dapat merumuskan kesepakatan yang sama terhadap suatu masalah (Ansell & Gash, 2008). Proses *collaborative governance* terdiri dari berbagai komponen (Emerson et al., 2012) antara lain:

Tabel 1. A Diagnostic or Logic Model Approach to Collaborative Governance

<i>Collaborative Dynamics</i>	<i>Principled Engagement</i>	<i>Discovery</i>
		<i>Deliberation</i>
		<i>Determinasi</i>
		<i>Mutual Trust</i>
	<i>Shared Motivation</i>	<i>Mutual Understanding</i>
		<i>Internal Legitimacy</i>
		<i>Shared commitment</i>
		<i>Procedural and institutional arrangement</i>
	<i>Capacity for Joint Action</i>	<i>Leadership</i>
		<i>Knowledge</i>
		<i>Resources</i>
<i>Outputs Collaborative Actions</i>	<i>Securing endorsements</i>	
	<i>Enacting policy, law or rule</i>	
	<i>Marshalling resources</i>	
	<i>Deploying staff</i>	
	<i>Enacting new management practice</i>	
<i>Collaborative outcome and impact</i>	<i>Will depend on context</i>	

	<p><i>and charge,</i></p> <p><i>but aim is to</i></p> <p><i>alter pre-existing</i></p> <p><i>or projected</i></p> <p><i>conditions in</i></p> <p><i>System Context</i></p>	
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Sumber: Emerson, Nabatchi and Balogh, 2012

1. Collaborative Dynamics:

Dalam melihat dinamika kolaborasi, Emerson memandang dinamika kolaborasi sebagai siklus interaksi yang oriteratif dengan tiga komponen yakni *Principled Engagement*, *Shared Motivation*, dan *Capacity for Joint Action* (Emerson, Nabatchi & Balogh, 2012).

Principled Engagement

Merupakan sebuah proses penggerakan yang terjadi secara terus menerus dalam sebuah kolaborasi dan menyangkut penyatuan prinsip. Langkah awal dalam penggerakan prinsip ini adalah memilih aktor yang terlibat serta mengetahui karakteristik aktor tersebut. Dalam penggerakan prinsip ini terdapat tiga elemen yakni *discovery*, *deliberation*, *determinasi*.

Discovery merupakan aktifitas pengungkapan kepentingan dari aktor tersebut untuk terlibat dalam kolaborasi. Aktifitas pengungkapan kepentingan aktor baik pada level individu maupun level kelompok/kelembagaan diperlukan untuk membangun ‘*shared meaning*’ (Emerson, Nabatchi & Balogh, 2012). Jika kepentingan para aktor dapat terungkap manakala terdapat deliberasi dan diskusi bersama. Dalam konteks komunitas Tanoker, inisiasi untuk mengungkap kepentingan aktor adalah datang dari personal penggagas/pendirinya. Kepedulian sosial awalnya muncul dari pribadi akan tetapi kemudian diaktualisasikan kedalam beragam bentuk kegiatan terutama kegiatan bagi anak-anak buruh migran.

Deliberation merupakan aktifitas ‘pelibatan’ aktor dalam proses kolaborasi. Kolaborasi dikatakan berkualitas manakala proses deliberasi mampu menjadi wadah untuk mengembangkan inovasi dan kreasi, para aktor tidak takut untuk mengambil sebuah tindakan kreatif ketika terjadi permasalahan tak terduga karena tidak ada tekanan untuk bertindak sesuai dengan yang diperintahkan (Arrozaaq, 2016). Secara realitas dilapang, aktor yang terlibat dalam proses kegiatan adalah masyarakat (mulai anak-anak, ibu-ibu, bapak-bapak dan bahkan eyang-eyang) ikut aktif dalam berbagai kegiatan. Ada hal yang menarik terkait keterlibatan aktor pemerintah. Komunitas Tanoker bekerjasama dengan pemerintah desa, keterlibatan pemerintah Kabupaten kurang nampak.

