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# APPLICATION OF ANALYTIC HIERARCHY PROCESS (AHP) METHOD IN COMPARING STAKEHOLDER PERCEPTIONS OF TOURISM IMPACT IN MENTAWAI ISLANDS

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## Abstract

*Tourism has become one of the important industries in the Mentawai Islands. Some people depend on the tourism sector. The tourism sector does not come without any consequences or impacts, both positive and negative. Each tourism stakeholder has a perception of the tourism impact. It is necessary to trace stakeholders' perceptions of the impact of tourism on a tourist destination so that these perceptions can be a reference in tourism development that can represent the interests of all parties. This study explored stakeholder perceptions of tourism impact in the Mentawai Islands. The stakeholders studied in this study are local governments and local communities. This quantitative research used the Analytic Hierarchy Process (AHP) approach to obtain priority impacts from both stakeholder groups. Analyzing stakeholder perceptions seldom use the AHP method. The method is different from quantitative methods in general. A mathematical approach determines stakeholder perceptions of tourism impacts instead of statistical approaches. The tourism impact focused on three main impacts, i.e., economic, socio-cultural, and environmental impacts. The study shows that local governments' perceptions of the tourism impact are dominant in the economic impact (40.14%). Meanwhile, the local community's perceptions tend to the environmental impact (40.24%). When compared, several impact criteria are considered equally important by both stakeholder groups. Based on this, the comparison of these two stakeholder perceptions can be a reference in the development of tourism in the Mentawai Islands.*

**Keywords:** AHP, Mentawai, perception, tourism impacts

## INTRODUCTION

Indonesia is well known as a world-class tourism destination. Tourism development in Indonesia had very dynamic over the past few decades. This situation impacts the national economy and increases the country's foreign exchange. Tourism is one of the fastest-growing industries in the world and is an economic driver in many developing countries. Tourism provides job opportunities and can encourage the improvement of other industries that support the tourism industry itself (Baiquni et al., 2013).

The tourism sector and the economy have a good reciprocal relationship or provide mutual benefits and impacts on the economy are caused by many things such as employment, income, government, and foreign direct investment (Yazdi et al., 2017). Based on data from Statistics Indonesia (BPS, n.d.), the tourism contribution positively impacts the country's foreign exchange contribution, which contributed 16,426 billion US dollars in 2018. In addition, the proportion of tourism's contribution to GDP from 2015-2017 shows a figure of more than four percent per year.

In addition to having a good impact on the economy on a national scale, tourism also impacts the socio-economic community. There is a positive influence of tourism on society. This influence can be on improving the quality of community education, opening new jobs, and increasing business opportunities (Hamzah et al., 2018). The existence of tourism also has an impact on the quality of life of the community as a positive impact (Woo et al., 2016). Income from the tourism sector is not only obtained from the amount of tourist expenditure but can also encourage foreign investment (Paramati et al., 2016).

Tourism in Indonesia has been known to foreign countries and has become one of the favorite destinations for tourists. One of the tourist destinations in Indonesia is the Mentawai Islands. Surfing tourism has become the main attraction in the Mentawai Islands. Surfers come from around the world to get experience riding the beautiful waves. In general, tourism in the Mentawai Islands has a good impact on the regional economy but also has a negative impact that comes with it (Towner & Davies, 2018). Unequal income distribution and the participation of local communities that are lacking are some of the negative impacts of tourism that are found (Towner, 2016a; Towner & Davies, 2018; Towner & Milne, 2017). This condition is also caused by poor tourism management which stimulates these negative impacts (Towner, 2016b).

The impact of tourism activities occurs in various sectors. These impacts can be positive or negative, based on research done by Darmawan et al. (2020). Determination of tourism impact needs to consider the standing point of the assessor (Mason, 2020). Both determine depending on the position of the assessment (Mason, 2020).

The discussion of the impact of tourism is a complex one. The Tourism Area Life Cycle (TALC) concept suggests that the tourism impact will differ over time. The impact felt at the beginning of its development is more dominant positive than negative, when the negative impacts become more visible then it needs to be rejuvenated (Butler, 1980). This concept has been proven by many researchers. Research in Tunisia showed that the further tourism exists, the more it causes many negative effects (Widz & Brzezińska-Wójcik, 2020).

Most topics about the impact of tourism only discuss the impact that arises on these tourist destinations. Tourism has a much further impact. Even tourism can have an impact



on tourists themselves. The tourism impact on tourists is in the decision-making for future trips. Tourists have a lot of consideration in determining the destination and activities they want to do because they are influenced by previous travel experiences (Mason, 2020).

In general, the impact of tourism is widely discussed in various literature, at least related to three sectors, namely economic, socio-cultural, and environmental as stated by Mason (2020) and Luštický and Musil (2016). Tourism is an activity to accommodate the movement of people who travel. The more humans move, the more benefits tourism will benefit to the economy, both micro and macro (Damanik et al., 2022). It makes tourism no longer seen as an activity but as a prospective commodity (Yoeti, 2008). The economic impact has a broad scope because it relates to the stakeholders' welfare involved (Mason, 2020). Positive tourism activities' impacts are contributions to generating foreign exchange, government revenues, job creation, and contributions to regional development (Mason, 2020).

The economic impact of the tourism sector on developed countries can be said to be small because it has a variety of other sources of income. As for developing countries, the economic impact can be huge due to various things, such as a lack of natural resources. So many developing countries depend on tourism as the leading foreign exchange earner (Williams & Lew, 2014).

Social and cultural local communities can initially become tourist attractions, especially in developing countries. Various ways of life and local culture make each tourist destination unique and in great demand for tourists. However, as time goes by, tourism continues growing will cause problems (Yoeti, 2008). The concept of the Tourism Life Cycle explains that tourism development will eventually arrive at a phase of decline (Butler, 1980).

Some of the social impacts of tourism are job creation, revitalization of undeveloped areas, preservation of local architecture, and help to promote the conservation of areas that need to be protected (Mason, 2020). Additionally, negative socio-cultural impacts are often studied by researchers. Negative impacts, from urbanization and stratification, are found in many developed tourist areas (Yoeti, 2008). Environment and tourism have a complex relationship. The interdependence between the two becomes very clear when the environment uses as a tourist attraction, and the existence of tourism encourages environmental preservation (Mason, 2020). Speaking of environmental impacts, one important thing that needs to be understood is the concept of the carrying capacity of tourist sites.

There are three types of carrying capacity used as a reference (Mason, 2020). First, environmental carrying capacity (physical) is a capacity related to how many people can be in a place. Second, ecological carrying capacity is a measure of damage to natural habitats. Measures how long a habitat can last until it is completely damaged. Finally, perceptual carrying capacity is a very subjective carrying capacity. This capacity cannot be measured quantitatively but only by the tourists' perception. The carrying capacity of this perception is a level of crowds that tourists can tolerate before choosing to go elsewhere.

Each stakeholder can differently feel the impact of tourism. Differences in interests and roles make stakeholders have their views and perceptions of the impact of tourism. Stakeholders' perceptions of the impact of tourism can also be in the form of expectations

from these stakeholders. Stakeholders as entities that can influence or be influenced by a development plan policy based on Freeman's concept, their perception of the impact of tourism has become particularly important. The stakeholders' concept has been developed until now (Jones et al., 2002). Stakeholders are considered crucial in tourism development. Many researches indicated potential conflict among stakeholder groups (Wang & Yotsumoto, 2019). Based on this reason, all stakeholders' roles and interests need to be mapped to conduct a sustainable tourism destination (Roxas et al., 2020).

Tracking stakeholder perceptions of tourism impacts related to approaches to sustainable tourism (Luštický & Musil, 2016). Understanding stakeholders' perceptions of tourism impacts is also the key to sustainable tourism development (Luštický & Musil, 2016). Based on this, it is necessary to explore stakeholder perceptions of the impact of tourism, especially for destinations that are still developing. Tourism authorities are perception tracing to accommodate all stakeholder interests.

Research on stakeholder perceptions of tourism impacts is not new (Luštický & Musil, 2016). There has been a lot of research on this topic conducted in various qualitative and quantitative approaches as done by several previous researchers, some of them are Styliadis et al. (2014), Vareiro et al. (2013), Gonzalez et al. (2018), and Darmawan et al. (2020). Those researches identify the perception of specific stakeholder groups.

This study tried to reveal the perceptions of tourism stakeholders in the Mentawai Islands with the AHP method and compare them with the perceptions of two stakeholder groups. Those stakeholder groups that become the main object of this study are Local Government and Local Community. This research approach with the AHP Method is novel research conducted in the Mentawai Islands, especially in exploring stakeholder perceptions of the impact of tourism.

## **METHODOLOGY**

This research uses a mathematical quantitative approach with the Analytic Hierarchy Process (AHP) method. Tracking stakeholder perceptions is not yet common. The AHP method, developed in the 1970s, was the first mathematical method used in decision-making systems (Saaty, 1988). Primary data in this study were collected using questionnaires as part of quantitative research methods (Sugiyono, 2013). This research questionnaire was adjusted according to the data analysis of the AHP method. Filling out questionnaires is carried out by pairwise comparison of each impact and criteria by providing assessments or known as judgments (Saaty, 2004). They are based on the fundamental scale of AHP in Table 1.



**Table 1.** AHP Fundamental Scale

No	Importance	Definition
1	1	Equal
2	3	Moderate
3	5	Strong
4	7	Very Strong
5	9	Extreme
6	2,4,6,8	Values between two adjacent consideration values

Source: Processed from various sources (Purwohandoyo & Sadali, 2018; Saaty, 1988, 2004)

Hernawati et al. (2021) briefly explained the steps in using the AHP method. Starting from identifying the problem to be solved; finding criteria and sub-criteria; performing pairwise comparisons on each element of criteria and sub-criteria; and calculating and normalization of ratio consistency values. The result of the pairwise comparison is into data which is then analyzed to see the priority of tourism impacts as a perception from stakeholders. The pairwise comparison result and priority impact are in Table 3 and Table 5. Every criterion from the tourism impact compares with one another. The result is in Table 4 dan Table 6, then the comparison between the two stakeholder groups is in Table 7.

As research variables commonly found in quantitative research with statistical methods, research variables with the AHP method are described using a conceptual framework known as the AHP hierarchy. The conceptual framework discussed in this study on the impact of tourism from economic impacts, socio-cultural impacts, and environmental impacts. This conceptual framework into a research questionnaire. AHP Conceptual Framework is in Table 2 below.

**Table 2.** AHP Conceptual Framework

No	Impacts	Criteria
1	Economics	Job Creation (EK1) Equal Income Distribution (EK2) Increased investment (EK3) Infrastructure and service improvements (EK4) Economic diversification (EK5)
2	Socio-Cultural	Increased local participation (SB1) Increased pride in local traditions (SB2) Strengthening local values and traditions (SB3)
3	Environment	Stimulate Biodiversity Maintenance (LK1) Local Architecture Conservation (LK2) Stimulate Environmental Awareness (LK3) Conservation Areas Promotion (LK4)

Source: Processed from various sources (Mason, 2020; Towner & Davies, 2018)

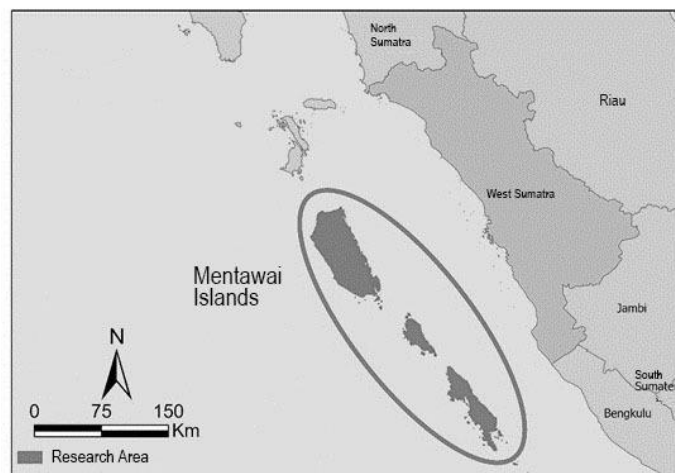
The research sample of the AHP method is not the same as the statistical method. The selected sample is an expert figure who can represent one stakeholder group (Purwohandoyo & Sadali, 2018). Samples determination refers to the concept of Rules of Thumb that is suitable for big area of research coverage and unidentified population (Tipton

et al., 2017). The interviews were conducted 14 times (n=14) from both stakeholder groups combined.

Research data collected with questionnaires were then processed using AHP analysis. The data analyzing process was carried out with the help of special data processing software for the AHP method, namely SpiceLogic Analytic Hierarchy Process software. The results of this research data processing are using descriptive analysis. A descriptive describes all samples or stakeholder groups and the results are general and concluding (Sugiyono, 2013).

Stakeholders as research objects are identified by looking at all entities that will affect and be affected by tourism development in the Mentawai Islands. The approach used is based on the understanding of stakeholders (Freeman, 1984). This research is limited to two stakeholder groups, i.e., local government, and local communities. This restriction clarifies perceptions of the impact of tourism on both stakeholder groups.

The study was conducted in 2022 and was in the Mentawai Islands (Figure 1). The islands have a lot of tourism potential, especially marine tourism, which has developed since the 80s, and is very interesting to be researched further. Speaking about tourism in the Mentawai Islands, it will not be separated from surfing tourism. In addition, surfing dominating tourist activities, surfing tourism is also the core of tourism activities in the archipelago-shaped regency. Many tourists attractions support tourism development. Statistics Indonesia (BPS) recorded 194 tourist attractions in the Mentawai Islands. Administratively, Mentawai Islands has ten sub-districts with a population of 87.623 inhabitants in 2020 (BPS Kab. Kepulauan Mentawai, 2021).



**Figure 1.** Research Location  
Source: Processed from primary data, 2023

## FINDINGS AND DISCUSSION

### Local Government Stakeholders

Local governments have the authority to make development decisions to improve the welfare of their communities. Development decisions and policies are in various fields, including tourism development policy. Local governments, as important stakeholders in tourism development in the Mentawai Islands, can have their perceptions of the impact of



tourism. Local governments' perceptions of tourism impact can provide an overview of development policies to be taken.

As mentioned above, questionnaires as a tool to collect data from the respondents. AHP collected, combined, and analyzed judgments made by respondents from local government stakeholders. The compilation of pairwise comparison can be seen in Table 3 below. The table shows that pairwise comparison between tourism impacts can be analyzed way further and generate priority of tourism impacts.

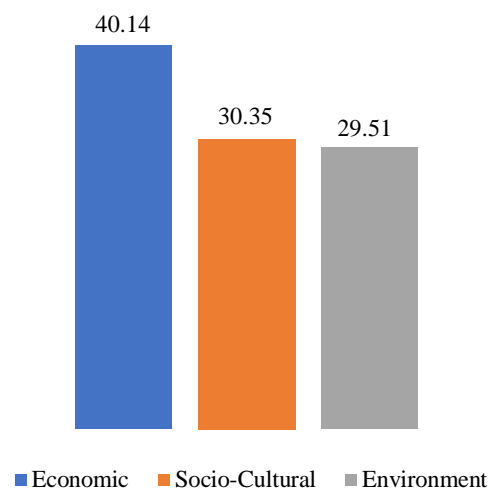
Based on the AHP analysis result conducted on the assessment given by the local government, the perception of the most crucial tourism impact is on the economy. The importance of the economic impact is 40.14% (Figure 2). The value of this level of importance explains that local governments think that tourism should have a positive impact on the regional economy.

**Table 3.** Compilation of Pairwise Comparison from Local Government Stakeholders

	<b>Economic</b>	<b>Socio-Cultural</b>	<b>Environmental</b>	<b>Priorities</b>
Economic	1.00	2.11	0.89	0.40
Socio-Cultural	0.47	1.00	1.61	0.30
Environmental	1.12	0.62	1.00	0.30

Source: Processed from primary data, 2023

The socio-cultural impact is the impact with the second priority, with an importance level of 30.35% (Figure 2). The socio-cultural impact on local governments is also important because the government indirectly must preserve local culture.



**Figure 2.** Local Government Perception on Tourism Impact

Source: Processed from primary data, 2023

The third priority is the environmental impact. The importance of this impact is 29.51% (Figure 2). Local governments play a significant role in environmental conservation because they have the authority to make regulations regarding it for the sustainability of tourism.

The general economic impact is the most significant impact for local governments. This economic impact is spelled out in several criteria. These criteria provide a specific picture of the economic impact criteria that are priorities for local governments.

The most important economic impact criteria are improved infrastructure and services (EK4) and increased employment (EK1). Local governments assume that improving regional infrastructure aims to meet the basic needs of the community. The existence of tourism increases the needs and movement of the community, so it also contributes to increasing the need for infrastructure and services. Therefore, this criterion is important for local governments. The importance was at 34.99% (Table 4).

Job creation (EK1) is a second-priority criterion. The importance of this criterion is 22.93% obtained from the processed AHP data (Table 4). It explains that the local government views that tourism activities in the Mentawai Islands can have a good impact on job creation. The importance of other criteria in economic impact is in Table 4 below.

Socio-cultural impacts are impacts with a second priority for local governments based on their importance. Many studies have highlighted the negative socio-cultural impact of tourism (Hamzah et al., 2018). However, tourism can also have a good impact on the socio-culture of the community in several ways (Mason, 2020). Local governments' perceptions of socio-cultural impact criteria based on the results of AHP analysis are as follows.

One of the criteria for socio-cultural impact is the strengthening of local values and traditions (SB3). It is the highest priority criterion with an importance level of 42.04% (Table 4). Local governments think that tourism has a good impact on strengthening local values and traditions. It is a step in the preservation of culture itself. The local traditions and culture of the Mentawai Islands have become one of the regional tourist attractions, and increasing the value of local culture is a way to preserve it.

In addition, the criteria for increasing local participation (SB1) are the second priority criterion. Increasing local participation is a positive impact that can arise in the community due to tourism. Especially if people think that tourism has a positive impact that can be felt. As for the government's perception, this criterion has a level of importance of 31.67% (Table 4). Local participation is very important for local governments in tourism development. The importance of other criteria can be seen in Table 4 below.

Environmental aspects are the third priority for the government. The most prominent criterion is the Environmental Awareness Stimulation (LK3) criterion. Environmental awareness in the community can arise from direct interaction with tourists. Tourists indirectly educate the community on the importance of environmental awareness. Therefore, the local government agrees that tourism activities can stimulate that. This criterion is assessed as a criterion with top priority by local governments. The importance of this criterion is 34.93% (Table 4).

The second criterion is the promotion of conservation areas (LK4). A conservation area is a protected area to maintain biodiversity. Tourism activities can help promote conservation areas. However, it can also happen the other way around, i.e., conservation areas as tourist destinations. The government considers that the promotion of conservation areas (LK4) is a criterion with an importance level of 29.31% (Table 4).



**Table 4.** Local Government Perception on Tourism Impact Criteria

No	Impact	Criteria	Priority
1	Economics	EK1	22.93%
		EK2	14.39%
		EK3	16.72%
		EK4	34.99%
		EK5	10.97%
2	Socio-Cultural	SB1	31.67%
		SB2	26.29%
		SB3	42.04%
3	Environment	LK1	22.76%
		LK2	13.00%
		LK3	34.93%
		LK4	29.31%

Source: Processed from primary data, 2023

#### Local Community Stakeholders

A community is a group of people who live in an area with a specific social system. The community is an essential stakeholder in tourism development because it is an entity in direct contact with tourism activities. The community feels the impact of tourism, both positive and negative. The community in the Mentawai Islands has a perception of these tourism activities' impact as part of the stakeholders in the development of tourism. Every judgment from each respondent, interviewed from this stakeholder group, was combined, and presented in Table 5 below.

**Table 5** Compilation of Pairwise Comparison from Local Community Stakeholders

	Economic	Socio-Cultural	Environmental	Priorities
Economic	1.00	1.88	0.61	0.34
Socio-Cultural	0.53	1.00	0.86	0.25
Environmental	1.63	1.16	1.00	0.40

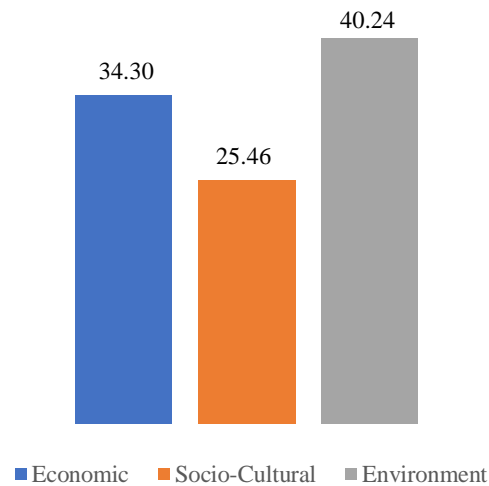
Source: Processed from primary data, 2023

Based on the level of importance, environmental impacts are the impacts that are considered the most important by the community. The importance of environmental impact is 40.24% (Figure 3). It explains that environmental impact is the most significant aspect to consider the impact expected by the community from tourism activities.

The economic impact is the second priority, with an importance level of 34.3% (Figure 3). The community of Mentawai Islands brings economic impact as a second priority, making it a reason that this aspect is also crucial. This aspect has a significant impact, especially concerning daily income.

The last impact that becomes a reference in the study of the perception of the impact of tourism in the Mentawai Islands is the socio-cultural impact. The socio-cultural impact has an importance rate of 25.46% (Figure 3). Socio-cultural impacts are considered by society even though they are the lowest priority impacts. Based on this, it seems that socio-cultural impacts remain influential impact, but do not dominate.

The economic impact is very important for local communities. Some of the Mentawai Islands depend on tourism activities as a source of income. Local people's perceptions of economic impact can reflect expectations of tourism impact.



**Figure 3.** Local Community Perception on Tourism Impact

Source: Processed from primary data, 2023

Infrastructure and service improvement (EK4) is one of the highest-priority economic impact criteria. People assume this criterion has an importance level of 25.12% (Table 6). Improving service infrastructure is very important for the community because it is related to the basic needs of the community. Part of the stakeholders in the community agrees that tourism activities can improve regional infrastructure and other services. They expect an increase in infrastructure and services directly.

Another criterion is Economic diversification (EK5). Economic diversification in society means that people have more job opportunities or diverse economic activities. The importance of this criterion is 26.38% (Table 6). Based on the level of importance makes this criterion the criterion with priority. It indicates that the local community understands and agrees that tourism activities can provide more diverse job opportunities.

The socio-cultural impact on society is directly related to various aspects of life. Tourism can initially have a positive impact, but it is growing and can have a negative impact. The same is with socio-cultural impacts in society (Butler, 1980).

The first criterion is increased local participation (SB1). Local participation is part of the positive impact of tourism activities, directly related to the community. Local participation can also as community participation itself. The importance of this criterion based on the processed AHP was 35.34% (Table 6). It makes the criteria partly the criteria with priority.