Determinations merupakan serangkaian determinasi yang dibedakan menjadi dua yakni *procedural decision* (agenda setting kolaborasi, penjadwalan diskusi, membentuk kelompok kerja) dan *substantive determination* yakni hasil dari kesepakatan bersama dan rekomendasi final. Agenda setting kolaborasi (antara komunitas dengan masyarakat) selama ini diatur oleh komunitas itu sendiri sehingga menghasilkan kesepakatan dan rekomendasi final.

Shared Motivation

Motivasi bersama merupakan siklus penguatan diri yang terdiri dari empat elemen yang saling menguntungkan yakni *mutual trust*, *mutual understanding*, *internal legitimacy*, *shared commitment* (Emerson, Nabatchi & Balogh, 2012).

Mutual trust, artinya membangun kepercayaan bersama. Kepercayaan merupakan bagian penting dalam sebuah kerjasama. Dalam hal ini kepercayaan dikonseptualisasikan sebagai mekanisme yang akan menghasilkan rasa saling mengerti antar stakeholder yang pada akhirnya akan menghasilkan legitimasi bersama. Kepercayaan akan membentuk karakter mengesampingkan kepentingan individu demi kepentingan dan tujuan bersama. Kegiatan yang dilakukan oleh Komunita Tanoker tidak lepas dari kepercayaan yang kuat antara anggota kelompok. Sikap saling mendukung dan menguatkan adalah kunci keberhasilan komunitas ini dalam melaksanakan kegiatannya.

Mutual understanding, merupakan pemahaman bersama yang dimaksud untuk membuat sesama stakeholder saling mengerti dan menghargai posisi dan kepentingan stakeholder yang lain (Arrozaq, 2016). Dibutuhkan pemahaman bersama dan pemahaman yang sama antar aktor baik dari sisi pemerintah, pelaku usaha wisata, maupun masyarakat. Dari sisi *mutual understanding*, hal yang agak ‘timpang’ yakni kepedulian dan support dari pemerintah daerah yang dirasa kurang. Kelompok Tanoker berupaya memaksimalkan sumberdaya yang dimilikinya dalam melaksanakan program maupun kegiatannya

Internal legitimacy, merupakan pengakuan yang berasal dari internal proses kolaborasi. Legitimasi internal, pemahaman bersama dan kepercayaan bersama merupakan tiga elemen yang saling terkait (Arrozaq, 2016). Internal legitimasi ini dapat diaktualisasikan melalui *shared commitment*. *Shared commitment*, dalam hal ini komitmen membuat para aktor berinteraksi lintas organisasi sehingga terbentuk komitmen bersama.

Capacity for Joint Action

Kapasitas bersama disini adalah *a collection of cross functional elements that come together to create the potential of taking effective action* (Emerson, Nabatchi & Balogh, 2012). Terdapat empat komponen penting dalam kapasitas bersama yakni *procedural and institutional arrangement*, *leadership*, *knowledge*, *resources*.

Procedural and institutional arrangement, dilaksanakan melalui pembentukan aturan-aturan bersama yang mungkin awalnya hanya berbentuk aturan informal namun seiring berjalannya waktu maka dibutuhkan formalitas seperti pembentukan aturan dan undang undang atau payung hukum.

Leadership, memegang peranan penting dalam sebuah kolaborasi. Berbagai peran pemimpin selama proses kolaborasi menurut Emerson, Nabatchi and Balogh, 2012 sebagaimana dikutip Arrozaq, 2016 antara lain: 1) sebagai pihak yang menggali dukungan untuk kolaborasi, 2) penginisiasi pertemuan, 3) fasilitator dan mediator, 4) representasi dari aktor dan kolaborasi secara keseluruhan, 5) pendistributor pengetahuan, 6) mendorong penggunaan teknologi dalam pengetahuan, 7) melakukan advokasi pada publik.

Knowledge is information combined with understanding and capability: it lives in the mind of people... Knowledge guides action, whereas information and data can merely inform or confuse (Groff & Jones dalam Emerson, Nabatchi & Balogh, 2012). Pengetahuan adalah kombinasi dari

informasi dengan memahami informasi itu dan menambah kapabilitas. Pengetahuan yang dimiliki akan membawa pada sebuah tindakan dan yang penting adalah bagaimana mendistribusikan pengetahuan dan memanfaatkannya bagi proses kolaborasi (Arrozaq, 2016).

Resources, adanya pertukaran maupun penggabungan sumberdaya merupakan salah satu keuntungan kolaborasi (Thomson and Perry 2006 sebagaimana dikutip oleh Emerson, Nabatchi & Balogh, 2012). Sumber daya disini meliputi pendanaan finansial, pembagian waktu dan peran, dukungan teknis dan administratif pelaksana kegiatan, saling melakukan pendampingan, kebutuhan keahlian analisis kolaborasi (Emerson, Nabatchi & Balogh, 2012 sebagaimana dikutip Arrozaq, 2016). Hal yang menjadi kendala dalam pelaksanaan program maupun kegiatan komunitas Tanoker adalah dari sisi pembiayaan. Selama ini pembiayaan diperoleh dengan mengoptimalkan sumberdaya sendiri. Dukungan pembiayaan dari pemerintah baik pusat maupun daerah masih sangat terbatas.

2. Collaborative Actions

Tindakan kolaborasi amat beragam, seperti pemberdayaan masyarakat, penetapan proses perijinan, pengumpulan sumberdaya, monitoring sistem/praktik manajemen baru. Dalam Komunitas Tanoker, tindakan kolaborasi lebih banyak mengarah kepada pemberdayaan masyarakat lokal. Kegiatan maupun gerakan sosial yang diwujudkan antara lain: Gerakan Sosial Sekolah Ibu-ibu, Sekolah Bapak-bapak, Sekolah Eyang-eyang serta Gerakan Ekonomi Kelompok Tani

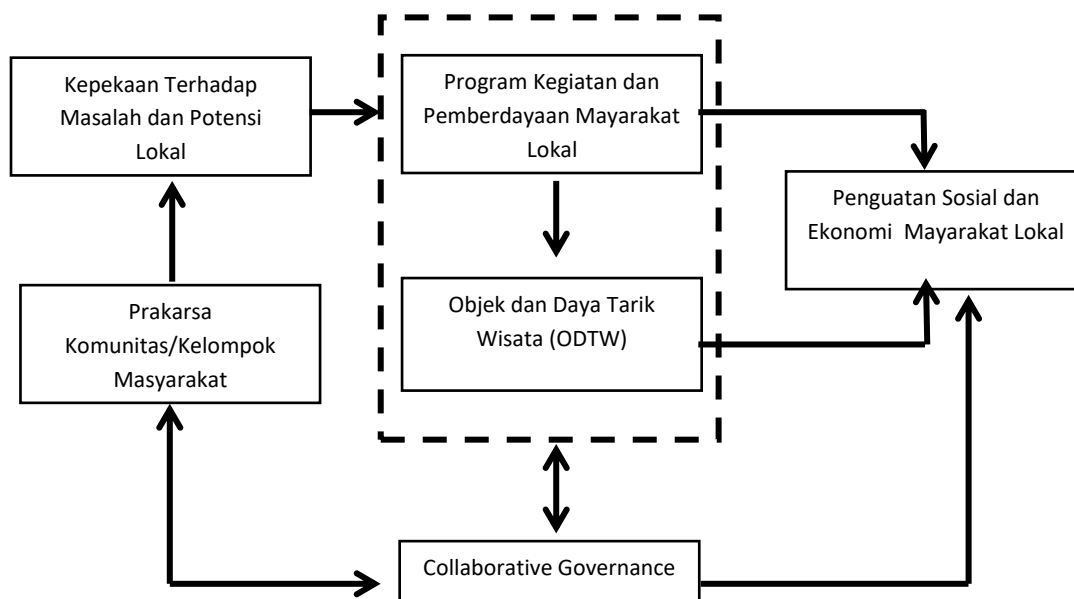
3. Collaborative outcome and impact

Collaborative outcomes merupakan dampak yang ditimbulkan selama proses kolaborasi. Dampak yang diharapkan adalah berupa hasil-hasil positif yang akan menimbulkan semangat bagi para aktor dan masyarakat.