Furthermore, criteria for strengthening local values and traditions (SB3). People think that strengthening the values and traditions of some of the impacts of tourism is important. The community gives importance to this criterion is 34.39% (Table 6). Therefore, it explains that the local community attaches importance to the good impact of tourism activities in strengthening values and traditions rather than binding pride.

The environmental impact of tourism has been in the spotlight in recent times. The environmental impacts raised are mostly negative impacts as well as socio-cultural impacts. On the other hand, tourism can also have a good impact on the environment.

One of the important criteria for environmental impact is the Stimulation of Biodiversity Maintenance (LK1). The importance of this criterion is 20% (Table 6). Based on value, the importance level is the second priority. However, when compared to the other two criteria (LK2 and LK4), the importance level is relatively the same. However, in general, it can be complementary to creating tourism activities that can have an impact on the environment.

The environmental impact criterion that is the only criterion that is considered important is Environmental Awareness Stimulation (LK3). The importance of this criterion is 42.25% (Table 6). Therefore, the criteria successfully explain that the community agrees that tourism activities can have a good environmental impact in terms of stimulating the community in increasing environmental awareness. This assumption is a good impact on tourism because if the community already has awareness of the importance of environmental conservation, other impacts will also arise by themselves. Given the high level of importance of this criterion, the community will be able to participate in the sustainable development of tourism.

**Table 6.** Local Community Perception on Tourism Impact Criteria

No	Impact	Criteria	Priority
1	Economics	EK1	18.88%
		EK2	9.78%
		EK3	19.84%
		EK4	25.12%
		EK5	26.38%
2	Socio-Cultural	SB1	35.34%
		SB2	30.27%
		SB3	34.39%
3	Environment	LK1	20.00%
		LK2	18.37%
		LK3	42.25%
		LK4	19.38%

Source: Processed from primary data, 2023

#### Comparison of Stakeholder Perceptions

The perceptions of the two stakeholder groups show fundamental differences in the impact of tourism. Local governments expect economic impact as a dominant impact of tourism activities. Another case is with local communities that are more concerned with environmental impacts.

This difference in perception illustrates that there are different points of view from local governments and local communities. The perception of each stakeholder group can be interpreted as an expectation of the good impact of tourism. Local governments have greater expectations of economic impact. It explains that tourism activities in the Mentawai Islands must be able to have an impact on the regional economy. It is evidenced by the existence of several local government policies in regional tourism management (PERDA

Kab. Mentawai No. 1/2015, 2015; PERDA Kab. Mentawai No. 2/2015, 2015; PERDA Kab. Mentawai No. 8/2015, 2015). The three regional regulations further regulate regional tourism and retribution on tourist attractions. It is noticeably clear that the purpose of the regulations is to be able to increase regional revenues.

Another case is the perception of local people who prioritize environmental impacts. Many of the respondents who were representatives of local communities complained about poor environmental conditions. So, this is evidence in public perception that the environmental impact is considered very significant.

**Table 7.** Comparison of Perceptions between stakeholders

No.	Impacts	Priority		Criteria	Priority	
		Local Government	Local Community		Local Government	Local Community
1	Economic	40.14%	34.30%	EK1	22.93%	18.88%
				EK2	14.39%	9.78%
				EK3	16.72%	19.84%
				EK4	34.99%	25.12%
				EK5	10.97%	26.38%
2	Socio-Cultural	30.35%	25.46%	SB1	31.67%	35.34%
				SB2	26.29%	30.27%
				SB3	42.04%	34.39%
3	Environment	29.51%	40.24%	LK1	22.76%	20.00%
				LK2	13.00%	18.37%
				LK3	34.93%	42.25%
				LK4	29.31%	19.38%

Source: Processed from primary data, 2023

The comparison of stakeholder perceptions can explain in more detail each tourism impact criterion. The economic impact is a priority for local governments. The priority economic impact criteria are job creation (EK1) and infrastructure and service improvement (EK4). In contrast to the perception of local people who prioritize job creation (EK4) and economic diversification (EK5). This situation illustrates that the two stakeholders have different perceptions of economic impact in general and in more detail on each criterion (Table 7).

The socio-cultural impact of tourism can be felt differently by each stakeholder (Table 7). The local government's perception of socio-cultural impact is a manifestation of the government's functions and duties in conservation. Meanwhile, in the community as an entity that feels directly the impact is a perception of the good or bad impact caused. Although both stakeholder groups consider socio-cultural impacts to be the least priority among other impacts, both stakeholders agree that the criteria important for socio-cultural impacts are increasing local participation (SB1) and strengthening local values and traditions (SB3).

As can be seen in Table 7, environmental impact, as well as the socio-cultural impact that the perception of local government reflects its functions and duties. But for local people, it is an illustration of how tourism should have an impact on the environment, not the other way around. Environmental impact is a top priority for local communities.



The priority criteria for local communities are stimulation of biodiversity maintenance (LK1) and stimulation of Environmental Awareness (LK3). Likewise, local government stakeholders prioritize the stimulation of Environmental Awareness (LK3) and the promotion of conservation areas (LK4). In general, it seems that the government makes the promotion of conservation areas one of the important criteria because it relates to the functions and duties of the government itself.

Although there are differences in perception between local governments and local communities, it is obvious in the impact of tourism. However, there are similar perceptions of several criteria for these impacts. Infrastructure and service improvement (EK4) is a priority economic impact criterion by both stakeholder groups. Increasing local participation (SB1) and strengthening local values and traditions (SB3) are important criteria for socio-cultural impact on local governments and local communities. Meanwhile, on environmental impact, the criteria for Stimulate Environmental Awareness are the criteria that both stakeholder groups agree that these criteria are important.

## CONCLUSION

The perception of stakeholders that there is a tourism impact reflects how the stakeholder sees the tourism impact, both positive and negative. Each stakeholder can have a different perception from other stakeholders. The different roles of each stakeholder cause the difference in stakeholders.

The results of this study have succeeded in explaining the differences in stakeholder perceptions of the impact of tourism in the Mentawai Islands. Local governments view economic impact as a top priority, while local communities prioritize environmental impact. When compared in more detail, several impact criteria are considered equally important by both stakeholder groups. Based on this, the comparison of these two stakeholder perceptions can be a reference in the development of tourism in the Mentawai Islands. Especially, to find out the expectations of each Stakeholder to be accommodated.

The results of this study use as guidance in tourism development policy-making. By knowing the perception of each stakeholder, decision-making can be done wisely and involve the needs and all parties. However, further and in-depth research is needed to understand stakeholder perceptions of the impact of tourism. Given the limitations of this study, the impact of tourism highlighted is positive. Therefore, it is also important to conduct research related to stakeholder perceptions of the negative impacts of tourism. In addition, this study used mathematical quantitative methods that have the disadvantage of not being able to explain perceptions from stakeholders in depth. As a recommendation, further research can be carried out with qualitative methods to explain the phenomenon of tourism impact more comprehensively.

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# **METaverse: A PROMISING FUTURE FOR THE TOURISM INDUSTRY AND MSMEs POST-COVID-19 PANDEMIC**

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## **Abstract**

*This study begins by explaining the tourism industry during and after COVID-19 and explaining the metaverse concept, including how it transforms the tourism industry and MSMEs. This study proposes a literature method to provide a rationale for the issue. The data was collected mainly through written evidence such as documents, journal articles, scholarly books, research reports, and online websites. Then the content analysis was used for analysing the data. Despite research's expansion on metaverse attributes, the notion of metaverse related to the tourism industry and MSMEs need to be observed more. This study notes that the use of metaverse in the tourism industry and MSMEs has many benefits. It revolutionises the tourism industry and offers new sales channel for small business owners.*

**Keywords:** COVID-19, metaverse, MSMEs, the tourism industry

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## **INTRODUCTION**

COVID-19 Pandemic impacts the economy and tourism industries. In 2021, there was a significant loss in the arrival of international tourists at around seven-tenths (72%) (Go & Kang, 2022). It reflects in the number of tourists visiting Indonesia. According to the data collected from EGSA UGM (2021), there was a significant decrease in local and foreign tourists. The total number of foreign tourists visiting Indonesia in 2020 was around 4.02 million visits, which decreased by 75.03 percent compared to 2019. Similarly, the number of local tourists fell to around three-fifths (61%) in 2020 than 2019. The significant decline in tourist numbers impacts economic environments because tourism contributes enormously to national income, foreign exchange, and employment (EGSA UGM, 2021).

Undeniably this situation has also affected Micro, Small, and Medium Enterprises. Surveys from several institutions (BPS, Bappenas, and the World Bank) showed that in the aftermath of the pandemic, many MSMEs have been unable to pay off their loans, electricity, gas, and employee salaries (Kemenko Perekonomian, 2021). Some of them had to do layoffs (Kemenko Perekonomian, 2021).

In addition, many MSMEs have faced obstacles to obtaining raw materials, capital, a decline in the number of customers, and difficulty in distribution and production processes (Kemenko Perekonomian, 2021). However, as the pandemic subsides, efforts are needed to recover tourism industry after the COVID-19 pandemic. Indonesia's government is trying to develop its digital ecosystem to support the tourism industry and sustain MSMEs, called WonderVerse Indonesia. WonderVerse Indonesia is a digital interactive channel for promoting tourism and Indonesia's creative economy (Tempo, 2022). A growing focus and investment in the metaverse are closely related to the advancement of internet technology made the tourism sector start to adapt and glance at the potential of metaverse space (Pratt, 2022). Metaverse is an opportunity to create a sustainable and adaptive tourism industry with digitalization development (Pratt, 2022).

Currently, several papers on the metaverse have been published. Um et al. (2022) issued a study about the use of metaverse as a tool to develop smart-tourism cities. This article introduced how the concept of metaverse supports the creation of a smart-tourism city by considering the connection between smart-tourism and this digital sphere. Go and Kang (2022) proposed a study defining metaverse tourism for sustainability development. This paper showed that the use of metaverse in the tourism industry may increase profitability for tourism destinations. Metaverse products and experiences can contribute to sustainable tourism by providing alternative and profitable resources for tourists. The above-mentioned articles certainly explain the concept of the metaverse and its link to tourism and guide subsequent metaverse research. However, little study has shed light on the details of Metaverse development as a tool to strengthen the tourism industry and MSMEs post-COVID-19. Therefore, focusing on the above situation, this article aims to review the importance of Metaverse for the improvement of the tourism industry and the sustainability of Micro, Small, and Medium Enterprises after COVID-19.

## **METHODOLOGY**

This study has the objective of understanding the use of Metaverse. This study investigated the potential of the metaverse for sustaining the tourism industry ecosystem and MSMEs through the literature review method. A literature review is a study that uses materials such as documents, journal articles, scholarly books, research reports, online sources, media release, and government report to search and gathers information and then report the findings (Chirisa et al., 2020; de Falco et al., 2018; Gegung, 2021; Supriyanto, 2022; Xiao & Watson, 2019). The purpose of the literature reviews is to provide an overview of an issue or research problem and to provide a rationale for the issue (Snyder, 2019).

The data was collected mainly through written evidence such as documents, journal articles, scholarly books, research reports, and online websites which highlighted the idea

of Metaverse and tourism and the use of this artificial intelligence during and post-COVID-19 as well as the use of metaverse for strengthening MSMEs. Then the content analysis method was used for analysing the data. A content analysis aims to organize and interpret data collected to draw realistic conclusions (Bengtsson, 2016). Qualitative data can be analysed using content analysis to determine the presence of certain words, themes, or concepts (Elo et al., 2014). The purpose of content analysis is to quantify the presence, meaning, and relationships among specific words, themes, or concepts in the text. Specifically, focusing on interpreting and understanding the idea of a metaverse in the realm of the tourism industry. Hence, using this method may nuance the notion of Metaverse tourism as a promising future to sustain the tourism industry and strengthen MSMEs post-COVID-19 pandemic.

## FINDINGS AND DISCUSSION

### Metaverse

The term "metaverse" combines the meaning "beyond" and the word "verse" (meaning universe), denoting the next-generation Internet in which users or avatars can interact with others in three-dimensional (3D) virtual spaces in a way that is similar to the physical world (Duan et al., 2021; Gursoy et al., 2022). The statement is emphasised by Dwivedi et al. (2022) and Um et al. (2022), who said that people experience the same social and economic environments as in the real world by using the Metaverse 3D virtual world. It allows people to express themselves through avatars, a new self that differs from their physical selves. This platform does not meet a basic human need for social interaction and provides a sense of connection. By using Metaverse, people can connect in meaningful and engaging, creating a virtual world that is just as vibrant and alive as the real one (Dwivedi et al., 2022; Um et al., 2022). Metaverse may also provide a hybrid environment where consumers can enjoy tourism products and services physically and virtually (Buhalis et al., 2023). The metaverse is expanding the next web technology and commencing boundless opportunities.

It considers a continuum that spans the range of virtual reality experiences and business structures (Srivastava, 2023). This advancement of technology has reached all aspects of business and industries. From reality to virtual. Although metaverse was founded in 1992, there seemingly has no agreement on its universal definition (Buhalis et al., 2023). Metaverse is defined as "*an immersive three-dimensional virtual world*" in which visitors may act as avatars and interact with others and software agents without its bodily limitations.

According to a study done by Buhalis and Karatay (2022), Metaverse is a continuous merging of the digital and bodily universe that utilizes ambient details in enhancing the physical sphere, products, and services. A similar statement came from Damar (2021), Sparkes (2021), and Moy and Gadgil (2022) who said that Metaverse seems like as "*a seamless convergence*" or perhaps "*the layer between you and reality*". It is because the metaverse can project three-dimensional graphics both on a screen or in virtual reality where all activities can be carried out with the help of virtual and augmented reality. Generating a merged, virtual community where visitors can work, play, relax, transact, and

socialize. Furthermore, it is explained in most metaverse definitions that the metaverse stimulates the world and provides space to interact with other virtual visitors in a significant environment (Dwivedi et al., 2022). Existing definitions mostly conceive Metaverse as the confluence of the virtual and physical universe (Buhalis et al., 2023).

#### Metaverse Development in the Tourism industry during and Post-COVID-19

Seeking long-lasting solutions for the tourism industry may bring a sense of adaptability and acceptability that can be useful for the tourism industry itself (Budeanu et al., 2016). Changing the tourism system without understanding wider societal transformations is not feasible, and new challenges must meet with innovative solutions (Budeanu et al., 2016). Recent phenomena such as the COVID-19 pandemic can be a notion for the tourism industry to combine its practices with digital transformations. The pandemic situation has increased the use of the Internet globally. Global internet users have climbed to 4% in 2022 (Kemenparekraf, 2022). More than three-fifths (62.5%) population of the world has reportedly been active internet users (Kemenparekraf, 2022). Our society has already transitioned into an Infinite Enterprise world (Coleman, 2022). Inadvertently, digitalization is becoming increasingly important for business growth in the tourism sector (WTTC & Microsoft, 2022, as cited in Kemenparekraf, 2022).

The pandemic has contributed to a broad acceptance of virtual environments and mixed reality experiences or Metaverse (Go & Kang, 2022). Bloomberg projects that the metaverse will be the future of the internet, with an estimated value of USD 800 billion by 2024. Then it is projected by 2026, almost a third (25%) of the world's population will spend at least one hour a day on the metaverse (Arfiansyah, 2022).

Seem like the scope of businesses has changed as it evolved from offline to website-based online. It is again expanding from website to metaverse (Um et al., 2022). For instance, many museums' websites offer metaverse tours by using 360-degree videos and augmented reality (Go & Kang, 2022). Furthermore, some tourism stakeholders have incorporated metaverse technologies into their business, like escape rooms and metaverse theme parks (Go & Kang, 2022).

The same approach is in Indonesia. Indonesia's government is trying to develop its digital ecosystem. Using the increasingly trending Metaverse technology namely WonderVerse Indonesia (Tempo, 2022).

WonderVerse Indonesia is divided into four parts or called land. It is a representation of Indonesia as an archipelagic country. In this land, there is a variety of diversity that can be enjoyed by visitors (Tempo, 2022). In the Lobby, users/visitors can interact with endemic animals and galleries of paintings from Indonesian artists. Then WonderFun Land contains various games typical of Indonesia, such as puppet shows and Indonesia's traditional dances. At WonderGoods Land, visitors can see and shop for Indonesian goods such as arts and crafts or Indonesian souvenirs and gift products, which will be marketed by tourism and creative economy players (Sasongko, 2022). Finally, WonderReal Land is where users can buy flight tickets and book hotel tickets and accommodations for various tourist sites in Indonesia (Tempo, 2022). Every WonderVerse visitor will become an avatar who can see things happening in the digital world (Susanti, 2022).



It can be seen that Metaverse has key benefits for Tourism. Metaverse may encourage visitors to try out virtual visits to some destinations on their bucket lists. For instance, travellers may obtain some beneficial information about destinations before bodily visiting those places. A single, shared, immersive, and interactive 3D virtual space can closely reproduce a physical world setting. Potential travellers may use metaverse experiences to afford information regarding prospective destination facilities and what are significant attractions available around the destination. It then may trigger their motivation to complete a reservation or perhaps purchase the product (Srivastava, 2023). With the help of Metaverse, virtual tourists may explore the world, either as a substitute for an in-person visit or as an opportunity to prepare for an upcoming trip (Gegung, 2021; Revfine, n.d.).

Furthermore, metaverse may simplify the booking procedure. In this case, metaverse tourism may significantly enhance the booking experience through some beneficial information offered. For example, hotels or attraction places may use virtual reality tours for enabling tourists to bodily roaming around hotel facilities. Giving visitors a clear or complete idea regarding the hotel's layout, room sizes, and other facilities available (Srivastava, 2023). The same can be said to travel and tour operators. A 3D virtual world can give clients a true sense of place for triggering their desire to visit. Undeniably, there is a higher possibility for a client to complete the booking instead of cancelling it (Srivastava, 2023).

The metaverse may also induce a growing number of bookings to destinations. Metaverse inspires and encourages tourists for taking a time out and become virtual visitors. The experience of the booking process through metaverse may become informative and amusing for visitors. When the customers feel good about the whole process, these people can purchase those packages and increase the booking volume (Srivastava, 2023). This statement by a study done by Yang et al. (2017) said that if a customer is happy with the whole process of the purchase experience, it may enhance a positive direct effect on their satisfaction and brand loyalty. Customers may continue engaging and purchasing the product.

Moreover, the metaverse offers historical travel experiences. It is possible for the metaverse in imitating the restoration of historical monuments or prehistoric architectures to their former gorgeousness. It enables travellers for experiencing historical life, and they might learn something from it (Srivastava, 2023). Incheon Open Port has developed its smart-tourism city with Metaverse (Um et al., 2022). According to the data collected by Um et al. (2022), Incheon Open Port introduces a metaverse service known as 'Incheon Easy' smart tourism application consisting of two main services. The first one is a Real-Based Metaverse – 'AR Incheon' and the second one is a virtual-based Metaverse (Incheoncraft).

AR Incheon is an artificial technology that will provide users with Augmented Reality navigation, including historical maps. Providing extended reality experience, such as environment-related historic figures (Um et al., 2022). Meanwhile, 'Incheoncraft' will assist visitors with virtual time travel in Incheon. Users can interact with other players as avatars in this virtual world. In 'Incheoncraft', virtual tourists might be able to experience historic events with historic figures and learn educational facts (Um et al., 2022). This

technological device feeds users with brand new sensations through travelling and exploring the world destination back in time with ease (Aidi, 2022; Alonso, n.d.).

However, some might naturally argue whether this metaverse will replace the human touch. Undeniably, using the metaverse may keep customers well-informed about the destination offers, yet many things still cannot be communicated thoroughly through this platform (Alonso, n.d.). According to Schaal Skift's senior editor, as cited in Setiawan (2022), the concept of "Metaverse" has existed for a long time. Even in recent years, companies such as Amazon and Airbnb have launched online virtual travel services to cope with the pandemic. However, still, this technology can only partially replace tourist activities in the physical sphere. Artificial intelligence enhances tourism experiential services but cannot replace the human touch, which is a key determinant of an experiential vacation. Though it will certainly change travelers' way spend on tourism products (Gursoy et al., 2022). As supported in the study by Buhalis et al. (2023) and Srivastava (2023), it is important to remember that this artificial intelligence may only partially replace travel and tourism. If used well, this tool can improve reality by presenting mesmerising experiences that allow people to experience tourism from a more diverse perspective.

#### The Use of Metaverse in Strengthening MSMEs in Indonesia

Not only having a positive impact on the prospects of the tourism industry. The use of metaverse may also carry benefits, especially for MSME players. MSMEs can participate in the metaverse. Quoting a statement from Gani (CEO of Grant Thornton Indonesia) as cited in Hadi (2022), "With a relatively large population in Indonesia familiar with the digital world, if only 30% are active in the Metaverse world, then there will be a high economic turnover".

MSME players who already have products in physical form can turn them into digital ones and sell those products on a Metaverse platform. It means there will be supply and demand opportunities that will not only cover digital products but also products in physical stores. MSME players may leverage their digital stores in a virtual world to promote their products and services. MSMEs that offer accommodation can arrange virtual tours and experiences while participating in real-time-conversation. Metaverse provides a powerful avenue to promote local's products and services.

Metaverse may also inspire the cocreation of virtual event experiences. Metaverse may facilitate the accessibility of online events. Various activities, such as tours, concerts, and tournaments carried out virtually may also create opportunities for MSMEs. Business players may supply merchandise, arts and crafts, and other needs products to digital ones (Hadi, 2022). It then facilitates smart shopping for potential customers (Alonso, n.d.; Buhalis et al., 2023).

Furthermore, many business players starting to offer experiences for consumers through metaverse technology. Consumers who come to a cafe, for instance, may enjoy the mountain or lake views through Virtual reality technology while sipping their coffees or teas without physically travelling to that lake or mountain (Arfiansyah, 2022). This experience may increase customer value towards the products or services offered by tourism players. Leading to an increase in visitors' purchases and brand loyalty. They can even spread positive word of mouth about how well a company's product or service meets

their expectations (Barantum, 2022; Firdiansyah, 2021). The metaverse may propose users with distinctive, personalised, and engaging experiences that significantly increase their travel experiences while at the same time may facilitate numerous activities for people that tangibly detached from events or sites. By developing significant brand experiences. Small businesses may enhance their exposure, and unforgettable experiences while remain competitive in the physical and digital markets. Small businesses around prospective destination areas can be marketed and promoted in front of a massive market of multi-millions of virtual visitors (Foo, 2022; Revfine, n.d.).

From the small businesses' standpoint, the metaverse may support MSMEs to enrich their knowledge about their consumer's needs, wants and preferences. As metaverse supports market intelligence and facilitates research and development. MSMEs may use website browsing, travel blog writing, and photo uploading by travellers to enrich their knowledge about their consumers' preferences and needs and then provide consumers with the appropriate product at the right time and place (Stylos et al., 2021).