Banyak hasil positif yang sudah dirasakan oleh warga masyarakat terutama di Desa Ledokombo. Berbagai kegiatan 'Sekolah' menjadikan warga masyarakat memiliki pola pikir yang maju. Kegiatan pemberdayaan ekonomi telah secara nyata membawa masyarakat lokal kedalam tingkat perekonomian yang lebih baik.

C. Engagement antara Community Tourism dan Collaborative Governance dalam Bingkai Community Tourism Collaborative Governance (CTCG)

Komunitas masyarakat lokal menjadi hal penting karena kepariwisataan tidak lepas dari sumberdaya dan keunikan komunitas lokal baik berupa elemen fisik maupun non fisik (tradisi dan budaya) yang merupakan unsur penggerak pariwisata itu sendiri (Sunaryo, 2013). Tidak ada aktor tunggal dalam mewujudkan pembangunan pariwisata yang berkelanjutan. CBT akan terlaksana dengan baik bila terdapat kerjasama antar pihak yang 'seharusnya' terlibat. Kolaborasi merupakan instrumen untuk menyatukan perbedaan sudut pandang serta sebuah konsep untuk menjelaskan hubungan kerjasama melalui penggabungan pemikiran pihak-pihak tertentu (Leever et al., 2010). Penyatuan konsep *community based tourism* dan *collaborative governance* dalam tindakan teknis digambarkan sebagai berikut:



Gambar. Penyatuan Konsep *Community Based Tourism* dan *Collaborative Governance* dalam Tindakan Teknis

Sumber: analisis peneliti

Belajar dari komunitas Tanoker, berdirinya kelompok masyarakat ini diawali oleh keprihatinan terhadap kondisi sosial dan ekonomi masyarakat setempat. Bentuk kepedulian kelompok ini terhadap masalah sosial dan ekonomi diwujudkan dalam beragam kegiatan baik yang bersifat edukasi maupun pemberdayaan. Beragam kegiatan baik edukasi dan pemberdayaan itu ternyata mampu menjadikannya sebagai sebuah objek wisata bagi masyarakat. Untuk menjaga keberlangsungan serta peningkatan kegiatan komunitas ini maka kerjasama dan kolaborasi harus dilakukan. Kerjasama dan kolaborasi yang dilakukan yakni dengan stakeholder terkait yakni pemerintah, non pemerintah (swasta) maupun masyarakat itu sendiri. Segala kegiatan yang dilakukan oleh komunitas ini tujuan utamanya yakni meningkatkan taraf sosial dan ekonomi masyarakat setempat.

5. Kesimpulan

Komunitas masyarakat lokal menjadi hal yang penting ketika komunitas tersebut mampu memberikan kontribusi terhadap peningkatan sosial ekonomi masyarakat lokal. Kelompok sadar wisata (CBT) diharapkan sebagai motor penggerak partisipasi dan pemberdayaan masyarakat sehingga masyarakat benar-benar terlibat dan merasakan manfaat sosial dan ekonomi dari pembangunan pariwisata.

Dalam realitasnya, CBT tidak dapat bertindak sebagai aktor tunggal. Harus ada kolaborasi antara pihak-pihak yang terkait baik pemerintah maupun non pemerintah (swasta). Terdapat beberapa hal yang perlu diperhatikan dalam desain penyatuan *community based tourism* (CBT) dalam bingkai *collaborative governance* sehingga menjadi desain *community tourism collaborative governance* (CTCG) yakni: 1) pentingnya menumbuhkan prakarsa dan inisiasi kepada masyarakat

lokal untuk peka terhadap masalah dan potensi lokal, 2) mengemas masalah dan potensi lokal dalam sebuah program dan kegiatan kemasyarakatan, 3) mendesain program dan kegiatan masyarakat lokal sebagai sebuah destinasi yang menarik, 4) pemerintah sebagai aktor utama harus memberikan dukungan dan berkontribusi terhadap program dan kegiatan komunitas dengan menggerakkan berbagai *stakeholder*.

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*FISIP, University of Jember presented the International Conference and Call Papers 2021
“Rebuilding Tourism for the Future: Collaborative Innovation Strategies”*