This technological advancement is crucial as it can transform how, when, and where companies may interact with their potential buyers (Pratt, 2022). Some people believe to optimize the function of Metaverse in Indonesia. It is indispensable to have collaboration from various parties. Starting from MSME players to governments. As (Hadi, 2022) mentioned in his study, MSME players may transform their physical products into digital ones. Meanwhile, Governments may provide various supporting facilities with appropriate legal foundations to increase digital literacy for the wider community then more MSMEs may benefit from the metaverse.

## CONCLUSION

Although some may argue the Challenges and threats emerging through Metaverse, the use of this technology in the tourism industry and MSMEs may carry more benefits to some extent. Virtual tourists may explore tourist destinations, either as a substitute for an in-person visit or perhaps this technology can be used as an opportunity for preparing for an upcoming visit to tourist attractions. Furthermore, in MSMEs, the metaverse can be seen as an instrument for inspiring selling and buying activities virtually. It expects that supply and demand opportunities will not only be available for products in physical stores and for digital ones. Metaverse may also enhance customer experiences and increase customers' purchases and loyalty.

The future of metaverse tourism seems bright and fascinating. This technological advancement is crucial as it can transform how, when, and where companies may interact with their potential buyers. This extended reality platform allows MSME players to deliver new experiences and offer information in innovative approaches.

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**STRENGTHENING COMMUNITY INVOLVEMENT:  
AN IN-DEPTH EXPLORATION OF THE COMMUNITY-  
BASED TOURISM (CBT) APPROACH  
IN LAMAJANG TOURISM VILLAGE, BANDUNG REGENCY**

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**Abstract**

*One of the challenges in realizing community-based tourism villages is the lack of experience among local communities in tourism activities' development and management. Therefore, a comprehensive approach based on Community-Based Tourism (CBT) is needed. Lamajang Tourism Village, known for its cultural tourism potential, is developing its natural tourism. This research aims to assess and evaluate the readiness of community participation to manage tourism potential to become a quality, attractive, and sustainable tourism product. The research method used in this study is a descriptive qualitative approach. Data collection techniques consist of spatial and field observations, interviews with various tourism stakeholders and local community figures, and analysis of policy documents of the Bandung Regency government. The assessment framework and indicators are in the Handbook on Community-Based Tourism: How to Develop and Sustain CBT. This research generates several conclusions and recommendations, including the need for evaluation and optimization in particular stages of the CBT approach to advance Lamajang village, which is still considered an initial phase of tourism village, towards a developing/independent tourism village.*

**Keywords:** *community-based tourism, indigenous village Cikodang, Lamajang village*

## INTRODUCTION

The tourism potential in Lamajang Village includes various activities, such as exploring natural landscapes, visiting cultural and historical sites, trying traditional cuisine, and participating in local cultural events, like traditional ceremonies. Additionally, the village has the opportunity to develop community-based homestays and other accommodations, allowing tourists to have authentic experiences and immerse themselves in the daily life of the local community. The presence of the Cikondang indigenous village drives the establishment of Lamajang Tourism Village. Lamajang Tourism Village is known for its cultural heritage, including traditional villages and intangible aspects, such as traditional ceremonies. Since 2011, Lamajang Tourism Village has been developing nature-based tourism attractions (Pemerintah Desa Lamajang, 2022; Keputusan Bupati Bandung No. 556/Kep.770-DISBUDPAR/2022, 2022). However, the full potential of tourism in Lamajang Village has not been realized due to limitations in infrastructure and accessibility, which pose challenges to tourism development. Based on the Lamajang Village profile document for 2022, out of the total population of 11,813 in Lamajang, 3,600 individuals do not have a permanent source of income, despite 6,286 individuals falling within the productive age group of 18-56 years old. Surprisingly, more than 35% of this group is unemployed or not engaged in work (Pemerintah Desa Lamajang, 2022).

These findings emphasize the significance of addressing the challenges of unemployment and underutilization of human resources in the village. To response to these challenges, community-based tourism (CBT) is a critical approach in Lamajang's tourism development. CBT involves active participation from the local community in managing and utilizing the available tourism resources in their environment. By engaging the community in decision-making, management, and marketing of tourism products, CBT aims to improve the well-being of residents, promote environmental conservation, and preserve cultural heritage (Hamzah & Khalifah, 2009). Through CBT, Lamajang can unlock the potential of its tourism resources, addressing the issue of unemployment, and foster sustainable development in the village.

In Lamajang Tourism Village, the local traditional rules bind the community to obey and serve as guidelines to manage resources and the environment. These efforts are the foundation of community life and activities to maintain local cultural heritage (Ramdhan et al., 2015). The concept of CBT can contribute to the natural resource's preservation, improve the local community's economy, and achieve community aspirations for welfare. It also enhances respect for local cultural heritage and fosters a sense of identity and pride among the local community through increased tourism activities. Additionally, CBT encourages the development of a sustainable tourism sector (Arum et al., 2022; Setyaningsih, 2010). CBT goes beyond partnerships between tourism businesses and communities. It involves community and external support for small tourism businesses such as homestays, culinary tours, cultural tourism, and nature tourism, which dedicate to improving shared prosperity through community projects. This approach ensures that the benefits of tourism are distributed more equitably and sustainably (ASEAN Secretariat, 2016; Healey, 2016; Mowforth & Munt, 2015).

According to the ASEAN Secretariat (2016), the principles for implementing CBT are involving and empowering the community, establishing partnerships with stakeholders, attaining a recognized reputation, enhancing social welfare, implementing fair profit-sharing mechanisms, strengthening ties with local economies, respecting local culture, conserving natural resources, enhancing tourist experiences, and aiming for financial independence through strategies like developing MSMEs and effective revenue management. The new paradigm introduces principles that support and promote self-reliance, autonomy, and community empowerment (Yanes et al., 2019). Community participation, empowerment, transparency, fairness, equity, and equality integrate into national regulations and development strategies (UNEP & UNWTO, 2005). The Indonesian government implemented the National Program for Community Empowerment (PNPM Mandiri) from 2010 to 2014 to develop tourism villages to alleviate poverty. This initiative aims to leverage natural resources and local culture as regional tourism assets, with the local community as the focal point of tourism activities. This approach aligns with the concept of CBT (Manaf et al., 2018). Thus, CBT applies in various tourism villages in Indonesia, including Lamajang Village.

Considering the unique assets of Lamajang, such as its natural environment, infrastructure, facilities, and cultural heritage, cooperation and involvement from the local community are essential for accessing and developing these resources sustainably. By actively involving the local community in tourism management, Lamajang aspires to foster positive interactions between tourists and residents, establish strong community participation and control over tourism activities, and raise awareness about environmental preservation and local culture (Yanes et al., 2019). Community participation acts as a driving force to protect the environment and preserve cultural heritage, leading to increased tourism-related income. By aligning tourism development plans with the overall socioeconomic development of the community, the feasibility and longevity of projects can be enhanced (Okazaki, 2008). In practice, CBT is not easily realized. Challenges in establishing a community-based tourism village include the lack of experience among the local community in tourism development and management, as well as their dependence on external actors (Tolkach & King, 2015). Therefore, a comprehensive approach based on CBT is necessary. The benefits of the CBT approach include assisting the local community in generating income, diversifying the local economy, preserving culture, conserving the environment, and providing educational opportunities (Hamzah & Khalifah, 2009).

It is crucial to engage the local community, preserve the authenticity of the local culture, and promote sustainable tourism practices to apply CBT principles effectively in Lamajang tourism village. Transparent management is achieved by involving and empowering the community and establishing partnerships with relevant stakeholders. Respecting local traditions and customs maintains social welfare and human dignity. Strengthening ties with local and regional economies contributes to the development of the community, while conserving natural resources aligns with CBT's focus on environmental conservation. By enhancing interactions between tourists and the local community, Lamajang can improve the quality of tourist experiences. Ultimately, aiming for financial independence ensures the long-term viability of tourism projects in Lamajang (ASEAN Secretariat, 2016; Okazaki, 2008). Through planning and management, CBT can improve

the quality of life for residents, enhance respect for local culture, and preserve biodiversity (Gurung & Seeland, 2008; Lepp, 2007; Sebastian & Rajagopalan, 2009).

This study aims to assess and evaluate the readiness of community participation in managing tourism potential and transforming it into quality, attractive, and sustainable tourism products by using spatial analysis and social inventory as part of the CBT development process. Spatial analysis involves assessing spatial interactions, networks, connectivity, and patterns within the location to identify potential tourism resources and their spatial relationships. This approach goes beyond traditional tourism assessments by considering the spatial dynamics and connections that can enhance the tourism experience in Lamajang Village. Furthermore, the social inventory component of the methodology delves into the local community's culture, livelihoods, and local wisdom. This aspect recognizes the importance of understanding the social fabric and unique characteristics to develop appropriate and sustainable tourism activities. By conducting a comprehensive social inventory, the research can capture the essence of the community and ensure that tourism development aligns with their values, aspirations, and traditions. By incorporating these innovative approaches and methodologies, the research aims to contribute to community-based tourism by providing insights and practical recommendations for the sustainable development and management of Lamajang Village as a tourism destination.

## **METHODOLOGY**

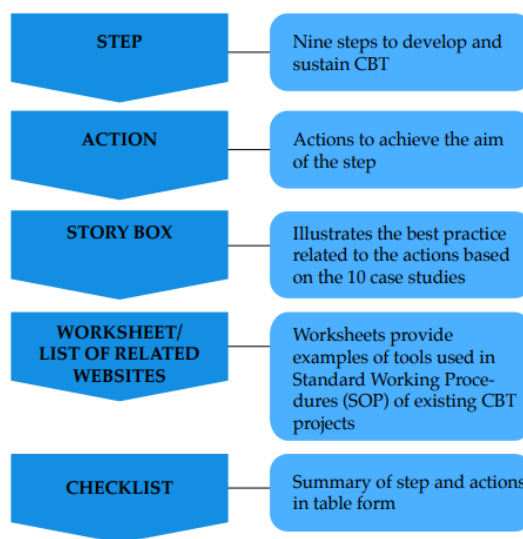
This research employs a qualitative descriptive method to explore and understand the meanings to the issues within the research context (Sugiyono, 2020). The research process involves posing questions to informants, collecting specific data from various sources, analyzing the data, and interpreting the findings (Creswell, 2008). The primary data was through direct field observations and in-depth interviews with key informants in Lamajang Tourism Village. The selection of informants is purposive and snowball sampling based on their expertise and involvement in the field. The key informants include the Village Head (Yusep Kurnia, S.H.), the Chairman of the Village Tourism Working Group for the year 2023 (Fattah Saefulloh, S.Hut.), influential figures in the Cikondang Indigenous Village of Lamajang such as the caretaker of Cikondang Indigenous Village (Abah Anom), and representatives of the youth group involved in the management of Lamajang Tourism Village. Additionally, secondary data was from documentation sources such as social media, journals, and policy documents.

The data analysis follows a framework and indicators derived from the Community-Based Tourism approach as referenced in the "Handbook on Community Based Tourism: How to Develop and Sustain CBT" (Hamzah & Khalifah, 2009) and the results of case study analysis in research conducted by Nair and Hamzah (2015). The frameworks and indicators identify the issues and challenges in managing Lamajang Tourism Village. Nine recommended steps are for developing and sustaining community-based tourism. Furqan (2021a, 2021b) suggests an additional step that can complement and serve as the first step in CBT development and sustainability, as seen in Table 1. The steps for developing and sustaining CBT are as follows:

**Table 1.** 10 Steps to Develop and Sustain CBT

<b>Developing the CBT</b>	1	Tourism Potential of the Location
	2	Community Needs and Readiness for Tourism
	3	Tourism Education Enhancement in the Community
	4	Influential Figure as Local Community Leader
	5	The Development of Community Organization
<b>Sustaining the CBT</b>	6	Partnerships
	7	Adoption of Integrated Approach
	8	The Planning and Design of Tourism Products
	9	Market Demand and Develop Marketing Strategy
	10	Project Implementation and Performance Monitoring

Source: Furqan, 2021a, 2021b; Hamzah & Khalifah, 2009

**Figure 1.** Flow of Information in Handbook

Source: Hamzah & Khalifah, 2009

The 10 Steps to Develop and Sustain CBT in Table 1 are an approach to developing and maintaining the sustainability of CBT. As seen in Figure 1, each step includes actions to achieve its goals. In this study, the steps assess the existence of Lamajang tourism village development. Therefore, the activities were into questions, and the worksheet was transformed into checklist questions posed to the informants, aiming to depict the stages of CBT development and the steps to maintain its sustainability. The information obtained from the informants will be analyzed using descriptive narrative analysis. The findings, providing an overview of CBT implementation through the ten steps of CBT, will be contrasted with existing literature, including the referenced handbook on Community-Based Tourism: How to Develop and Sustain CBT. The results of this analysis will illustrate the extent to which the stages in CBT implementation. The research aims to provide insights into the specific issues related to the implementation of community-based tourism in Lamajang and offer recommendations for effectiveness of tourism village management.

## FINDINGS AND DISCUSSION

The findings of this research are described by the stages outlined in the Community-Based Tourism Development Guidelines Handbook (Hamzah & Khalifah, 2009), aiming to identify the extent of community roles and performance in the implementation of the CBT approach in developing Lamajang Tourism Village and the specific issues that arise as challenges:

### *Identifying The Tourism Potential of the Location*

Lamajang Village is in Pangalengan Sub-district, Bandung Regency, with a total area of 1,417.09 hectares. Figure 2 shows the border of Lamajang Villages: Cimaung Sub-district to the north, Pulosari Village to the south, Cimaung Sub-district and Pasir Jambu Sub-district to the west, and Tribaktimulya Village and Cimaung Sub-district to the east. To reach Lamajang Village from the city center of Bandung, one can take the toll road via Pasteur Toll Gate - Soreang Toll Gate and Banjaran - Soreang Highway, which directly connects to Bandung - Pangalengan Highway, with a total travel time of approximately sixty to ninety minutes.



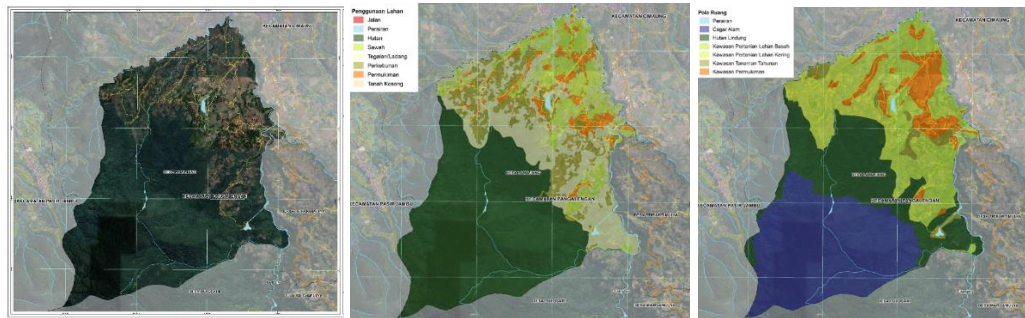
**Figure 2.** Lamajang Village Accessibility

Source: Author's Analysis, 2023

The land use in Lamajang Village, based on the primary map of Pangalengan Sub-District in 2019 from the Department of Public Works and Spatial Planning of Bandung Regency in Figure 3, includes 708.29 hectares of forest areas, 317.89 hectares of horticultural fields, 165.71 hectares of rice fields, 146.84 hectares of plantations, 63.07 hectares of rural settlements, and the remaining 15.28 hectares consist of water bodies, utilities, and vacant land. It indicates forests and primary cultivation activities, such as agriculture, dominate the natural landscape in Lamajang Village. Referring to the regional government's policies through the Bandung Regency Spatial Planning Plan for the period



2016-2036, Lamajang Village has been designated as an Environmental Service Center (PPL) to support agricultural tourism (agrotourism) cultivation activities and settlements for Pangalengan Sub-District, which is a Local Activity Center (PKL) in Bandung Regency (Perda Kab. Bandung No. 27, 2016).



**Figure 3.** Administrative Map of Lamajang Village, Pangalengan District, Bandung Regency, Land Use Map of Lamajang Village, and Spatial and Regional Planning Map in Lamajang Village

Source: Base Map Processing Result of Pangalengan District, DPUTR Bandung Regency, 2019

Additionally, Lamajang is part of the Pangalengan Regional Tourism Destination (DPD). DPD Pangalengan offers various tourist attractions, including the Situ Cileunca area. The Situ Cileunca is a Strategic Regional Tourism Area with potential accommodation services and investment development in service-related activities such as restaurants, cafes, and agribusiness. It presents an opportunity for Lamajang Village as a tourist village serving as the gateway to DPD Pangalengan. It highlights the influx of tourism travel from Bandung City (a center for government, trade, education, and urban settlements), the Eastern Bandung region (a center for residential and industrial activities), and the integrated-urban area of Soreang (a center for government, residential, and trade activities) can serve as a catalyst for the development of Lamajang Village as a tourist destination. However, the Bandung-Ciwidey Railway Reactivation program rise a particular threat, which aims to stimulate the growth of the Pacira DPD (Pasir Jambu, Ciwidey, and Rancabali) as a prominent tourism destination in South Bandung. The proximity of Pacira DPD to Lamajang Village and DPD Pangalengan makes it a strong competitor in attracting tourist visits (Perda Kab. Bandung No. 4/2019, 2019).

#### *Assessing Community Needs and Readiness for Tourism*

It is essential to consider the preservation of cultural values, the sustainable development of agricultural activities, and the conservation of natural resources to assess community needs and readiness for tourism in Lamajang Village. Balancing tourism growth with the preservation of the village's cultural heritage and existing assets will ensure a sustainable and harmonious future for Lamajang Village as a tourism destination.

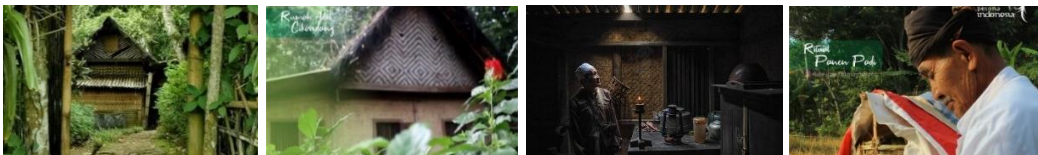
The livelihoods of the residents of Lamajang Village on agricultural work, with the composition consisting of 26.30% farmers, 61.31% agricultural laborers, 10.36% involved in household industries, and 0.95% engaged in poultry and sheep farming (Pemerintah Desa Lamajang, 2022). The previous generation's ownership of agricultural land, as their average asset, influences these occupations. However, the Chairman of the Village Tourism

Working Group for 2023 stated that agriculture is now a component of the tourism packages in Lamajang Tourism Village. Lamajang Village possesses highly fertile land, with varied topography suitable for rice cultivation, horticulture, coffee plantations, and perennial crops in highland areas seen in Figure 4. The abundance of natural resources supports the potential development of agrotourism (agricultural-based village tourism) as an educational tourism initiative offered by Lamajang Tourism Village.



**Figure 4.** Agrotourism Potential of Lamajang Village  
Source: Author's Observation, 2023

Figure 5 illustrates that Lamajang Village was a tourism village primarily due to the presence of Cikondang Cultural Village, which holds unique local cultural values. Cikondang Cultural Village showcases the Sundanese people's deep-rooted cultural values and ancestral traditions. It encompasses various elements such as traditional houses, sacred forests, ancestral tombs, traditional gardens, rice fields, Saung Lisung (rice pounding place), and Bale Paseban (community gathering place). The Cikondang Cultural Village has a history of approximately 370 years, starting with 60 houses. However, a severe fire in 1942 destroyed it, leaving only one house standing. Currently, the houses as storage for tools, ritual harvests, and ancestral prohibited items, as shared by the caretaker and local community figures in interviews.



**Figure 5.** Indigenous Village Cikodang  
Source: Google Images, 2023

The indigenous community preserves and manages Cikondang traditional houses based on a cultural-philosophical heritage, as explained by Abah Anom, the caretaker of Cikondang Indigenous Village. They follow the "Long must not be cut. Short must not be extended. Shape and size must not change," which signifies gratitude for God's blessings. The sacred prohibitions and ancestral mandates aim to preserve the cultural and natural heritage left by ancestors. The unique stories and charm of Cikondang Cultural Village attract tourists to Lamajang Village, where tourism activities have thrived. The Head of Lamajang Village emphasizes the importance of preserving cultural values and not overshadowing the village's existing assets. The community's participation in the annual Cikondang traditional ritual event is a tourist attraction. It increases every year. Notable aspects that captivate tourists during these activities include:

### Cikondang Traditional Ritual

The traditional rituals in Cikondang Village are a form of gratitude or thanksgiving ceremony for the blessings bestowed upon the community (including agricultural produce and water resources) seen in Figure 6. The various traditional rituals in Cikondang Village include Wuku Taun, the vibrant celebration that spans from the 1st to the 14th of Muharram, culminating in a grand thanksgiving ceremony on the 15th of Muharram. During this period, the local community comes together to prepare hundreds of cone-shaped rice dishes called "tumpeng," using rice harvested from their traditional rice fields. The festivities include collective prayers and a joyous sharing of food; Hajat Paralon, an enchanting celebration, revolves around the abundant water resources that sustain the community. One of the ceremonies takes place in the spring, located behind the traditional house. The community gathers to express their gratitude for the precious water that nourishes their lives, and they celebrate its significance through various rituals and festivities; Hajat Solokan, conducted on the last day of the month of Muharram as an expression of gratitude to nature for the flow of "solokan" (irrigation canals) that sustain the villages, including agricultural activities.

*"These traditional rituals reflect the community's deep respect and gratitude towards nature and the blessings it provides. They offer a unique cultural experience for tourists and contribute to the overall appeal of Lamajang Village as a tourist destination."* (Abah Anom, personal communication, 2023).



**Figure 6.** Cikondang Traditional Rituals

Source: Archive of the Management of the Lamajang Tourism Village, 2023

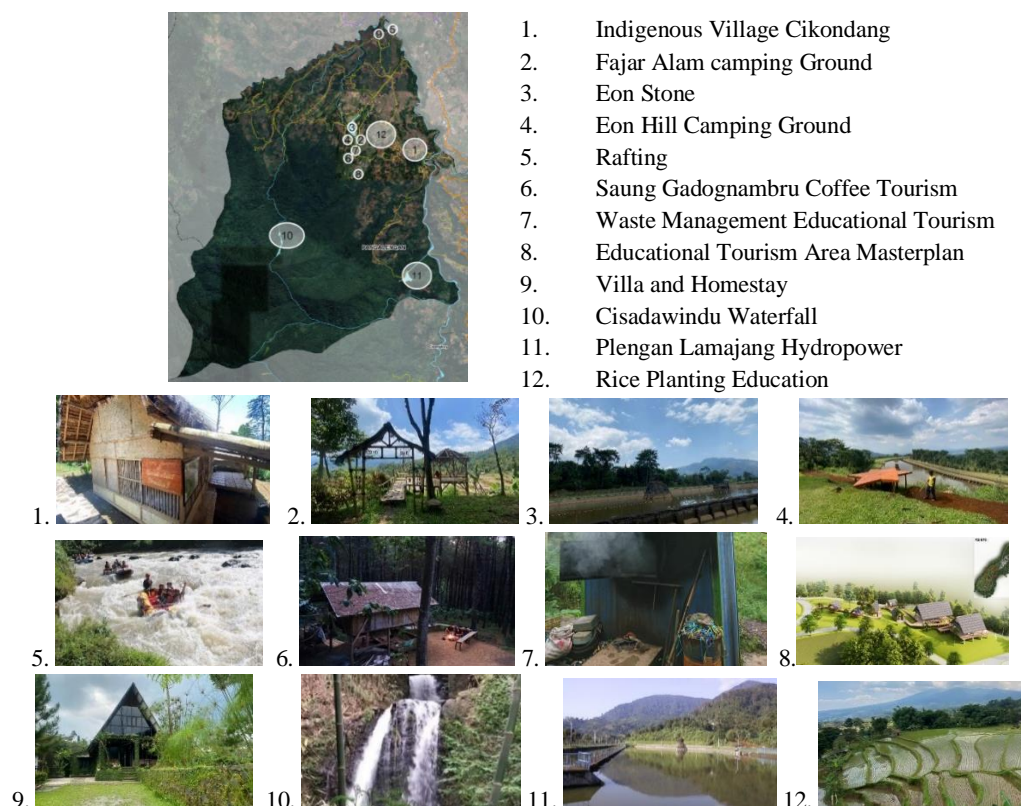
### *Traditional Cuisine of Cikondang*

The traditional cuisine of Cikondang is prepared and served to be shared and enjoyed together by the community during the rituals such as the tumpeng. The ingredients used in these dishes come from the agricultural produce of the traditional rice fields (with half of the harvest used as capital for farming and the other half for ritual activities), as well as contributions from the community and guests.

### *Traditional Arts*

Cikondang Village preserves various traditional Sundanese arts, including the Karinding musical instrument, Dogdog Reog art, Singa Depok art, Pencak Silat martial arts, Tarawangsa art (expressing gratitude for bountiful rice harvests), and Beluk art (Sundanese poetry often performed during celebrations and to welcome newborns).

The readiness of Lamajang Village for tourism through its tourism activities aimed at introducing local potential and conserving the environment. The water resources of Lamajang Village come from springs and the surface water of the Cisangkuy River, originating from Mount Tilu. Water uses for daily needs and irrigation of the community's rice fields, gardens, and farmlands. Through the Village-Owned Enterprises (BumDes), people have utilized the Cisangkuy River for tourism activities such as rafting, although currently, it is inactive due to management challenges. This situation encourages all elements in Lamajang Village to safeguard their water resources due to their dependence on the available water. Figure 7 shows the distribution of potential- and supporting facilities for tourism in Lamajang Village.



**Figure 7.** Tourism Potential Distribution Map  
Source: Author's Observation and Analysis, 2023

#### *Assessing Tourism Education Enhancement in the Community*

Various measures have been taken to support the sustainability and development of Lamajang Tourism Village. Some documentation from the Management of Lamajang Tourism Village shows that the local government of Bandung Regency, in collaboration with the Department of Culture and Tourism with academic institutions, has organized technical guidance sessions for tourism village management and community members, as seen in Figure 8. These sessions aim to provide education and training on various aspects of tourism.





**Figure 8.** Technical Guidance and Counseling Activities at Lamajang Tourism Village  
Source: Archive of the Management of the Lamajang Tourism Village, 2023

Furthermore, workshops promote the interpretation of cultural arts, assist tourism awareness groups (pokdarwis), provide training on promotional souvenirs, and raise awareness among the community about tourism development. These activities educate the community about the harmonious coexistence of tourism and farming activities which are the local economic backbone. The focus is on promoting educational tourism experiences, such as rice planting and coffee tourism, while emphasizing the importance of cultural preservation in Lamajang Village. Through these initiatives, the community is educationally prepared and equipped with the necessary knowledge and skills to engage with the tourism industry. The aim is to ensure that tourism development in Lamajang Village benefits both the local economy and cultural heritage while maintaining a sustainable balance with existing agricultural practices.

#### *Identifying Influential Figure as Local Community Leader*

Leadership and organization play a crucial role in the success of CBT. This step systematically falls in the final stage of the five-step CBT development process and is essential for long-term sustainability. In Lamajang Tourism Village, Interviews identified the local champion, as seen in Figure 9. The Chairperson of the Tourism Village Working Group (Pokja Desa Wisata) was appointed as the Local Champion/Leader due to their dedication, commitment, and enthusiasm in driving tourism activities in Lamajang Tourism Village.



**Figure 9.** Interviews conducted to identify the local champion  
Source: Author's Observation, 2023

They have taken initiatives, such as initiating the development of the Fajar Alam tourist attraction as an enhancing means of the tourism appeal in Lamajang Village, using self-funded resources due to the limited allocation of funds provided by the village government for Lamajang Tourism Village. Furthermore, the Chairperson has over eleven years of experience in the management of Lamajang Tourism Village and has contributed to the inclusion of Lamajang Village in the list of the top fifty tourism villages in Bandung

Regency in 2011, making him the most competent figure to lead the tourism village management. However, the position and role of the Chairperson are still considered weak due to their limited involvement in the village administration. Meanwhile, the main factor in obtaining sustained support from the community lies in the presence of a strong and respected leader (Hamzah & Khalifah, 2009).

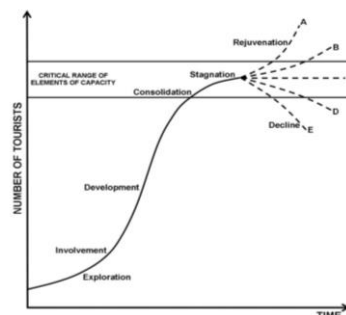
#### *Identifying the Development of Community Organization*

Based on the Handbook on Community Based Tourism: How to Develop and Sustain CBT, if leadership and organizations fail to innovate and adapt the existing product as it evolves and matures, CBT projects may undergo a decline phase within their life cycle (Hamzah & Khalifah, 2009). The varying perspectives among stakeholders highlight the need for destination managers to identify the stage of tourism development and effectively plan and manage destination resources to enhance community attractiveness (Lundberg, 2015; Ngo et al., 2018). Tourism planning that involves community participation aims to achieve multiple objectives (Lee, 2013; Ramkissoon et al., 2013). It seeks to identify future possibilities and options for tourism development within the community, while examining potential impacts to ensure sustainability. Moreover, people's genuine preferences are considered in decision-making processes, recognizing their influence on their own lives and environments. Therefore, it is essential to conduct an assessment of organizational development stages. It achieves by observing the position of the Lamajang tourist village in its life cycle and examining the organization's presence and contributions to the surrounding community.

#### **Tourism Product Cycle**

##### *Stage I: Community Organization in the Initial Phase of CBT*

From its designation as a pilot tourism village in 2011 to its latest designation in 2022: the village's status is still considered in its initial phase. The competitiveness of Lamajang village as a tourism village is relatively low compared to other tourism villages such as Baros Village, which was recently designated but has shown more development, and Alam Endah Village, which was a tourism village along with Lamajang village in 2011 and now classified as an advanced tourism village.



**Figure 10.** *Tourism area life cycle model*

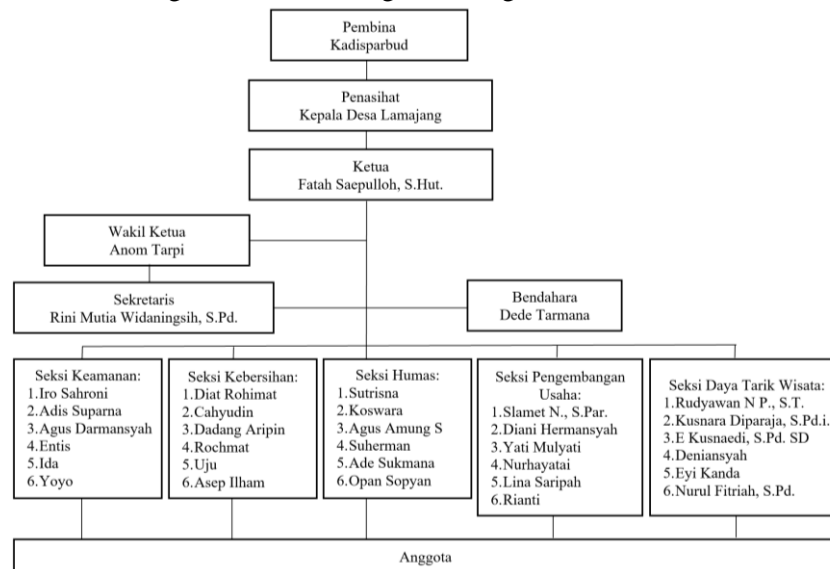
Source: Butler, 1980; Furqan, 2021a

When depicted using the tourism life cycle model in Figure 10, Lamajang is in the development stage, which has not progressed significantly since 2011. One of the

contributing factors is the limited visibility of the tourism village organization's role and performance, as highlighted by the testimonies of the village tourism administrators regarding the lack of synergy among the village government, the tourism village working group, the youth organization (karang taruna), and the Family Welfare Programme (PKK) in managing the tourism village.

### *Stage 2: Community Organization as CBT Project Matures*

In nature tourism development to support its cultural tourism, Lamajang village has involved several members with competence in the tourism field, such as those experienced in travel agencies, in forming its management team.



**Figure 11.** Lamajang Tourism Village Organizational Structure as written in Lamajang Village Profile Book  
Source: Lamajang Village profile document, 2022

Figure 11 depicts the Organizational Structure of Lamajang Tourism Village, as presented in the Lamajang Village Profile Document. It indicates the seriousness of the management team in setting realistic targets and making efforts to achieve them.

### *Identity Role of CBT Organization*

The existence of CBT organizations can be indicated by their roles in Empowering Women and Youths, Formulating a Common Vision but Realistic Targets, and Nurturing an Anti-Handout Mentality:

#### *Empowering Women and Youths*

As depicted in Figure 12, in addition to the active participation of women and youth in the management of Lamajang Tourism Village, their contributions are also evident in traditional ceremonial activities. Moreover, the tourism village management offers women the chance to establish culinary businesses. Similarly, the involvement of youth from Lamajang Village is notable in various traditional ceremonial performances and tourist attractions management, including the development of the camping ground area in Bukit Eon. These observations suggest that while job opportunities may be relatively limited for



women and youth during the early stages of the CBT project, entrepreneurial prospects have been sufficiently generated.



**Figure 12.** Involvement of women and youth in the management of the Lamajang tourism village  
Source: Author's Observation and Archive of the Management of the Lamajang Tourism Village, 2023

#### *Formulating a Common Vision but Realistic Targets*

The willingness of the tourism village management to continue learning by attending training programs and conducting benchmarking visits to outstanding tourism villages such as Pongoh, Pentingsari, Nglangeran, and other tourism villages in Bandung Regency, like Alam Endah, is meaningful. Additionally, Lamajang Tourism Village seeks professional assistance to create a future master plan, as seen in Figure 13, for the development of the village, which includes mapping the existing natural potentials. This planning effort not only indicates realistic goals and targets but also serves as a catalyst to inspire community members to contribute more actively to the management of Lamajang Tourism Village.



**Figure 13.** Future Master Plan for the Development of the Village Tourism Activity  
Source: Archive of the Management of the Lamajang Tourism Village, 2023

#### *Nurturing an Anti-Handout Mentality*

Based on statements from the representatives of the youth group involved in the management of Lamajang Tourism Village, there is still a stigma in the community regarding the image of "tourism villages" as merely seeking government assistance funds. Insufficient allocation of funds from the village government for tourism village development is one of the challenges faced in Lamajang Tourism Village. However, the tourism village management, initiated by the village head, has borrowed a certain amount of capital to develop one of the tourist attractions, namely Fajar Alam Camping Ground, as a primary source of income alongside cultural tourism as the Lamajang Tourism Village awareness group has begun to shift from the development of cultural tourism in the indigenous village to promoting the development of nature tourism in the surrounding area.

### *Identifying Partnerships*

As the CBT project develops, expanding the market segments becomes crucial. The core of efforts to enhance competitiveness is the establishment of partnerships with key stakeholders. In the development of Lamajang Tourism Village, various forms of collaboration among stakeholders are government, private sector, academics, and media. However, according to the statements of the village tourism management, there has been no collaboration with Non-Governmental Organizations (NGOs), indicating a gap in building partnerships. On the other hand, academics play a role through training, workshop assistance, socialization, the creation of information boards, and promotional videos conducted by several universities such as UNPAS, UNISBA, UNPAR, etc.



**Figure 14.** The form of cooperation with PT Indonesia Power(left) and the District Government (right)  
Source: Author's Observation, 2023

In Figure 14, on the right side, there is an example of signage installation by the West Java Province, as well as the recognition of the Cikondang indigenous village as a cultural heritage site by the Education and Culture Agency of Bandung Regency (Disdikbud Kabupaten Bandung). Additionally, government involvement in the collaboration for the development of Lamajang Tourism Village includes procurement and education related to waste management (TPS3R) by the Environmental Agency of Bandung Regency (DLH Kabupaten Bandung), training for village tourism management, and assistance in developing a master plan by the Tourism and Culture Office of Bandung Regency (Disbudpar Kabupaten Bandung). Meanwhile in Figure 14, on the left side, there is lands owned by PT Indonesia Power in Lamajang village. However, in a business context, PT Indonesia Power utilized some of their land for the best possible use. As a result, Lamajang Tourism Village has transformed the function of the land into the Fajar Alam camping ground. Micro, Small, and Medium Enterprises (MSMEs) around Lamajang village also seize opportunities for collaboration by providing catering services and tour packages. Lamajang Tourism Village has also taken advantage of the opportunity to collaborate with Pesona Indonesia, a promotional media facilitated by the Ministry of Tourism and Creative Economy, and media coverage from private TV stations.

### *Identifying Adoption of Integrated Approach*

Tourism as a development booster proves effective, especially when well-integrated into overall development strategies and approaches. In this stage, the role of CBT through integration efforts with conservation projects, sustainable development, responsible tourism, and other economic sectors, such as:

#### Integration with Conservation and Sustainable Development Projects

Tourism in Lamajang Village compensates for the loss of potential income not sold to others, for example, the abundant water resources in Lamajang Village.



**Figure 15.** The process of making paving blocks from waste (left) and water resources (right)

Source: Author's Observation, 2023

Figure 15 illustrates the steps taken by Lamajang Village involve utilizing these water resources for activities such as rafting and visiting waterfalls. Additionally, the community of Lamajang Village also processes household waste in the 3R Waste Management Site (TPS3R) to create economically valuable products like paving blocks, and they incorporate waste management activities as part of the offered tourism activities, becoming an integral part of the tourism package.

#### Integration with Other Economic Sectors

Tourism is a "training ground" for local communities to learn and master business skills such as operations management, financial management, marketing and promotional techniques, and more. The skills acquired will prepare them to engage in non-tourism projects that require good organization, a solid understanding of business skills, and interpersonal abilities, such as coffee bean processing, souvenir making, and utilizing rice fields, as seen in Figure 16, as educational tourism facilities.



**Figure 16.** Business development that integrates the tourism and economic sectors

Source: Archive of the Management of the Lamajang Tourism Village, 2023

### *Identifying the Planning and Design of Tourism Products*

After identifying the general framework for tourism development with other economic sectors, the next step is to comprehensively observe the plan and design of the potential tourism products, including product development, destination management, interpretation and communication, and service quality.

#### Product Development

Based on observations of tourism potential and interviews with the management of Lamajang Village, the product development in Lamajang Village focuses on cultural, educational, and nature tourism. This approach creates opportunities for the community to enhance cultural experiences and improve educational tourism programs and activities, ultimately attracting a wider audience.

#### Destination Management

Lamajang Tourism Village has already implemented effective destination management practices by offering various products that provide unique experiences for tourists. These experiences include:

1. *Authenticity*: Participating in rituals, rice planting, coffee processing.
2. *Educational*: Cultural and educational tourism, village exploration study tours.
3. *Entertaining*: Sundanese traditional puppetry art (beluk pupuh sunda).
4. *Enjoyment*: Camping, river rafting.
5. *Memorable*: Camping, rice planting, coffee tours, witnessing rituals.

#### Interpretation and Communication

Although the product development and destination management are well executed by the community, the representatives of the youth group involved in the management of Lamajang Tourism Village describe a limitation in interpretation and communication activities within the village. Currently, these activities heavily rely on direct explanations from local communities through oral presentations, with minimal use of visual interpretation. The information boards provided by the government or academics serve as the primary source of visual information.

#### Service Quality

To improve service quality in the village, the Department of Tourism and Culture (Disparbud) provides training and organizing workshops for the frontlines of Lamajang Village, including seminars for youth groups (karang taruna), cultural art workshops, promotion, and souvenir training, as well as comparative studies to advanced tourism villages. Lamajang Village offers various products, including handicrafts (Figure 17, right side), food, coffee, musical instruments (karinding) (Figure 17, left side), and paving blocks. The local community sells these products, and tourists can buy them at saung (traditional huts) and minimarkets in Lamajang Village. The sale of landeuh coffee by the youth group (karang taruna) is available in sachet packaging and bottles.



**Figure 17.** Traditional musical instruments (karinding) (left) and Handycraft Products (right)

Source: Archive of the Management of the Lamajang Tourism Village, 2023

Furthermore, in this stage, the quality of tourism products assessment is conducted using the product inventory matrix. This matrix is several components, i.e., uniqueness, activities, accessibility and connectivity, basic facilities, interpretation facilities, accommodation facilities, maintenance, service quality, marketing, and promotion. Table 2 presents an assessment of the product inventory matrix in Lamajang Village:

**Table 2.** Product Inventory Matrix

No.	Components	Sub-components	1	2	3	4	5
1	Uniqueness	Iconic					5
		Popularity				4	
2	Activities	Variety				4	
		Quality				4	
3	Accessibility & connectivity	Road Access		2			
		Public Transport		2			
		Signboard				4	
4	Basic Facility	Parking		2			
		Visitor Information Center			3		
		Toilet				4	
		Food Outlet			3		
		Souvenir Outlet			3		
		Internal Signage				4	
5	Interpretation Facilities	Interpretation Center		2			
		Exhibition Materials				4	
		Specific Site Brochure			3		
6	Accommodation Facilities	Homestay				4	
		Camping Site					5
7	Maintenance	Physical Structure				4	
		Cleanliness				4	
		Landscaping				4	
8	Service Quality	Front Desk	1				
		Guiding				4	
		Security		2			
9	Marketing & Promotion	Brochure			3		
		Guidebook		2			
		Website		2			

Exp: 1 = Very Poor, 2 = Poor, 3 = Moderate, 4 = Good, 5 = Excellent

Source: Author's Analysis, 2023

Overall, the assessment of the product inventory matrix in Lamajang Village reveals strengths and areas for improvement. The village's tourism products are highly

unique and popular. However, challenges exist in accessibility and connectivity, specifically with road access and public transport. Interpretation facilities, such as exhibition materials, are well-developed, but specific site brochures and interpretation centers can be improved. Service quality areas, particularly the front desk and security, require attention and improvement. Marketing and promotion efforts, including brochures, guidebooks, and the website, have room for enhancement. These findings emphasize the need for further investment and attention to enhance the overall quality of tourism products and experiences in Lamajang Village.

#### *Identifying Market Demand and Develop Marketing Strategy*

Identifying market demand and developing tourism marketing strategies can be observed through several actions:

##### *Matching Products with Potential Market Segments*

Lamajang Village offers a range of cultural, educational, and outbound tourism products. It makes Lamajang Tourism Village suitable for targeting students, cultural tourists, and ecotourism enthusiasts as their visitors.

##### *Understanding the Channels of Distribution*

Lamajang Village has the potential for frequent visitors due to annual traditional events. In addition, the management of Lamajang Village has established connections with schools in the Bandung region and networks with various travel agents to promote packages for gathering, camping, and outbound activities.

##### *Utilizing Information Technology and Communication as promotional tools*

Lamajang Village utilizes social media platforms such as Instagram, TikTok, and Facebook for promotional purposes. However, the utilization of these promotional media is not optimal, and there is currently no dedicated website for promoting the village.

##### *CBT Organization Establishing an In-house Travel Agency*

Despite privately owned tourism assets such as rafting facilities and homestays, Lamajang Village excels in a diverse range of well-coordinated tour packages managed by the local community. These packages cater to various interests, including inclusive meals and a tour guide. The village exploration package showcases traditional music performances, visits to the Cikondang traditional house site, handicraft workshops, and local culinary experiences. Nature exploration packages involve educational activities like rice planting, coffee tours, visiting traditional huts, and waterfalls. Accommodation options include the camp fun package with tents, sleeping bags, power outlets, lighting, firewood, and the homestay package. Lamajang Village successfully provides a comprehensive and engaging experience for visitors.



#### Leveraging Certification and Awards to Build Branding

In 2021, Lamajang Village was recognized as one of the 50 Tourism Villages in Bandung Regency and received an award for the best accommodation in 2014. Since then, Lamajang Village has not achieved any further awards or recognition.

#### *Identifying Project Implementation and Performance Monitoring*

Project implementation is another activity that can empower the local community. The local community can also actively participate in the implementation phase of tourism facilities' construction. Although the construction phase may take longer, the local community will be empowered and gain new skills or enhance existing ones by being involved in the construction process from start to finish. In the implementation and performance monitoring observation, there are two identifiable actions:

#### Tourism Facilities Development - Involving the Community in the Implementation

The community of Lamajang Village actively participates in facilities construction in the village. The involvement of the youth organization (Karang Taruna) in the construction activities for developing the camping ground area on Eon Hill strengthens their sense of ownership towards the village (as shown in Figure 12).

#### Regular Performance Monitoring

Monitoring integrates seamlessly into the entire planning and implementation process of CBT projects. Regular performance monitoring is essential to measure the impact of tourism on the local community. Based on the interview results with representatives of the youth group involved in the management of Lamajang Tourism Village, most community members in Lamajang Village feel that the presence of CBT enhances their sense of pride, confidence, communication skills, specific expertise, and general knowledge. However, it is worth noting that Lamajang Tourism Village has not yet conducted regular assessments of community members to determine whether they have applied for the acquired education related to tourism. Moreover, the community has not facilitated visitor evaluations to assess visitor satisfaction, which would be highly beneficial for improving the management of Lamajang Tourism Village.

Lamajang Tourism Village is still classified as an initial phase of a Tourism Village for quite a long time (from 2011 to 2022). Although the assessment based on observations and interviews in stages 1-10 indicates the readiness of Lamajang Tourism Village for development, there is a need for evaluation and optimization in several stages to further advance Lamajang Village as a tourism village. Table 3 identifies the stages of the CBT Approach that still require improvement. These stages are:

**Table 3.** Identification of CBT Approach Stages that Still Require Improvement and Evaluation

Stage	Descriptions
5. Community Organization	The organizational structure of the community-based village tourism is lacking in visible roles and performance. The lack of synergy between the village government, the village tourism task force, the youth organization (Karang Taruna), and the Family Welfare Movement (PKK) group in managing the village tourism. In addition, there is a lack of allocated funding from the village government to develop Lamajang village tourism. These factors pose significant obstacles to the advancement of Lamajang village tourism.
6. Partnerships	There has been no collaboration with NGOs.
8. Plan & Design Quality Product	Challenges exist in terms of accessibility and connectivity, specifically with road access and public transport. Visual interpretation, the front desk and security, require attention and improvement.
9. Market Demand and Develop Marketing Strategy	The use of promotional media is not optimal, for example there is no website for tourism village promotion.
10. Regular Performance Monitoring	Regular assessments of community members to determine their implementation of acquired tourism education have not been conducted. Visitor evaluations to assess satisfaction have not been facilitated by the community, hindering improvements in the management of Lamajang Tourism Village.

Source: Author's Analysis, 2023

When examining the CBT approach within the framework presented in Table 4, it becomes evident that several issues arise in stage 5 and subsequent stages, which are crucial for advancing towards the next stage of sustaining CBT. Therefore, the conclusion is that the suboptimal implementation of the CBT approach in the final stage of its development will lead to gaps and challenges during the sustainability stage of CBT. It also highlights potential problematic stages that impact the slow development of Lamajang Tourism Village in transitioning from the initial phase to the development phase of the Tourism Village. These findings align with the theoretical study that emphasizes the significance of local community support during the development stage of tourism, as it assists destination managers in devising sustainable strategies (Diedrich & García-Buades, 2009; Kruczek et al., 2018; Rodriguez & Torrez, 2008).

**Table 4.** 10 Stages to Develop and Sustain CBT

<b>Developing the CBT</b>	1	Tourism Potential of the Location
	2	Community Needs and Readiness for Tourism
	3	Tourism Education Enhancement in the Community
	4	Influential Figure as Local Community Leader
	5	<b>The Development of Community Organization</b>
<b>Sustaining the CBT</b>	6	Partnerships
	7	Adoption of Integrated Approach
	8	The Planning and Design of Tourism Products
	9	Market Demand and Develop Marketing Strategy
	10	Project Implementation and Performance Monitoring

Source: Furqan, 2021a, 2021b; Hamzah &amp; Khalifah, 2009

The recommendation is to perform assessments and enhancements at specific stages of the CBT approach, with particular emphasis on evaluating the development of



community organization. It is allowed due to the inherent power of community-based tourism resting in the coordination and synergy within the organization or community itself, despite the tourism potential of the location, tourism education enhancement and adoption of integrated approach already providing sufficient support for Lamajang Tourism Village's readiness to progress towards becoming a developing or independent phase of a tourism village destination.

## CONCLUSION

The study used a structured CBT approach, as outlined in the "Handbook on Community-Based Tourism: How to Develop and Sustain CBT," which contributes valuable insights and practical recommendations for the sustainable development and management of Lamajang Village as a tourism destination. It can yield a comprehensive understanding of the roles, performance, and associated issues in the community. These findings are instrumental in determining the stages that require further improvement and evaluation to strengthen community involvement in Lamajang tourism village development.

The concept of Community Based Tourism (CBT) in the development of the Lamajang Tourism Village makes the local community directly contribute to the management, promotion, and receipt of benefits from tourism. The benefits received by the community of Lamajang Village are (1) increase public awareness of preserving local culture and the environment, which are part of the value of tourism, (2) obtain added economic value beyond primary income by utilizing natural resources and local cultural uniqueness, (3) improve soft skills in managing the tourism industry through training and collaboration with other stakeholders, such as local governments.

However, while Lamajang Tourism Village benefits from the presence of a dedicated leader and efforts to empower women and youth, there are significant challenges related to the organizational structure and funding allocation. Addressing these issues is crucial for advancing Lamajang village tourism and realizing its potential as a sustainable -thriving tourism destination. The findings underscore the importance of effective leadership in driving tourism activities, achieving sustainable development in Lamajang Village, enhancing coordination, improving the organizational structure, and securing adequate financial resources to ensure the long-term success of community-based tourism in Lamajang Village. This research has limitations in examining the external stakeholders in Lamajang Tourism Village. Therefore, future studies can more critically examine the stakeholders and institutions' collaboration aspects to enhance our understanding of community-based tourism in Lamajang Village.

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## TOURISM COMMUNICATION MODEL BASED ON LOCAL WISDOM (QUALITATIVE DESCRIPTIVE RESEARCH IN GUNUNG PADANG, CIANJUR REGENCY)

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### Abstract

*Gunung Padang is a tourist destination with unique beauty and uniqueness in the Karyamukti Village area, Campaka District, Cianjur Regency, West Java Province. The concept of conveying tourism information based on regional distinctiveness is traditional or local cultural activities that are still practiced in an area. In the development of tourism destinations, there is a pattern of interaction that exists between stakeholders, both between groups, groups with individuals, or individuals with groups. This study aims to describe the form of information delivery with regional distinctiveness at the Gunung Padang Cultural Heritage Site and analyze tourism communication between stakeholders, such as stakeholders and residents, related to efforts to develop regional tourism. This study uses qualitative research methods. Tourism communication at the Gunung Padang Cultural Heritage Site involves various institutions such as the Department of Culture and Tourism of Cianjur Regency, the Cultural Heritage Preservation Center of Banten, and the Tourism Department of West Java Province. This necessitates a longer bureaucracy and coordination process for tourism management. The Department of Culture and Tourism consistently seeks input from managers and the local community in formulating policies for developing tourism efforts at the Gunung Padang Cultural Heritage Site to ensure the successful implementation of programs.*

**Keywords:** *communication, local wisdom, tourism*

## INTRODUCTION

The activity of traveling to tourist destinations individually, as a family, or as a group with the purpose of visiting these places and not engaging in work at the destination is called Tourism (Cooper, 1993). Indonesia has several tourism potentials that can be developed, including culinary tourism, nature, culture, religion, and others. Tourism activities lead to the creation of a need for goods and services, which in turn can accelerate the growth of domestic production (Ismandianto et al., 2019). One area with opportunities for tourist attraction in Indonesia is Cianjur Regency, according to analysis from BPS, located in West Java Province, it has an area of 361,434.98 ha with details of 32 sub-districts. The beauty of the natural landscape, the abundance of natural resources, and traces of customs and cultural heritage are owned by the Cianjur Regency (Budiarti, 2013).

Gunung Padang is a part of a tourist attraction located in Cianjur Regency. It is situated in the village of Karyamukti, Campaka District, Cianjur Regency, West Java Province, with coordinates 6°59'38,0" S – 107°03'22,3" E. Archaeologists within the Directorate General of Culture, Ministry of Education and Culture (such as Yondri, 2012), argue that a stepped pyramid megalithic site is located at Gunung Padang. The summit of Gunung Padang is the site's location, which was constructed by ancient civilizations for ritual purposes in times long past (Bronto & Langi, 2016). The Gunung Padang area was designated as a Cultural Heritage Site based on Ministerial Decree No. 139/M of 1998 (Kemendikbud, 1998), and it is protected as a Cultural Heritage Site under Law No. 11 of 2010 (2010). As a cultural heritage site, the Gunung Padang region contains several local. Local wisdom encompasses knowledge, life perspectives, and various strategies in the form of activities carried out by the local community to address various issues related to their needs. Terms commonly associated with this concept are local wisdom, local knowledge, local intelligence, and local genius (Fajarini, 2014). The Gunung Padang Cultural Heritage Site still retains several local wisdom practices that are preserved to this day. For instance, the practice of purifying oneself at Cikahuripan is observed. Cikahuripan is a spring located within the Gunung Padang Cultural Heritage Site, and it is used to cleanse anyone entering the site. This purification ritual involves washing specific parts of the body, such as hands, face, and feet. The purpose of this ritual is to maintain the cleanliness and orderliness of every visitor entering the site. During the journey to the summit of Gunung Padang, visitors pass through five terraces that symbolize five different life philosophies believed by the local community at the Gunung Padang Cultural Heritage Site.

Additionally, another form of local wisdom found at the Gunung Padang Cultural Heritage Site is the Karinding musical instrument. Karinding is a bamboo musical instrument played individually or in groups by the community at the site. It is played by striking the instrument while holding it against the mouth, producing sound without blowing into it. The Karyamukti village community within the Gunung Padang Cultural Heritage Site also has folklore believed to be the origin of the formation of the site. Apart from cultural local wisdom, the site also features the potential for natural tourist destinations, such as Curug Ciung, a high-appeal tourist destination that is not yet fully developed. According to the Cianjur Regency Government Agency Performance Report (LKjIP) for the year 2020 (Disparpora Kab. Cianjur, 2021), there's also the potential for

other natural tourist attractions like the Mount Rosa Tea Plantation, also located in the Karyamukti village, Campaka District, Cianjur Regency.

The number of domestic tourists visiting the Gunung Padang Cultural Heritage Site is 90,549 people and 501 foreign tourists. This number makes the Gunung Padang Cultural Heritage Site the top 5 tourist destination areas contributing to tourist visits to Cianjur Regency (Disparpora Kab. Cianjur, 2019).

**Table 1.** 5 Largest Tourist Contributing Destinations in Cianjur Regency

No.	Tourist Destination	Number (Person)	
		Local Tourist	Foreign Tourists
1	Taman Bunga Nusantara	721,211	96,414
2	Cibodas Botanical Garden	698,213	-
3	Gede Pangrango National Park	647,153	30,275
4	Pokland Haurwangi Tourism Park	114,252	-
5	Gunung Padang	90,549	501

Source: Disparpora Kab. Cianjur, 2019

Based on Table 1 above, it can be seen that the Gunung Padang Cultural Heritage Site is one of the main tourist attractions in Cianjur Regency. The Gunung Padang Cultural Heritage Site is one of the largest budget-contributing tourist attractions for the Cianjur Regency Tourism, Youth and Sports Office. In the Government Agency Performance Report (LKjIP), the Cianjur Regency Tourism, Youth and Sports Office shows an increase in budget revenue in the last two years, namely from IDR 50,000,000 (Fifty Million Rupiah) in 2020 and increased to 3 times in 2021, namely IDR 150,145,000 (One Hundred Fifty Million One Hundred Forty-Five Thousand Rupiah). In the same report, the Gunung Padang Cultural Heritage Site is also one of the tourist attractions categorized as yet to be organized and has the potential to be developed for the better. This can be developed by combining the Gunung Padang Cultural Heritage Site with some of its local wisdom as previously described (Disparpora Kab. Cianjur, 2021).

Tourism communication can be described as the exchange of messages and meanings carried out by institutions with tourism managers, investors, and tourism-aware groups in marketing destinations to tourists. There are seven components that can explain tourism communication: communication, tourists, marketing, accessibility, investors, destinations, and Human Resources (HR) institutions (Bungin, 2015). Tourist destinations that prioritize the region's unique characteristics can become a new reference point for enhancing tourism efforts. The knowledge of the region, conveyed through tourist information, becomes a part of local tourism marketing. A tourism communication model based on local wisdom is part of conveying tourism information that can offer a new atmosphere with region-specific models and is based on the development of science and technology for tourism renewal. The local wisdom-based model aims to provide alternative tourist destinations to prospective tourists (Nugraha et al., 2017). The integration of sustainable tourism fundamentals through efforts to introduce tourism in a region, taking into account existing sustainable components, is vital (Tamaratika & Rosyidie, 2017). The development of a tourist destination is determined by proper planning and phases that guide the development process. A series of steps and activities need to be carried out in

developing tourist destinations. To achieve the goals of tourism activities, attention from various stakeholders with cross-sectoral interests is required (Perbawasari et al., 2019).

To develop a local wisdom tourism communication model in the form of a description of local traditional or cultural activities that are still carried out in the region. It is also necessary to describe the interaction patterns among stakeholders and the communication channels used in these activities. The pattern of interaction in developing tourism destinations is a phenomenon that describes the interaction between stakeholders, both individually, individuals with groups, and groups with groups that work together to achieve the common goal of developing local wisdom-based tourism in the region (Bakti et al., 2018).

The development of a city with a distinct identity emphasizes the management of regional development that takes into account the values of local wisdom within it. Identity in the practice of regional development within an area serves as the foundation for a city to offer value in enhancing tourism visits to that region (Beier & Kramer, 2018; Cocks et al., 2018; Estrada, 2018; Oba, 2018). According to Nugraha et al. (2017), the formation of a tourism communication model is a manifestation of the involvement of relevant stakeholders in efforts to develop tourism potentials through the implementation of local wisdom, which is immortalized in the form of slogans, statements of intent, and commitments from all elements involved in the tourism sector to maintain social-cultural values and environmental sustainability as the foundation for organizing tourism activities. Meanwhile, Hamzah et al. (2021), in their research titled “Analysis of Development Strategies for the Gunung Padang Cultural Heritage Site as a Cultural Tourism Destination” stated that the lack of promotional media availability such as websites and social media, as well as the lack of coordination between managers and relevant departments in developing the Gunung Padang Cultural Heritage Site as a tourism destination, is one of the weaknesses of this tourist attraction located in Karyamukti Village, Cianjur Regency.

Based on this description and referring to two previous studies entitled *Local Wisdom-Based Tourism Communication Model (Qualitative Descriptive Study in the Lembang Region of West Bandung Regency)* and *Analysis of the Development Strategy of the Gunung Padang Cultural Heritage Site as a Cultural Tourism Destination*, the researcher has an interest in conducting research with the title “Tourism Communication Model Based on Local Wisdom (Qualitative Descriptive Research in Gunung Padang, Cianjur Regency)” to be able to describe the communication model among the stakeholders in the development of the Gunung Padang Cultural Heritage Site.

## **METHODOLOGY**

This research employed a qualitative method, where qualitative research does not utilize the concept of population. Instead, according to Spradley (1997), it is referred to as a situation that encompasses three factors: actors, places, and activities. In the research object or social situation, the researcher closely observes the activities of people in specific locations (Sugiyono, 2007).

The research subject was defined as individuals, objects, or entities related to the data on the research variables and are the candidates for study. The research object plays

an important and strategic role because it represents data about the variables that will be observed by the researcher (Arikunto, 2010). Explaining the research subjects is necessary to ensure that the research remains focused and does not deviate from its objectives. In qualitative research, informants are individuals who provide information about the aspects the researcher wants to understand in relation to the study being conducted. The research subjects in this study included the Tourism Department of Cianjur Regency, represented by the Head of the Destination Division, Mr. Iwan Severiana, SAP, the management of the Gunung Padang Cultural Heritage Site, the local community around the Gunung Padang Cultural Heritage Site, and tourists visiting the Gunung Padang Cultural Heritage Site.

The research object was the scientific goal of obtaining information using objective, reliable, and valid methods about various variables (Sugiyono, 2014). This study had a research object, which was to describe and analyze tourism communication among stakeholders such as the Department of Culture and Tourism of Cianjur Regency as stakeholders, tourism managers, and the local community around the Gunung Padang Cultural Heritage Site in developing tourism based on local wisdom at the Gunung Padang Cultural Heritage Site.

Informants were individuals who provided knowledge and information related to the entire research. Informants are identified through targeted fieldwork. In this study, purposive sampling was applied as the informant selection technique. Purposive sampling is a method for collecting data or information where certain aspects, something, or someone is chosen as respondents to provide information that supports the research, as they possess the necessary information (Sugiyono, 2014). The researcher established several criteria for selecting informants in this study, including: (1) Informants must be officials from the Tourism Department of Cianjur Regency, (2) informants must be tourism managers at the Gunung Padang Cultural Heritage Site, (3) informants must be residents living in the vicinity of the Gunung Padang Cultural Heritage Site who are knowledgeable about local wisdom, and (4) informants must be tourists visiting the Gunung Padang tourist area. The list of research informants is provided in Table 2.

**Table 2.** Informants Data

No.	Informant Name	Role	Age
1	Iwan Severiana, SAP	Head of the Destination Division of the Department of Culture and Tourism of Cianjur Regency	54 Years Old
2	Nanang Sukmana	Caretaker/Manager of Gunung Padang Cultural Heritage Site	38 Years Old
3	Yuyun	Tourist	48 Years Old
4	Ladzina Imanez	Tourist	23 Years Old
5	Zenal Arifin	Local Community Member/Local Tourism Association (Pokdarwis) Member	40 Years Old
6	Muhammad Yusuf	Tourist	20 Years Old

Source: Researcher's findings, 2022.

The locations in this research were the Department of Culture and Tourism of Cianjur Regency at Jl. Aria Wiratanudatar No.50, Bojong, Karangtengah District, Cianjur Regency, and the Gunung Padang Cultural Heritage Site in Gunung Padang Village,



Karyamukti Subdistrict, Campaka District, Cianjur Regency. This research was conducted during the period from March to June 2022.

This type of research also involved steps in collecting data or information that supported the research findings through interviews, observations, and documentation (Bungin, 2010). Through interviews, information or data was obtained through a question-and-answer interaction between the researcher and the respondents. The interview technique used was unstructured interviews, where an interview guide was prepared as a reference, but it did not bind the informant's responses. Informants were free to answer questions based on their opinions and personal experiences. The technique of collecting unstructured observation data or non-participant observation was used as an observational technique in this research. Observation was carried out to independently develop an understanding of the situation being observed without influencing or actively participating in it. However, the observation remained directed toward the research objectives. This study was qualitative exploratory descriptive research. Exploratory research was conducted to understand the causes or influences of a phenomenon. The exploratory approach was chosen because it was considered more suitable for exploring the reality and facts of this research in more detail. The data analysis technique of triangulation was also used in this research to verify validity. Data triangulation was conducted because statistical tests could not be used to prove the truth in qualitative research in the same way as in quantitative research.

Efficiency in the process and the desired outcomes were prioritized in the triangulation technique. Testing against regulations was conducted to determine whether the process and results of the method used were functioning properly. For instance, the research collected information through observation and interviews, gathering daily interview notes from informants and observation records. The daily notes were then cross-checked to ensure that there was no conflicting information between the observation notes and interview notes (Bungin, 2010). Testing the understanding of the research by comprehending the information conveyed to the researcher was also carried out through triangulation. This was necessary because in qualitative research, the understanding of the meaning of something can vary between different individuals, including the understanding of informants and the researcher.

## **FINDINGS AND DISCUSSION**

The Gunung Padang Cultural Heritage Site is located in the village of Karyamukti, Campaka District, Cianjur Regency, West Java Province, at coordinates 6°59'38,0" S - 107°03'22,3" E. This location can be reached by four-wheeled vehicles from the Cianjur-Sukabumi highway. Archaeologists within the Directorate General of Culture, Ministry of Education and Culture (such as Yondri, 2012) believe that at Gunung Padang, there is a megalithic site called *Punden Berundak*. People from the past constructed this site at the summit of Gunung Padang for ritual purposes according to the beliefs of the society at that time (Bronto & Langi, 2016). Gunung Padang was designated as a cultural heritage site through the Minister of Education and Culture's Decree Number 139/M/1998 (1998) and is protected by Law Number 11 of 2010 concerning Cultural Heritage (2010).

The Gunung Padang Cultural Heritage Site, which is characterized by its terraced megalithic structure, was first reported by local residents in 1979. It has been surveyed by various institutions, including the National Archaeological Center, Bandung Archaeological Center, West Java Provincial Culture Office, Directorate of Cultural Heritage and Museums, Banten Provincial Cultural Heritage Preservation Center, as well as universities such as the University of Indonesia and the University of Padjajaran. There has been ongoing interest from both scholars and the general public to uncover the historical and cultural significance of this site since the 1980s. This cultural heritage site consists of natural rocks, commonly known as columnar jointed rocks, which were shaped by humans. The terraces were constructed at an elevation of approximately 895 meters above sea level on a hill beneath which lies the columnar rocks formed through natural geological processes. The Gunung Padang Cultural Heritage Site comprises five levels or “terraces”, starting with Terrace 1 in the north and ending with Terrace 5 in the south. In 2014, the Minister of Education and Culture officially designated the Gunung Padang Cultural Heritage Site as a national cultural heritage site through Decree No. 023/M/2014 (Kemendikbud, 2014).

Tourism communication can be described as the exchange of messages and meanings carried out by institutions with stakeholders, including managers, investors, and tourism-conscious groups, in marketing destinations to tourists. There are seven components that can explain tourism communication: communication, tourists, marketing, accessibility, investors, destinations, and institutional human resources (Bungin, 2015). Meanwhile, Ife (2002) explains six dimensions that form the existing local wisdom within communities, which consist of local knowledge, local skills, local values, local resources, decision-making mechanisms, and group solidarity.

The role of a communicator, including in the Department of Culture and Tourism of Cianjur Regency, in tourism communication is vital. Therefore, the selection of a communicator should not be arbitrary. The choice of a communicator in the Department of Culture and Tourism of Cianjur Regency for tourism communication depends on their roles, tasks, and the intended message. This was further emphasized by Mr. Iwan, who stated:

*“The communicator in delivering messages to the public and stakeholders depends on the purpose of the message. For example, if the message is related to promotion, it will be delivered by the marketing department through predetermined media and programs. If it relates to policy, it will involve the destination department.” (personal communication, May 30, 2022)*

From the six statements made by the informants and the observations conducted by the researcher, it is evident that the role of the communicator in this research varies in the development of tourism based on local wisdom according to their respective interests. Three elements, including the government, the management of the cultural heritage site, and community groups, each have their own roles. However, as an official institution, the government holds stronger authority in developing tourism. Yet, since the Gunung Padang cultural heritage site falls under the jurisdiction of three agencies, namely the Department

of Culture and Tourism of Cianjur Regency, the Cultural Heritage Preservation Center of Banten, and the Government of West Java Province, further coordination with these agencies is needed for its development. Nevertheless, communicators, in their role as managers, continue to develop tourism based on local wisdom for the benefit of specific individuals and community groups. Additionally, the messages conveyed by communicators can be in verbal or nonverbal form. These messages can include sentences spoken in the media, direct utterances by the communicator to the audience, and symbols such as cultural rituals at the Gunung Padang Cultural Heritage Site. Various media are used, including both conventional and modern media. Some informants still use word-of-mouth or conventional methods, as mentioned by the fourth and sixth informants. However, many informants utilize social media and print media in developing and managing their messages. In the current era of information technology, tourism managers prefer to use social media to manage their messages, as stated by the second informant "Up to now, there is only WhatsApp and personal social media accounts of the managers. There is no official social media from Gunung Padang, and there is also none from the cultural heritage site" (N. Sukmana, personal communication, May 31, 2022). An example of message delivery by tourism managers can be seen in Figure 1.



**Figure 1.** Social Media of Gunung Padang Cultural Heritage Site Manager

Source: Researcher's findings

The media used to convey information or messages that have been packaged by communicators and related parties to the general public or potential tourists can be categorized based on the purpose of the message. Conventional media are used to introduce information about regional tourist destinations, while online media are employed to reach a broader audience, including at the national level.

This was conveyed by the first informant when determining the media to be adjusted to the message's purpose and target audience. As stated by the first informant, "the media used is tailored to the target audience, such as posters and banners used to attract the local audience in Cianjur Regency, and YouTube for reaching a wider audience in introducing the Gunung Padang area" (I. Severiana, personal communication, May 30, 2022). Triangulation was conducted with Ms. Yuyun, a tourist at the Gunung Padang

Cultural Heritage Site. Ms. Yuyun received information about the Gunung Padang Cultural Heritage Site through conventional media, such as television, and then obtained a WhatsApp contact from one of the site's managers. As the third informant stated, "I learned about it from one of the private TV stations, and then I got in touch with one of the Gunung Padang tourism managers so I could visit the Gunung Padang Cultural Heritage Site directly" (Yuyun, personal communication, May 31, 2022).

Tourists are essential in helping to develop the tourism sector in a region. Therefore, the target audience for communicators includes not only the local community around Cianjur Regency but also people from all over Indonesia who have a special interest in historical, cultural, and religious tourism. This is reinforced by Mr. Iwan's statement:

*"Because Gunung Padang is already considered a cultural heritage site with national scope, perhaps the only one in Indonesia, the target audience is also national in reach. It's not just for those who enjoy nature tourism but is sometimes utilized by some for religious tourism."*  
(I. Severiana, personal communication, May 30, 2022)

From the informant's statements and the researcher's observations, the broad target audience consists of tourists with a specific interest in historical, cultural, religious, and educational tourism. The target audience is not limited to those interested in nature tourism because it needs to align with the potential around the Gunung Padang Cultural Heritage Site. Meanwhile, the effects of having a tourist destination can increase revenue for the local government through fees and an increase in the income of site managers and local communities. This aligns with the statement of the first informant: "The effects felt by the local government are in the form of fees and the number of tourist visits" (I. Severiana, personal communication, May 30, 2022). Similarly, the second informant, a tourism site manager, mentioned that besides the increase in fees as capital for managing the site, another effect of visitor arrivals is the generation of more waste in the area:

*"With the entrance fees collected from visitors, we use it as capital for managing Gunung Padang. However, the effect of visitors on Gunung Padang itself is that visitors sometimes leave trash, step on stones, and other things that slightly tarnish the beauty of Gunung Padang."* (N. Sukmana, personal communication, May 31, 2022)

Tourist destinations can also create job opportunities for the local community and become an alternative natural, cultural, historical, and religious tourism destination in West Java. In addition to the positive effects mentioned, both site managers and the local community have experienced negative effects, including litter left behind by visitors and differences in culture, such as clothing and behavior in the vicinity of the tourism site. There is a diverse range of locally-based tourist destinations at the Gunung Padang Cultural Heritage Site, including natural attractions like tea gardens and waterfalls, cultural tourism involving traditional ceremonies like Sakabenda, historical tourism at the Gunung Padang Cultural Heritage Site itself, and culinary tourism offering local specialties like Gula Bonjor and Gula Semut.

Accessibility to a tourist destination is one of the most crucial aspects of managing a tourism area. A well-maintained access road to a tourist destination ensures that visitors

can comfortably and safely reach their destination. The first informant stated that the access road to the Gunung Padang Cultural Heritage Site is quite good, even though road management authority is divided between the local government and the provincial government. Here is the statement from the first informant: “Actually, the access road to the Gunung Padang tourist area is divided in terms of authority. Some roads fall under the jurisdiction of the regency, some under the province. But overall, the access road is quite good” (I. Severiana, personal communication, May 30, 2022). To reinforce the statement from the first informant, the second informant, a manager of the tourist destination, mentioned that overall, the access road is quite good. However, there is a need for improvements and additional facilities in certain aspects, such as street lighting and signage, to support tourism activities. The second informant stated:

*“There are still some damaged road sections, but 80% of the road to the Gunung Padang tourist area is in good condition. As for road widening, there may be a need for it, but the road widening process is still uncertain due to land ownership issues with the local community. Many street lights need to be fixed from the city center to the Gunung Padang tourist area, which is approximately 20 km long, only about 10% of the lights are working. The tourism department should add signs or slogans like ‘sapta pesona’ or something similar in Paldua, which is under the authority of the Department of Culture and Tourism to support the Gunung Padang tourist area.” (N. Sukmana, personal communication, May 31, 2022)*

Accessibility to the tourist destination is already quite good, although there is a need for road repairs in certain sections due to potholes, and the width of the road needs improvement. However, road widening is currently hindered by land ownership issues with the local community. According to several informants, improvements need to be made, including street lighting, traffic signs, directional signs, and maintenance along the road. Regarding branding, there is currently no official branding for the Gunung Padang Cultural Heritage Site by the Department of Culture and Tourism and the tourism site management. Although the branding process has been initiated, both stakeholders agree that the Gunung Padang Cultural Heritage Site falls under special interest tourism.

The second informant stated that the local values at the Gunung Padang Cultural Heritage Site are diverse and can be complemented by rules such as providing cloth to tourists who happen to be wearing shorts or skirts above the knee to maintain the values present in the tourist area. As expressed by the second informant to the researcher:

*“Local cultural values, local aesthetic values, language, and the arts. The shortcomings are related to the local values present in the Gunung Padang tourist area. Every visitor should be provided with a cloth to cover from the waist to the knees, to ensure that every visitor entering the Gunung Padang Cultural Heritage Site maintains their decency.” (N. Sukmana, personal communication, May 30, 2022)*

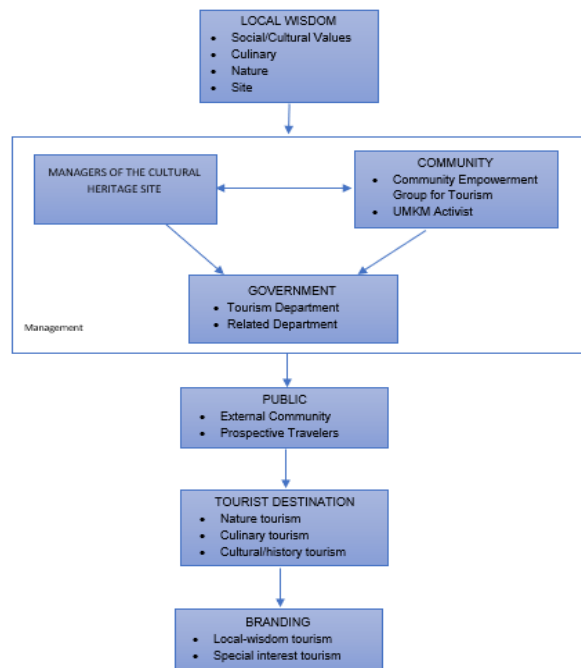
The presence of local values at the Gunung Padang Cultural Heritage Site is a way for the management and local community to prevent damage caused by tourists to the cultural heritage site. As stated by the fifth informant:

*“Local tourism values in the Gunung Padang area include washing hands and feet before entering the site. When in the site area, hitting, sitting on, or defacing the existing stones is prohibited to preserve the site. In terms of clothing, tourists should dress modestly.” (Z. Arifin, personal communication, July 7, 2022)*

As for local skills found at the Gunung Padang Cultural Heritage Site include musical arts like *karinding* and *kecapi suling*, traditional martial arts (*pencak silat*), and the annual *sakabenda* ceremony. From the interviews and observations conducted by the researcher, it is evident that the local resources at the Gunung Padang Cultural Heritage Site are utilized by the local community to support tourism activities and create culinary products such as “*gula semut*” (ant sugar), “*gula bonjor*”, various coffee products, and craft items like souvenirs and other crafts. Regarding the local decision-making mechanism at the Gunung Padang Cultural Heritage Site, it involves all stakeholders. The Department of Culture and Tourism makes decisions and policies based on input from the community, as do the tourism managers. The group solidarity at the Gunung Padang Cultural Heritage Site is quite strong, and the Department of Culture and Tourism recognizes the high enthusiasm of the community in helping to develop tourism based on local wisdom.

The local wisdom-based tourism communication model at the Gunung Padang Cultural Heritage Site refers to previous research, particularly the model discussed by Nugraha et al. (2017). The difference between this research and previous studies lies in the specific communication situation at the Gunung Padang Cultural Heritage Site. In the model of local wisdom-based tourism communication described in previous research, communication at the community level is well-established, and the government and tourism interest groups have divided the tourism zones to facilitate information access and monitoring by relevant stakeholders.

Meanwhile, tourism communication at the Gunung Padang Cultural Heritage Site at the community level, as explained by the fifth informant, still relies on the decision-making mechanisms of individual business groups. This is due to the suboptimal performance of local tourism associations (*pokdarwis*) and Village-Owned Enterprises (BUMDES) as coordinating bodies that can manage the various community groups involved in locally based tourism at the Gunung Padang Cultural Heritage Site. The local community groups and the local government have not yet conducted mapping or zoning of the existing local wisdom potentials, as stated directly by the fifth informant. The model of local wisdom-based tourism communication at the Gunung Padang Cultural Heritage Site can be seen in Figure 2.



**Figure 2.** Model of Local Wisdom-Based Tourism Communication at the Gunung Padang Cultural Heritage Site

Source: Researcher's finding

This research's sources of tourism communication are human resources and institutions, particularly the Cianjur District Government, specifically the Department of Culture and Tourism, tourism investors or operators, and the local community in the tourist destination area. The message conveyed is the tourism destination itself. Both traditional and modern media are used as channels for delivering this message. The expected effects include the audience or potential tourists becoming aware of the branding of Gunung Padang Cultural Heritage Site, leading to visits to the tourist area, which in turn has positive impacts such as contributing to the local economy, generating revenue, and increasing the prosperity of the surrounding community. This aligns with Bungin's (2015) explanation that the components of tourism communication include communication, human resources and institutions, destination, marketing, accessibility, investors, and tourists. Additionally, Lasswell's model (Rohim, 2009) explains that the elements of communication involve the message, source, channel, receiver, and effect. The various forms of relationships between two or more people, whether formal or informal, can be interpreted as communication patterns between the Tourism Department of a region and the local community. Cultural activities based on local wisdom need to be continuously preserved and developed as part of the tourism vision of a region (Prastowo & Budiana, 2016).

Based on the information provided by the informants, it is known that several communicators use various communication channels, including the Cianjur District Department of Culture and Tourism and other relevant departments in the development of tourism based on local wisdom. The audience consists of the local community living in and around the tourist destination area. The presence of this regional tourism, especially in the villages, becomes a destination and choice for tourists, thereby boosting the local economy.

With tourism based on local wisdom, the expected effect is that the audience becomes aware of changes in attitudes and behaviors, as mentioned by Rohim (2009). For the Department of Culture and Tourism, the effect of having Gunung Padang Cultural Heritage Site is an increase in local revenue through levies, as stated by the first informant. Furthermore, the tourist destination can enhance the local economy and become an alternative for nature, cultural, historical, and religious tourism in West Java. In addition to the mentioned positive effects, there are also negative effects felt by both the operators and the local community, such as the issue of litter left behind by visitors and cultural differences in dress and behavior around the tourist area. This aligns with the statements made by the second and fifth informants.

Cultural activities that exist at the Gunung Padang Cultural Heritage Site include practices such as washing one's feet before entering the site, prohibiting visitors from sitting, stepping on, or defacing the site's stones based on the concept of "*pamali*" (taboos), specifying dress codes, offering various culinary experiences, and more. These cultural activities are now being integrated as part of the tourism experience at the Gunung Padang Cultural Heritage Site. The Gunung Padang Cultural Heritage Site is an area with significant tourism potential, offering various types of tourist destinations. In addition to the tourism potential within the site itself, the supporting tourism activities in the vicinity of the Gunung Padang Cultural Heritage Site also have the potential to be developed further, enhancing the overall appeal of the cultural heritage site. The branding of the Gunung Padang Cultural Heritage Site, grounded in its unique regional characteristics and attractions, has the potential for collaboration with relevant institutions, including government departments, site managers, and the local community. This collaborative effort involves tourism stakeholders and local authorities working together to develop the branding of the Gunung Padang Cultural Heritage Site. While branding processes have been initiated, they have not been officially launched yet. However, both stakeholders agree that the Gunung Padang Cultural Heritage Site falls under the category of special interest tourism. This collaborative approach in developing the Gunung Padang Cultural Heritage Site's branding is further supported by the statement made by the fifth informant.

Tourism communication in the Gunung Padang Cultural Heritage Site area has effectively reached the second and third information sources. They have stated that coordination with relevant institutions is proceeding smoothly, and the Department of Culture and Tourism consistently involves both site managers and the local community in decision-making processes. This collaborative approach has proven to be a key factor in developing a destination with local distinctiveness. The active participation of the community, along with the continuous involvement of the Department of Culture and Tourism, ensures that local voices are heard and considered in decision-making processes related to tourism development.

## CONCLUSIONS

The involvement of stakeholders in their efforts to develop locally based tourism has shaped the tourism communication model at the Gunung Padang Cultural Heritage Site. Commitment and support from relevant stakeholders in the tourism sector are directed



toward preserving the unique culture and heritage of the area, as well as conserving the site as the foundation of a tourist destination. Site managers, the local community, and the Department of Culture and Tourism all agree that the Gunung Padang Cultural Heritage Site can be categorized as special interest tourism, catering to tourists interested in culture, history, and religion. Branding efforts by the Department of Culture and Tourism and the site managers are still in the development stage.

The tourism communication of the Department of Culture and Tourism is closely connected with the Banten Cultural Heritage Preservation Center. There is cooperation and coordination with other departments or functions for the purpose of information dissemination and decision-making in the development of locally-based tourism at the Gunung Padang Cultural Heritage Site. The Department of Culture and Tourism always seeks input from site managers and the local community in formulating policies for tourism development at the Gunung Padang Cultural Heritage Site to ensure that programs are well-implemented. At present, the local community continues to uphold their customs and traditions, as evidenced by the efforts of various community groups, such as conducting annual cultural rituals known as “*Sakabenda*”, utilizing local arts found around the tourist area like “*karinding*” and “*kecapi suling*”, and utilizing local natural resources like palm trees, bamboo, and honey for processing into culinary tourism products. The impact of the media on the tourist destination can be seen in the visitors it attracts and its effects on site managers, the local community, and the Department of Culture and Tourism. Decision-making among community groups is still limited to each SME group, and no official organization is coordinating these groups. However, each group coordinates and assists one another.

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## **BRANDING AND TOURISM IN KOMODO: RAISING RESORT AWARENESS THROUGH INSTAGRAM INFLUENCER**

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### **Abstract**

*Accommodation's competitiveness around Labuan Bajo currently drives them to strive after the COVID-19 pandemic to offer a variety of promotions on its products and services to increase brand awareness and expected visits to the super-priority destination on Komodo Island, East Nusa Tenggara. The study aims to explore how Mohini Resort Komodo, of accommodation in Labuan Bajo, performed the influencer marketing strategy for raising brand awareness through Instagram influencers in such a challenging situation. This descriptive and qualitative case study used in-depth interviews and observations to gather the idea. From the viewpoint of the two-step flow theory of communication, this study elaborates on how brands in the travel industry can use the influencer marketing framework to interact with Instagram influencers as online opinion leaders. The findings show that the resort has put into practice an influencer marketing strategy that includes 1) identifying the marketing objective, target market, and definition of success; 2) defining the best campaign strategy; 3) outlining the creative, creator, and content strategy; and 4) defining budget, target, and media planning. This research contributes to an ongoing examination of the framework for companies in the tourism industry to enforce effective influencer marketing.*

**Keywords:** brand awareness, influencer marketing, Labuan Bajo, tourism

## INTRODUCTION

The proliferation of lodgings in the Labuan Bajo area has intensified competition, prompting them to implement diverse product and service marketing to enhance brand recognition amidst the COVID-19 pandemic. At the same time, expect visits to the super-priority destination on Komodo Island, East Nusa Tenggara, the hidden paradise in eastern Indonesia (Darung et al., 2022). Due to its captivating exoticism, Labuan Bajo has emerged as a highly prioritized tourist attraction, renowned even among international visitors. Tourism has become one of the businesses intensifying its promotion activity on social media and practicing influencer marketing. In a pandemic, digital tourism influencers are unquestionably the key players who can quickly publicize Labuan Bajo attractions (Candraningrum et al., 2022). The growing significance of social media is becoming increasingly apparent in the tourism industry.

Labuan Bajo is in the Komodo District of the West Manggarai Regency within the East Nusa Tenggara Province. The Sape Strait separates it from West Nusa Tenggara and forms a direct border with that region. The total number of tourist visits to Labuan Bajo in 2015 amounted to 27,325 individuals, exhibiting a decline of 2.42% in the subsequent year of 2016. Moreover, there was a further decline in the number of tourist visits in 2017, with a fall of 30.12%. Nevertheless, it is worth noting that there was a substantial surge of 72.43% in tourist visits during the year 2018 (Limengka et al., 2021). One of the main attractions in Labuan Bajo is island-hopping, a tour between islands by lodging on a boat, or daily tours to Komodo Island and Padar Island, which offer extraordinary natural attractions such as beautiful panoramas and amazing coastlines (Jaimun et al., 2020; Putri & Aras, 2021).

Accommodation on the ship requires a minimum of one day of preparation, so a mainland lodging place is needed. Mohini Komodo Resort (Mohini) is one of the several lodging places in Labuan Bajo. The resort has advantageous geographical placement as it is conveniently situated close to public amenities, facilitating access and discoverability. It engages in land and ship lodging in Wae Cicu, Labuan Bajo, West Manggarai, East Nusa Tenggara Province, Indonesia. The resort is close to Komodo Airport (LBJ), a mere 3.61 km away, and slightly over 3.92 km from Labuan Bajo Port. The name "Mohini" is derived from Hindi (India), and according to Datang et al. (2022), it means "beautiful" and "who charms". The resort's uniqueness is its remarkable bohemian interior and exterior design concept, which resembles barns.

Travelers engaging in tourism activities at certain tourist attractions often consider many factors while deciding to visit. For instance, millennial travelers, now seeing a significant surge in popularity, exemplify this trend. Millennial travelers acquire knowledge through social media platforms before embarking on their journeys to tourist destinations, such as the Labuan Bajo region. Hence, influencer marketing is the current tool for promoting Indonesia's tourism industry and spreading information to companies pursuing customer awareness, trust, and loyalty. Its activities are one of the marketing communications tools used and recommended by the Ministry of Tourism and Creative Economy of the Republic of Indonesia (Kemenparekraf) to promote the tourism industry, an important economic sector, specifically to campaign to brand Labuan Bajo as a super-

premium destination. The trustworthiness of social media influencers has a beneficial influence on the decision-making process of millennial tourists when considering a visit to Labuan Bajo (Limengka et al., 2021).

Influencers could spread the tourism companies' messages to broader consumers who might never be able to reach them (Yetimoğlu & Uğurlu, 2020). Hence, despite the COVID-19 pandemic, the resort's Instagram account @mohiniresort has gained more brand awareness, as indicated by the followers' growth in the last three years since it conducts influencer marketing with several public figures, social media personalities, and vloggers. Influencers who stay at the resort create Instagram content to promote it.

Yesiloglu and Costello (2020) stated that, in its most basic form, Katz and Lazarsfeld (1955) two-step flow of communication theory could explain influencer marketing. It is one of the most well-known social communication, media effects, and personal influences in the past six decades (Hilbert et al., 2016), which explains another reason why businesses across various sectors, including in the hospitality and tourism industries, could enhance the effectiveness of their marketing communications by utilizing influencer resources such as follower networks, personal positioning, communication content, and follower trust (Leung et al., 2022). Before the modern incarnation, scholars studied influencers or key opinion leaders using the theory, which still applies to digital platforms (Hilbert et al., 2016), as shown by influencer marketing, where its activities are a means to encourage the influencer's audience to participate in shared content about travel destinations on social media sites such as Instagram.

However, regardless of the number of marketing professionals who use influencer marketing, they still need a thorough understanding of its scope, efficacy, and potential risks (Leung et al., 2022). The extensive offerings made by influencer agencies need to be clarified or overwhelm many practitioners of travel and tourism marketing communication or public relations (Breves et al., 2019). Stanková and Kuchta (2020) believed that cooperation with an influencer often needs clarification and demands at least some knowledge about the company's possibilities.

Looking at the influencer marketing phenomenon, Levin (2020) proposes four steps in the influencer marketing framework that could fully align with its overall marketing communication plan through extendable media channels. The company first identifies its primary marketing objective, target audience, and definition of success. Then, those identifications become input for platform strategy. The platform strategy later guides creativity, creators, and content. Then, the company finally outlines its budget, goals, and media plan. This four-step process could provide the structure the company needs to turn influencer marketing into a scalable media channel, align stakeholders within the organization, and streamline the campaign planning process.

The travel industry has drawn much attention in prior research as influencer marketing is increasingly becoming customary (Ye et al., 2021). Yudhistira (2018) reported that electronic word-of-mouth (eWOM) on Instagram has a low effect of 20.6% on travelers' decisions to visit Labuan Bajo. However, Candraningrum et al. (2022) argued that Instagram accounts could attract the public's attention and get many followers not only depending on celebrities' endorsers but also from exciting content creators with their valuable communication to the community. This research discovers the influencer

marketing strategy carried out by Mohini in raising brand awareness through the @mohiniresort Instagram account. The presented steps in the study results help marketing communication serve as a guideline for a comprehensible direction for hotel companies in the tourism industry to perform an influencer marketing strategy.

## **METHODOLOGY**

Paradigm is a crucial aspect that can assist in interpreting research results. Bogdan and Bilker (1982) mentioned that a researcher would have some assumptions about a study and concepts that lead to a way of thinking in a study through a paradigm (Moleong, 2018). This research uses the post-positivist paradigm, a development of the positivist paradigm, and a constructivist paradigm that looks directly into the field to see the phenomenon of the problem under it. This positivist post is also due to the desire to test specific theories by collecting data through in-depth interviews and observation through Mohini Resort Komodo's Instagram to support the research.

Qualitative research possesses distinct attributes, as outlined by Creswell and Creswell (2023). He defines qualitative research as an approach employed to delve deeper into and comprehend an existing issue through in-depth interviews, wherein thought-provoking and perceptive questions are posed. The current study uses a descriptive research methodology (Moleong, 2018) to determine the influencer marketing strategy Mohini Resort Komodo uses on Instagram, its primary marketing communication platform, to build brand awareness. Descriptive research comprehensively depicts phenomena in natural and human-made contexts (Moleong, 2018). Following Babbie (2020), descriptive research offers a comprehensive understanding of facts, realities, and symptoms. The research analysis was obtained through the in-depth interview and tied to the concepts used in this study. This study explores whether the resort has followed Levin (2020) influencer marketing strategy phases as its primary marketing communication tool. This study conducted a comprehensive literature review to examine the theories and research findings of influencer marketing that have been previously utilized and associated with the subject matter.

This study employed a purposive sample strategy to choose informants as the primary source of data collection through interviews. Creswell and Creswell (2023) assert that in the context of qualitative research, selecting the object of study is a deliberate and purposeful process. The next step involves the researcher carefully choosing individuals or locations that can contribute to a comprehensive understanding of the phenomenon under investigation. The research collected primary data through interviews with the purposively selected resort's co-founder, the sales and marketing manager. The research methodology employed in this study involved using semi-structured, in-depth interviews as the primary data collection tool. Esterberg (2002) found that interviews fall under the in-depth interview category of greater flexibility in their implementation than structured interviews. The research employed a semi-structured interview technique, which allowed for a comprehensive exploration of the research issue. This approach facilitated an open and candid exchange of opinions and ideas with the resource person or research participant.

The acquisition of data in the process of conducting research holds significant importance as it ensures the validity of the research and the ability of the gathered data to substantiate the integrity of the research environment. Research instruments are crucial study components, encompassing various tools and techniques employed to collect and analyze data within the research methodology framework. The rationale behind utilizing a research instrument is to facilitate the collection, examination, and investigation of a subject under study. Research instruments are essential to investigate symptoms under study, enabling reliable and valid data acquisition. Additionally, this method is valuable for acquiring or substantiating the integrity of specific hypotheses.

The study team made several observations through the resort's Instagram account and many internal archives. This study looks at earlier theories and studies on influencer marketing and brand awareness for the literature study component. In addition, data was from examining research themes via the primary marketing communication platform utilized by Mohini Resort Komodo, specifically Instagram (@mohiniresort). Observation is a research activity that examines an object of study within its immediate context (Sugiyono, 2020). This study employed passive non-participant observation, as direct involvement in activities or influencer marketing endeavors at the resort was not undertaken during the observations. Gaining a comprehensive understanding of the research subject is crucial when conducting observations. Implementing this approach will enhance the ability to manage observational activities to explore the object of study.

This study's initial phase of data collecting was conducting a comprehensive investigation of the research topic's case on a broader scope. Next, it is necessary to adequately prepare the data to facilitate the conduct of comprehensive and thorough interviews. Following the completion of a comprehensive interview process, the subsequent step is revisiting and analyzing the acquired data, subsequently classifying it following the research topic's requirements. The methodology employed for data analysis in this study is pattern matching. The presence of similarities between the two identified patterns enhances the credibility of the data. The initial pattern pertains to research ideas derived from existing literature, while the latter pattern involves ideas derived from empirical data collected in the field.

## **FINDINGS AND DISCUSSION**

The preoccupation with opinion leaders is already familiar (Schach, 2018). As opinion leaders, influencers can shape the thoughts and values of people they know, such as their friends and family. Regarding tourism influencers, the opinion leader or influencer often disseminated information about vacations or travel through sharing and exchanging information on managed social media accounts. Then, they are known to the public because they often lightly share information about local and foreign tourism through their social media accounts.

The Four-Step Influencer Marketing Framework (Levin, 2020) is where a resort has it made to see how everything comes together for opinion leaders, influencers, and business objectives. The resort would have a systematic workflow every time it created an influencer marketing campaign if it followed the steps provided in the framework while



suiting the resort's unique needs by improving and adapting this generalized process. Additionally, the influencer marketing creative strategy in Table 1 can incorporate the seven principles of word of mouth.

**Table 1.** Four steps in Influencer Marketing for Resort

Steps	Description
Step 1	What is the resort's marketing objective? Who is the resort's target audience? How does the resort define success? Which of the four proven influencer marketing campaign types will suit the resort's needs?
Step 2	Examine the traits of the 14 different campaign strategies on Instagram and create a list of 2–5 that suit the resort's marketing objective, target audience, and definition of success.
Step 3	(1) The resort's creative idea: What is the unique insight? What is the opportunity? What is the idea? (2) Creator selection process: Where will they be based? What are their personality traits like? What values do they share with the resort's brand? What categories are they in? How many pieces of content will each influencer create and post? Will the resort work with fewer influencers (each with a larger audience) or vice versa?
Step 4	What is the resort's total budget for this project? What are the resort unit costs, targets, and business impacts using the four campaign types from Step 1? How is the resort's overall campaign scope determined using values and parameters from Step 3: The creator selection process?

Source: Levin, 2020

Table 1 above is a step-by-step structure for transforming influencer marketing into a scalable media channel that perfectly matches the rest of the resort's marketing. The approach is appealing, particularly if it wants to compare its influencer marketing campaigns to other traditional promotional channels. The following is a more detailed discussion of each stage:

#### Marketing Objective, Target Audience, and Definition of Success

The resort found that the other competing star-rating accommodations are on social media, leading to the question of how to use social media best to market the resort and its services more effectively (Lin et al., 2018). According to the West Manggarai Tourism Office, the number of tourist visitors and hotels has increased annually over the last ten years. In 2015, there were 60 hotels with 1,540 rooms available, yet up until 2021, there were 113 hotels with 2,149 rooms (Datang et al., 2022). The resort identified the social media marketing objective of utilizing influencer marketing efforts as the starting point of the strategy. It implemented the effort several months before the COVID-19 pandemic started in early 2020. Following an honest review from a tourist who turned out to be an influencer, the resorts prefer to engage with influencers or bloggers to transmit information and messages about their rooms, facilities, and services to potential visitors. The aim aligns with Yetimoğlu and Uğurlu (2020) discovery of the importance and commonality of including influencers in communication and marketing strategies for promoting hotel groups, destinations, or airlines.

Given that it is still relatively young compared to the other well-known star-rating hotel micro-competitors in the same Labuan Bajo areas, it formed the basis of the ultimate social media marketing objective: to increase brand awareness. Later, using the appropriate

stages of the influencer marketing strategy is meant to structure the process according to the main goals the resort wants to achieve (Levin, 2020). The findings align with the assertions made by Lin et al. (2018), which emphasize the importance of a company determining its core objective, identifying the target audience, and establishing the criteria for success through key performance indicators (KPIs) before embarking on influencer marketing endeavors. When the essential social media marketing objective is to raise awareness, any influencer marketing campaign should have just one objective (Levin, 2020).

Any tourism business should consider its target audience when developing its communication strategies, as Broom and Sha (2013) suggest. With this in mind, the resort set its target audience as active, adventurous men and women in the Millennials (Generation Y) and Post-Millennials (Generation Z) age categories, the Instagram users who are traveling enthusiasts, primarily early adopters. Being early adopters, the Millennials and Post-Millennials age groups have messages about and experiences with the resorts as the product, and the resort can determine whether it will succeed or fail. Hence, it will become more established when these generations endorse the resort (Buttle et al., 2016).

Millennials are the next future tourists since they are becoming a tourism sector market opportunity in the future (Hakim, 2019). Attractive celebrity influencers impact their lifestyle because Millennials, as consumers, seek to get the influencers' stories about their everyday lives and update information about their daily activities several times a day (Nadanyiova et al., 2020). Meanwhile, Post-millennials (Generation Z), the younger generation of Millennials, are crucial to promoting tourism (Kadarisman, 2019), since they and social media have tremendous potential to support information and publications on travel. Post-millennials are crucial in helping families and individuals decide where to go on vacation, given that they primarily use social media to research travel options, acting as opinion leaders (Dewi & Yuliati, 2018).

**Table 2.** Target Audience of Mohini Komodo Resort's Influencer Marketing

<b>Audience Parameter</b>	<b>Value</b>
Location	International, Domestic
Interests and affinities	The adventurous trip, Instagram-able spot, and honeymoon tour
Age	18-24 (Post-Millennial), 25-34 years old (Millennial)
Family cycle	Young singles, young couples
Gender	Male and female
Price	Mid-market
Purpose of visit	Leisure: family holiday, honeymoon, exotic holiday
Segments	Sight-seeing, sand, sea, sun

Source: Mohini Komodo Resort, 2021

Considering Labuan Bajo has become one of the trending honeymoon destinations (Jaimun et al., 2020), the resort also targets newlyweds as a particular interest group, as shown in Table 2. Accommodation is one of the influencing factors in honeymooners' fantasy experiences. Thus, a resort could make honeymoon destinations more attractive and fascinating (Kumar & Saxena, 2022) by providing the Instagramable spot with lovely sights and affordable prices to feed the hunting motivation of the couples on their

memorable occasion trip. The resort, an 'Insta-worthy' accommodation, caters to ardent Instagram users who value sharing their experiences, maintaining a high social status, and, at the exact moment, seeking adventure. It favors adventurous audiences that want to take a day excursion by boat or live on board by being close to the port of ships. The resort mainly attracts middle-class individuals with a Socio-Economic Status (SES) B as a 3-star rating accommodation.

Since the primary goal is brand awareness, the resort must implement one type of campaign focusing on attention. In practice, influencer marketing comprises four types of campaigns: attention, interest, action, and production, which can align with each consumer journey point. In an attention campaign, a resort's primary goal is to raise awareness among a new or existing target audience. The strategic approach is to reach as many relevant consumers as possible at the lowest cost with the most significant impact (Levin, 2020).

Regarding KPIs, determining the resort's success is essential to creating alignment between the influencer marketing strategy and the main objectives set in the first place (Levin, 2020). The resort set the influencer marketing activity definition of success in Instagram profile traffic, namely the number of people who click on its profile, save posts, share, and ask about the resort through Instagram direct messages or WhatsApp. However, in an attention campaign, the resort could go beyond impressions, views, or followers to understand what effect the campaign had on perception or behavior throughout the consumer journey by posing the appropriate questions to the targeted audience of campaign-exposed consumers (Levin, 2020). Thus, the resort and the utilization of the attention campaign foresee results from an interest and action campaign. However, as in the production campaign results, it publishes continuous content showing influencers having enjoyable moments in the resort's facilities and services for its Instagram feed.

### The Right Campaign Strategy

Adapting the right platform to the target group is crucial, as Nadanyiova et al. (2020) believed, which in the resort's case are Millennials (Generation Y) and Post-Millennials (Generation Z). Influencers are rising across all ages and product categories, although they are particularly associated with Millennials in categories such as luxury travel (Campbell & Farrell, 2020). Furthermore, a survey by Dewi and Yulianti (2018) proved that Post-millennials (Generation Z) are more comfortable looking for and getting information about tourist destinations through social media. They will be interested in visiting certain attractions based on the information they get. The research findings indicated that companies need to consider using independent third-party endorsers to increase the credibility of information conveyed on social networks.

Instagram has the ambition to become the most popular social network for business promotions (Radvan, 2021). Considering Instagram's strength as a visual platform since it is the world's number one photo-sharing platform (Zulli, 2018), Levin (2020) determines fourteen types of influencer marketing strategies that will cover any campaign objective and creative angle or strategy that marketers can see in the following table:

**Table 3.** Influencer Marketing Campaign Types on Instagram

Campaign Type			
Type 1	Single Feed Post Campaign	Type 8	Going Live for Maximum Authenticity
Type 2	Story-Only Campaign	Type 9	Supporting Hero Brand Campaigns
Type 3	Pairing Feed Posts and Stories	Type 10	Driving Consideration Through Polls
Type 4	Ambassador Program	Type 11	Hyper Local Campaigns
Type 5	Amplifying Brand Experiences	Type 12	Swipe-Up Lead Generation
Type 6	Burst Campaigns	Type 13	Creating Content for Ads
Type 7	Real-Time Recruitment	Type 14	Using Influencers as Talent

Source: Levin, 2020

Table 3 shows some campaign types that could extend the resort's clearly defined marketing objective, target audience, and definition of success. Though the interface layout of Instagram positions the glance as a dominant way of viewing images (Zulli, 2018), rather than using only the feed or Stories to upload their content, influencers utilize Instagram features by combining the feed with Stories. The resort expected that the information on the influencers' Instagram feeds would stay on the screen if the account owner did not erase it. Meanwhile, Instagram Stories, the horizontal image that runs at the top of the influencer's home page, is one of the most extensive additions to Instagram as of late (Sutrisno & Ariesta, 2019). Most celebrities use ephemeral Instagram Stories, where the information about the resort stays on their account for only twenty-four hours and disappears (Hidayat et al., 2020).

The resort, therefore, paired Instagram feed posts and Stories (type 3) with the swipe-up lead generation feature (type 11). Type 3 creative strategy could be mixing the behind-the-scenes story with high-quality feed post content that tells a fuller resort's brand story. The resort invited the influencers to tag the resort's Instagram profile in their Instagram Stories three times a day at a minimum frequency. This ingenious method has significant advantages, allowing numerous raw and polished narratives to reach customers in two features with the same messaging (Levin, 2020). The resort used type 11 to complement the type 3 creative strategy to attain the critical benefit of those activities. In this case, the resort directed the swipe-up post to the landing page to drive the audience to the booking inquiries.

Furthermore, influencer material can direct a consumer to a resort page, allowing the resort to retarget that consumer via current social media channels or show campaign funnels for lead generation. It could drive visitors to an email sign-up page, allowing it to enter the leads into an email marketing campaign to promote its offering. Besides, instead of running separate campaigns, Naik and Raman (2003) suggest reaching target consumers from multiple angles by integrating influencer marketing with other new media (e.g., search ads, mobile marketing) to realize synergy, which emerges when the combined effect of two or more media exceeds their individual enforces on outcomes (Leung et al., 2022).

By determining several suitable types for influencer marketing activities, the resort has defined the right campaign strategy through Instagram, the primary marketing communication platform, by crowdsourcing the influencers' resources. It is natural for a company to apply several, between two and five, creative strategies for the same campaign to direct the next step within the influencer marketing framework after examining the characteristics of each strategy and contrasting their critical advantages with the traits of

the different campaign types. Which of these strategies will be successful depends on several factors, including the resort, the services and products, the audience, messaging, goals, and campaign objectives (Levin, 2020).

As almost no one pays for the resort's reservations the first time they see an accommodation, that approach powers the rest of the marketing funnel by starting with the most potent trigger in marketing: word of mouth (Levin, 2020). The trust and independence of influencers are crucial because, according to Martínez-López et al. (2020), followers or fans of influencers increasingly rely on messages shared by their peers when looking for information and choosing which goods or services to purchase. The resort utilizes the critical message #StayAtMohini to express the gist of "Stay at Mohini" as the messaging strategy found in most influencer posts, either in Instagram feeds or Stories. Following that main hashtag, the other highest hashtags are #MohiniResort and #MohiniExplorer. The English word in hashtag #StayAtMohini can be disseminated directly to foreign visitors, considering that foreign tourists come more than local and domestic visitors, according to West Manggarai Tourism Officer on Labuan Bajo tourist visits data from before 2011 to recent years (Datang et al., 2022).

To evaluate each applicable strategy's relevancy level, Levin (2020) provided a creative strategy scorecard recommending blended creative types when a company sells products or services directly online. A measure is when the resort's combination of influencer marketing and creative strategy has produced the best engagement performance after being evaluated.

#### Creativity, Creators, and Content

Buhalis (1998) believed since a traveler's experience is an intangible item, a recommendation from one person is crucial for others (Dewi & Yuliati, 2018). There is the consideration that in social media, endorsement through user-generated content (UGC) is more credible because users generally create it based on their experience to the extent of influencing the audience's decision-making process (Dewi & Yuliati, 2018), so the followers will be more educated about what is available and what they will get if they stay at the resort.

The resort evaluated unique insights from its Instagram audience analytics. While staying, it found the audience's fascination with content containing the owned infinity pool and fantastic views of beauty by the hills and sea. This unique insight helped spark the resort's creativity and identify a message that resonates with the influencers as creators, their community, and consumers. Consumers are eager to understand exciting attractions on the hotel property, including scenic spots for photographs, restaurants with secret menus, or components rarely mentioned or known by others (Chan et al., 2021). The resort then utilized the content creation opportunity to collaborate with the influencers.

The resort considered certain aspects of selecting an appropriate and consistent influencer, similar to the target audience of influencers and brands, to engage targeted audiences better, as Ye et al. (2021) suggested. Choosing a target audience is crucial because their follower base typically only serves as a proxy for audience size in influencer marketing. Consequently, marketers calculate influencer marketing costs based on the influencer's follower range. The categories are nano-, micro-, macro-, mega-, and celebrity

influencers, which describe them based on their followers. Nano-influencers' followers are primarily friends, acquaintances, and others who live close by (fewer than 10,000 followers). A micro-influencer is an influencer with a smaller but often highly engaged audience (typically 10,000 to 99,999 followers). At the same time, a macro-influencer is an influencer with a more extensive following on one or several of their active platforms (on Instagram, commonly over 100,000 followers up to one million). Mega-influencers have a million or more followers on social media and have achieved celebrity status due to their proven skills. According to Campbell and Farrell (2020), marketers use celebrity influencers with widespread public recognition outside social media to leverage their sizable following.

Mega influencers, such as Karin Novilda @awkarin, significantly impacted the resort. Utilizing the resort's four image posts on Instagram mentioning her, the resort's Instagram volume managed to gain 10,000 followers, and in total, the posts reached 38,000 accounts and earned 4,252 engagements. Meanwhile, the influencer gained 385,007 likes from her one-image post feed, geotagging the resorts' locations. The resort has collaborated in varied roles, from micro to celebrity influencers, such as Endah Lestari @el.journeys, Aris Suhendra @kabutipis, Febrian @\_febrian, Anggey Anggraini @her\_journeys, Karin Novilda @awkarin, DJ Yasmin @dj\_yasmin, and many more micro-influencers. Furthermore, most micro-influencer followers in social networks are within the peer group of the target audience, that is, friends or family members, who somehow are the most respected influencers among others, whose opinions the target audience values, and whom they turn to for advice (Buttle et al., 2016).

After several years of enforcing influencer marketing, the resort claimed the influencer marketing effort had the desired effect in addition to brand awareness, i.e., inspiring purchase intention. Case in point: the up to 20% increase in booking numbers. It is clear that influencers use their celebrated status to promote awareness (Campbell & Farrell, 2020), as well as the increasing number of followers on the resort's Instagram account, which indicates that celebrities have a positive impact on attracting consumer attention to the rooms (Hidayat et al., 2020), eventually encouraging their followers to make a reservation.

An influencer-brand fit significantly impacts how consumers react to the promoted goods or services, and marketers need to know how to pick influencers to collaborate with and better understand how to do so (Breves et al., 2019). Accordingly, the resort influencer's selection prioritizes roles and categories of influencers among celebrities, travel, and lifestyle influencers who have the consistency of traveling content to accommodate the brand-influencer congruency in the partnership. Influencers expect brands that partner with them in their promotion campaign to fit well with the images they provide and believe that the partnership will benefit both parties (Yılmaz et al., 2020). They also hoped that brands would evaluate their followers' features and determine the similarities with the campaign's target group they plan to engage.

Making good communication in advance and not leaving the influencer completely free to manage the cooperation are some collaboration or cooperation steps for a company (Nadanyiova et al., 2020). However, the resort should have written the brief in the contract, though the influencer partnership experiences were barter collaborations, not money

incentives in paid partnerships, as in the social media endorsement. The briefs typically provide content briefs that outline the campaign's objectives, key messages, and deliverables, which the influencers expect to convey (Leung et al., 2022). Meanwhile, the resort could also refrain from forcing the influencer into something they do not want to do, not be afraid to direct the influencer and let influencers say something negative. It may be preferable to give influencers much less autonomy or creative control (Campbell & Farrell, 2020). This way, the resort grants influencers a great deal of freedom to compose content as they choose, in alignment with their positioning, so that the content resonates with followers (Leung et al., 2022).

Therefore, the resort instead considered collaborative activities with an influencer who had already planned their vacation in Labuan Bajo and initiated contact and communication of their stay plan to the resort. This behavior is consistent with Femenia-Serra et al. (2022) findings that the COVID-19 crisis significantly changed practices in the previously unidirectional relationship between brands and influencers. Before the pandemic, for instance, brands frequently approached influencers; today, however, influencers occasionally go in the opposite direction and address travel agencies and destinations on their way. Influencers offer strategies and alternatives for reactivation, and brands ask the influencer community for help and support.

#### Budget, Target, and Media Planning

The two-step flow communication theory identified communication in two steps: from mass media, such as television, radio, newspapers, and magazines, to opinion leaders and audiences (Hilbert et al., 2016). The resort somehow found that influencer marketing was more efficient than conventional advertising in conventional mass media. It leveraged influencer marketing for promotion cost reduction, considering influencers as cost-effective and convenient commercial content providers who directly reach the target consumers of businesses (Uzunoğlu & Kip, 2014). As one of the most recent innovations that have allowed businesses to influence the purchasing decisions of potential customers, influencer marketing could create excellent content without incurring the high costs typical of most marketing initiatives (Yetimoğlu & Uğurlu, 2020), which happened to be effective for resorts, the tourism business that primarily focuses on leisure markets, in achieving its objective. Providing a broad reach to engaged audiences while frequently not being recognized as advertising by consumers, influencer marketing appears to be a successful and affordable promotional tactic (Ye et al., 2021).

An efficient influencer marketing implementation includes several crucial rules, including setting the budget for cooperation when choosing the appropriate influencer (Nadanyiova et al., 2020). The budget is central when selecting the proper influencer because not all influencers charge or request the same benefits or compensation. One of the influencer positions, micro-influencers, begins with barter arrangements rather than financial incentives. Then, after gaining enough traction and a larger follower base, they accept travel and lodging as a reward (Kumar & Saxena, 2022). Additionally, Yılmaz et al. (2020) reported that travel influencers prefer collaborative work systems since, in that way, they do not have to deal with budget calculations. In this regard, the resort did not spend cash on barter collaboration as a working system. Still, the resort should have a specific

budget specification for influencer marketing activities or a special allocation of funds to carry out influencer marketing activities (Levin, 2020), even if there is no definite formula for allocating budgets because each hospitality business has different needs.

As the product and service value offering, the resort typically allocates and provides value worth staying for one to two nights in the suite-type barn, breakfast, and airport pickup and drop-off (a budget allocation worth IDR 2,500,000 to IDR 5,000,000) for each influencer's collaboration. The collaboration budget value is compromising and open for adjustments for influencers' requests and conditions, such as occupancy status, vacation period, and weather conditions that might affect flight schedules to Labuan Bajo. The resort appreciates the need to create personalized compensation offers for each influencer since this helps avoid overpaying some influencers while underpaying top performers. This resort's step followed what Stanková and Kuchta (2020) suggested: the influencer marketing approach should be flexible and dynamic since its process depends on an interaction between two parties.

In a non-monetary influencer marketing performance, such as barter, the company primarily sets the value of products or services in the contract or the communication between the marketer and the influencer (Radvan, 2021). It communicated to the influencers its offer of a suite barn type as its prospective best services' worth through WhatsApp, the personal communication application. Despite that, the resort did not create a brief in a written document about the collaboration with the influencers to mention the reward or the deal, similar to the creative strategy.

Consider how many followers an influencer has as a proxy for their reach and as a starting point for assigning value to them. However, the entire worth of influencers should account for all sources of value, not just their followers' numbers (Campbell & Farrell, 2020) but also their impact on a resort's social media follower growth. Most tourism businesses attempt to measure the cost of their lift in awareness through influencer marketing campaigns using measures that quantify follower growth, engagement (e.g., likes, comments, shares, mentions), website or profile traffic, campaign hashtags, sentiment data, and also press and media (Leung et al., 2022).

Instagram ranks its users based on their visibility, and the more likes, followers, and influence one has, the more valuable they become to potential advertisers (Zulli, 2018). However, the resort did not set targets based on cost per unit as the objective of a single campaign or year but on the potential reach of each contributing influencer based on follower numbers. For instance, when partnering with a macro influencer with 100,000 followers, the resort will object to a 1,000-follower boost to its Instagram profile. This intent follows what Tjandrawibawa (2020) investigates: whether using celebrity endorsements on social media is more effective in raising the number of followers on the resort's social media accounts. When influencers' followers are interested in the brand, they visit or follow the brand's Instagram account and increase the number of followers and page visits on the account, thereby growing their brand awareness.

One of Instagram's influencer marketing goals is to have one resort's images noticed. The resort participated in brand storytelling on several levels, along with an influencer-created hero image in the feed post, which it repeated for content on its account. It consistently republished the influencer's Instagram post twice a week on different days



on its feed at strategic posting times to be clever about its posting habits and maximize its visibility. This way, the resort could use the content to show a final product or look at a feed post paired with a how-to set of clips through stories. A resort's Instagram account should schedule postings to optimize looks so followers receive consistent imagery. The more consistent the brand, the more likely viewers will glance at the account. Considering millions of users post pictures daily, Instagram updates with new images to look at (Zulli, 2018). Hence, it is crucial to do continued research in establishing guidelines for how tourism businesses should repurpose influencer content, such as when and where to maximize its downstream effects (Leung et al., 2022).

The importance of Instagram influencers in promoting accommodations near Komodo Island and branding the island significantly impacts the dissemination of information and marketing of tourist attractions, particularly in Labuan Bajo. The implementation of brand enrichment in Labuan Bajo, which serves as the main access point to Komodo Island, facilitated influencers' rapid dissemination of information. Utilize diverse and captivating techniques and strategies, including visualization, accomplished successful branding, which can gain popularity and rapidly influence the community. Furthermore, these influencers effectively reached a larger audience by creating and sharing tourism-related content that promotes positive outcomes for the super-destination image.

## CONCLUSION

The resort in Komodo, Mohini Resort, performed an influencer marketing stage strategy in conducting influencer marketing as the primary tactic of its marketing communications through its Instagram account @mohiniresort, despite the challenging situation, such as the COVID-19 pandemic. There have been some opportunities after the pandemic since 2020, such as when influencers changed their usual travel practices from long and international trips to only traveling domestically. As one of the domestic destinations, the resort stated that establishing the company's brand awareness after carrying out influencer marketing activities is the primary tool for marketing communication activities.

For fruitful attempts, the resort has implemented most influencer marketing stage strategies in executing the influencer marketing activities. First, the resort determined its marketing objectives, target audience, and definition of success. It has set the goal of influencer marketing activities to raise awareness as the primary purpose, with a target audience of women and men, Millennials (Generation Y) and Post-Millennials (Generation Z), SES-class B, and active Instagram users who have a hobby of traveling. Second, it purposefully sets the right campaign strategy based on the types of influencer marketing in general. In performing its influencer marketing activities, the resort chose several types of influencer marketing available on Instagram, such as single feed posts, Stories posts, pairing feed posts and stories, and swipe-up lead generation.

Third, the resort puts the creative process of content, creators or influencers, and content into action. It executed the content creation process by examining audience insights from Instagram analytics, their interest in the infinity pool, and the natural scenery of the

resort. Finally, the fourth was the allocation of funds. The resort did not have a monetary budget for influencer marketing activities and was willing to adjust the budget to the influencers' needs. Eventually, a strong understanding of effectively combining influencers, content formats, platforms, and the timing and sequencing of these elements should provide a resort with advantageous insights. The resort had stable room occupancy figures using the influencer marketing framework to cope with the COVID-19 pandemic beyond its main marketing objective of raising brand awareness.

The emergence of influencers as viable tourism marketing communications tactics necessitates the establishment of an incubator setting that can impart the necessary competencies to effectively transform information into marketable assets within the relatively untapped domain of the tourism industry. Further investigation can uncover more insights into how influencers can showcase elements outside of lodging, including the untapped natural resources in the vicinity of Komodo Island, located in East Nusa Tenggara.

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# THE EFFECT OF INTERNATIONAL TOURIST ARRIVALS ON REGIONAL DEVELOPMENT IN EAST NUSA TENGGARA (NTT) PROVINCE

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## Abstract

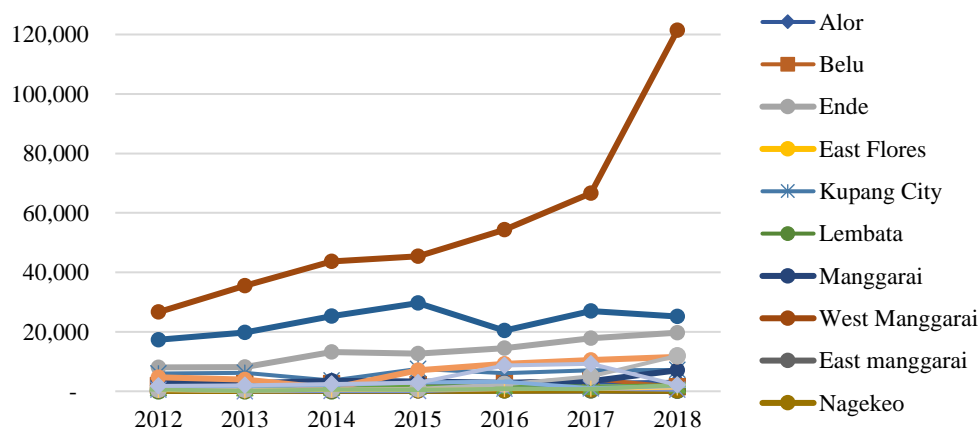
*The government of Indonesia has established Komodo National Park as one of the priority tourist destinations since 2015 to stimulate the number of international tourist arrivals to Komodo National Park, located in West Manggarai Regency, East Nusa Tenggara Province (NTT). This study aims to analyze the spillover effect of the surge of international tourists in Komodo National Park and its impact on the regional economy in NTT. This study used the Spatial Autoregressive (SAR) and Spatial Durbin Model (SDM) methods on district-level data from 2012 to 2018 and found that the surge of international tourists visiting Komodo National Park had a positive and significant spillover effect on the increase of tourism activities in other tourist destinations in NTT. The rise of tourism activity impacted regional economic growth significantly in West Manggarai Regency and other districts in NTT, and the tourism growth positively influenced the regional economic convergence in NTT.*

**Keywords:** *Komodo National Park, spillover effect, tourism activity*

## INTRODUCTION

The tourism industry is driving sectors for economic growth in Indonesia and accounted for 7.19% of Indonesia's GDP in 2019 (BPS, 2021). WTTC (2021) deemed that tourism accounted for 5.9% of GDP (directly and indirectly). The tourism sector has grown influential due to the increasing of international tourists arrivals in Indonesia. The number of international tourist arrivals in 2012 only amounted to 8.04 million, and the number reached 15.81 million in 2018. Therefore, the tourism stimulates economic growth, job creation, and foreign exchange earnings in other economic sectors as a result of a multiplier effect.

To invite international tourist arrivals to Indonesia, the Government of Indonesia has identified ten priority international tourist destinations as detailed in the tourism strategic goals of the 2020–2024 RPJMN. Komodo National Park is one of the ten priority tourism destinations. It is located in Labuan Bajo, West Manggarai, Flores Island, East Nusa Tenggara Province (NTT). The cumulative growth of international tourists arriving NTT has climbed by 355% from 2012 to 2018, or an average of 59% per year, since Komodo National Park was designated as a priority destination in 2015 (see Figure 1).



**Figure 1.** Increasing Trend of International Tourists Arrivals of West Manggarai and Its Surrounding Areas in 2012–2018

Source: Adapted from BPS, 2018

Regions geographically adjacent to West Manggarai Regency, such as Ngada, Sikka, and Ende Regencies, have also experienced an increase in tourist arrivals by 44.93%, 149%, and 145.55% in 2012 - 2018, respectively. It is in line with the findings of Ismayanti et al. (2020), who explained that most international tourists arriving the Komodo National Park would visit other tourist destinations on Flores Island, such as Ngada and Ende, proving that there is indeed a *spillover effect* from international tourists arriving Labuan Bajo to neighboring regions in NTT.

The international tourist arrivals to Komodo National Park also boost economic growth in the NTT. West Manggarai's economic growth only amounted to 3.83% in 2012 and rose to 5.54% in 2018. It demonstrates how the spillover effect of international tourists arriving West Manggarai, Ngada, Sikka, and Ende has contributed to the region's economic

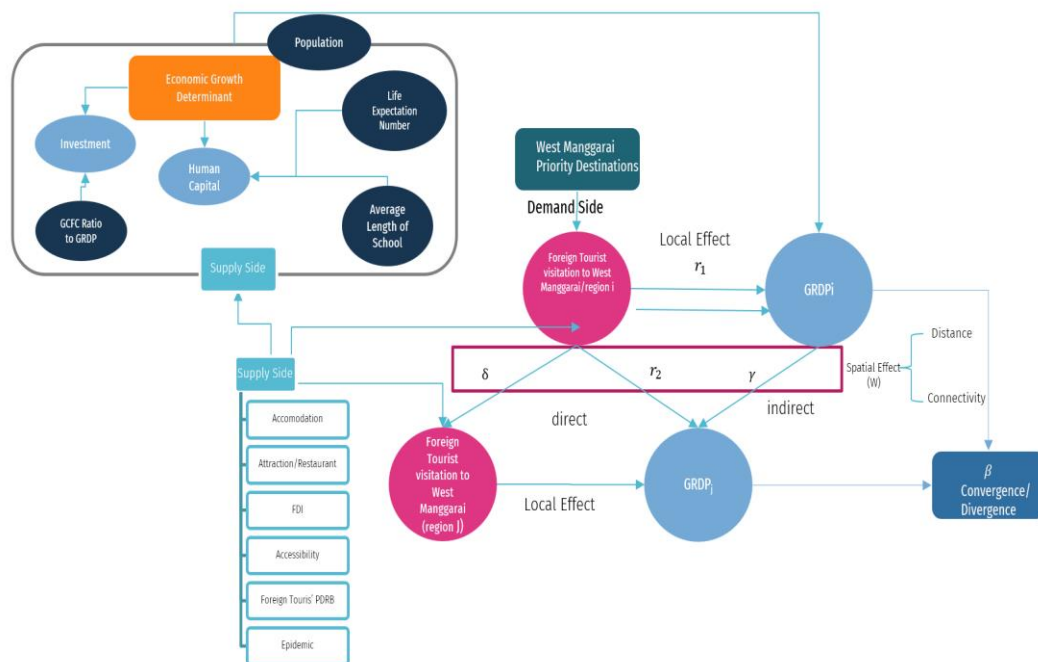
growth. Komodo National Park has provided economic opportunities for the people of West Manggarai and impacted other regions' economies in NTT. The phenomenon is known as the spatial effect (Anggraini, 2016; Vidyattama, 2006). Thus, the spillover effect of international tourists causes spatial effects between regions in NTT. Therefore, tourism development reduces the gap in regional economic development in NTT.

Most research on tourism economics focuses on the relationship between tourism, economic growth, and the factors that influence international tourist arrivals. Yakup (2019) and Nizar (2015) determined a two-way positive association between tourism and economic growth based on data at the provincial level. Rachmawati (2019), who investigated the tourism sector in NTT, concluded that tourism influences the economy positively. Bayram (2020), Marrocu and Paci (2013), and Muryani et al. (2020), who analyzed the factors that influence tourists arriving a tourist destination, concluded that the availability and quality of accommodation and restaurants had a significant impact on tourist visits. Previous studies are conducted on the spillover effect of tourist arrivals (Budirahmayani & Khoirunurrofik, 2019; Paci & Marrocu, 2014; Yang & Wong, 2012). The studies found that international tourist arrivals had a positive spillover effect on the economies of other regions (Budirahmayani & Khoirunurrofik, 2019; Paci & Marrocu, 2014). Yang dan Wong (2012) concluded that there was a spillover effect on the regional economy of 341 cities in China due to international tourist arrivals. Another research that looked into the relationship between the tourism sector and the convergence of regional economic development with a spatial approach by Ma et al. (2015). The study analyzed the spillover effects of tourism on economic growth and the convergence of regional economic development using spatial analysis methods and  $\beta$ -convergence models. The study, which used data from 272 prefecture-level administrative in China, found a spillover effect and the convergence of regional economic development in China due to the spillover effect of tourism. Similarly, Mamipour dan Abdi (2017) found the tourism spatial effects on several provinces in Iran.

Meanwhile, there has yet to be research in Indonesia about the relationship between international tourist arrivals and regional economic convergence in the context of spatial analysis. The research aims to analyze the spatial effect of Komodo National Park tourism development on international tourist arrivals and regional economic growth in NTT. This study determines the tourism spatial effect on the convergence of regional development in NTT. The issue of spatial effects is crucial to examine since spatial effects uplift other regions in NTT without any potential tourist destinations and help other regions' economic growth through the spillover effects of tourism.

The framework for this research is that the establishment of the Komodo National Park as a priority destination has stimulated international tourist arrivals to West Manggarai. The increase in arrivals influences directly and indirectly the local economy, resulting in *spillover effects* experienced by other regions in NTT. The increase in tourists arriving West Manggarai will also increase arrivals to other regions in NTT. Through the *multiplier* effect, a rise in tourist visits will impact on other economic sectors positively, both for the region itself and its neighbors (Maulana, 2016). This effect, in aggregate, is expected to increase regional economic growth and encourage the convergence of regional economic development in NTT. Figure 2 illustrates this study's framework in further detail.





**Figure 2.** Conceptual Framework

Source: Author's illustration, 2023

In this study, regional economic development by Gross Regional Domestic Product (GRDP), influenced by the number of international tourist arrivals, is the variable of interest, on top of other variables. In econometric modeling, other variables that affect dependent variables are not the major subject of research are referred to as control variables. The control variables in this study (variables that affect international tourist arrivals) are chosen based on past research findings, including life expectancy, average length of school, population, and Gross Fixed Capital Formation (GFCF). Life expectancy, as a proxy for human capital factors in a region, is expected to yield a positive outcome on economic growth (Achmad, 2017; He & Li, 2020). However, the rise in life expectancy negatively impacts per capita income since an increase in life expectancy is accompanied by a high dependency ratio that instead lowers per capita income (Leung & Wang, 2010). Several studies that use the average years spent in school as a proxy for human resources in influencing economic growth found that the average years spent in school significantly impacted economic growth (Abdullah & Asrirawan, 2021; Klasen & Lamanna, 2009). Investment, proxied by GFCF, is expected to yield both positive (Amri & Aimon, 2017; Long & Pasaribu, 2019) and negative outcomes on the economy (Fahmi & Achjar, 2015; Sulistiawati, 2012). Another determinant factor that distinguishes economic growth between regions is population. The population could negatively affect economic growth, depending on the productivity of the residents in the area. Rapid population growth in areas with low per capita income can lead to stunted economic growth within those areas (Malthus et al., 2018; Peterson, 2017). It is due to the imbalanced population structure that causes dependence and limitations on natural resources to meet the needs of the population (Malthus et al., 2018).

## METHODOLOGY

This research uses a spatial econometrics approach to examine economic linkages between regions. This study utilizes two spatial econometrics models to gradually measure the spillover effect of international tourist arrivals on economic growth. The first model evaluates spillover effects from the tourism sector's demand side, specifically tourist arrivals. The expected direction of the relationship is positive, meaning that an increase in tourists visiting Komodo National Park leads to a rise in tourists visiting neighboring regions. The second model uses beta convergence ( $\beta$  – convergence) combined with spatial analysis to see how the tourism sector contributes to interregional economic growth in NTT. The models used will refer to the models developed by Barro and Sala-I-Martin (1992), del Bo et al. (2009), and Haller et al. (2021). All models are estimated using panel data econometrics. The two models used in this study are outlined in more detail as follows.

### Spillover Effect of Tourist Visits on Economic Growth Model

This model develops to answer the first research question regarding the spatial effects of tourist arrivals on other regions. Model 1 is used to examine the spatial effect of international tourist arrivals (*lnForeign*). The spatial effect is represented by a coefficient of  $\delta 1$ , which describes the spatial effect of international tourist arrivals.  $\delta 2 \ln accom_{it}$  dan  $\delta 3 \ln rest_{it}$  determines the availability of accommodation and restaurant that will logically affect international tourist visits. The  $W$  weight captures spatial effects using two approaches, namely distance and connectivity.

$$\ln Foreign_{it} = \delta 1 W \ln Foreign_{it} + \delta 2 \ln accom_{it} + \delta 3 \ln rest_{it} + u_{it} \quad \dots (1)$$

The following model analyzes the impact of economic growth from the increasing number of international tourists arrivals Komodo National Park in West Manggarai Regency on other regions with or without involving other determinants of economic growth.

$$\ln \left( \frac{grdp_{it+1}}{grdp_{it}} \right) = \beta \ln grdp_{it} + \gamma W \ln \left( \frac{grdp_{it+1}}{grdp_{it}} \right) + u_{it} \quad \dots (2)$$

Model 2 uses the *Spatial Autoregressive* (SAR) model to examine the impact of one region's economic growth on other regions and examine economic convergence in NTT without involving other economic growth determinants. If the estimated  $\gamma > 0$ , it indicates a spatial effect of economic growth in a region. The expected  $\beta$  value is negative. This  $\beta$  parameter tests the convergence of economic development in a region. The negative value of the  $\beta$  coefficient means that regions with lower economic growth will grow faster to catch up with more developed regions. Thus, the parameter  $\beta$  can measure how rapidly a region processes its economic growth in chasing economic equality. In Model 2,  $i$  represents district/city and  $t$  represents Year while  $u_{it}$  is the error value from the model above.  $\ln(grdp_{it+1}/grdp_{it})$  presented the GRDP growth rate in district  $i$  in the period  $t+1$ .

$$\ln\left(\frac{grdp_{it+1}}{grdp_{it}}\right) = \beta \ln grdp_{it} + \gamma W \ln\left(\frac{grdp_{it+1}}{grdp_{it}}\right) + \Sigma \delta Control_{it} + \Sigma \tau W Control_{it} + u_{it} \quad \dots (3)$$

Model 3 determines the impact of regional economic growth and examine potential economic convergence in NTT involving other determinants of economic growth and without involving the effects of tourism growth. Model 3 uses the *Spatial Durbin Model* (SDM), which includes spatial weights on independent variables to estimate the  $\beta$  conditional convergence and control variables as determinants of economic growth. If the  $\delta$  and  $\tau$  variables yield a positive and significant outcome, it means that there is a direct and spatial effect of the control variable on regional economic growth. If the results in Model 3 are more convergent than the previous model, the control variables are influential in reducing gaps between regions.

$$\ln\left(\frac{grdp_{it+1}}{grdp_{it}}\right) = \beta \ln grdp_{it} + \gamma W \ln\left(\frac{grdp_{it+1}}{grdp_{it}}\right) + r_1 \ln Foreign_{it} + r_2 W \ln Foreign_{it} + \Sigma \delta Control_{it} + \Sigma \tau W Control_{it} + u_{it} \quad \dots (4)$$

Model 4 understands the impact of a region's economic growth on the region itself and examine economic convergence in NTT using other determinants of economic growth, including the effects of tourism growth. Model 4 estimates  $\beta$  conditional convergence by adding the variables of international tourist arrivals. Variables  $r_1 \ln Foreign_{it}$  and  $r_2 W \ln Foreign_{it}$  analyze the effect of international tourist arrivals on economic growth. If the values of  $r_1$  and  $r_2$  are positive and significant, it means that there is a direct and tourism spatial effect on each region's economic growth. If the  $\beta$ -convergence coefficient moves in a negative direction, it indicates that the tourism sector encourages convergence, which means that the coefficient successfully lowers regional economic disparities in NTT. The variable descriptions of the models are in Table 1.

#### Variables and Data Sources

This study applies spatial analysis connected with geospatial data using Stata version 16 (Belotti & Hughes, 2017). Models 1 to 4 are estimated using the regression panel data from 19 regencies/cities in NTT in the period 2012 – 2018. The method used is the *fixed effect estimation* method, while the source of the data and the description of the variables used in this study are as follows.

**Table 1.** Description of Variables and Data Sources Used in the Model

No	Variable	Description	Data Sources
1.	$\ln grdp_{it}$	The natural logarithm of the real GDP per capita of the region $i$ year $t$ .	GDP per capita Constant Price (BPS)
2.	$\ln Foreign_{it}$	Natural logarithm of the international tourist arrivals to the region $i$ year $t$ .	Database Pariwisata NTT (Dinas Pariwisata NTT)
3.	$\ln accom_{it}$	Natural logarithm of Number of Rooms available in the region $i$ year $t$ .	Statistics Number of Accommodations, Number of Rooms (BPS)
4.	$\ln rest_{it}$	Natural logarithm of the number of restaurants in the region $i$ year $t$ .	Number of Restaurants (CPM)

No	Variable	Description	Data Sources
5.	$ratfgcf_{it}$	Ratio of Gross Fixed Capital Formation to Regional GDP of the region $i$ year $t$ .	Gross Fixed Capital Formation (BPS)
6.	$lnEduc_{it}$	Interaction of spatial weighting matrix ( $W$ ) and Average Years Spent in School of the region $i$ year $t$ .	Average Length of School (BPS)
7.	$lnlifeexp_{it}$	The natural logarithm of the regional life expectancy of the region $i$ year $t$ .	Life Expectancy (BPS)
8.	$lnpop$	The natural logarithm of the resident population in the region $i$ year $t$ .	Total Population (BPS)

Source: Author's processing result, 2023

The variable used to measure the convergence of economic growth is the real GRDP per capita of each regency/city. GRDP per capita is calculated based on real GRDP divided by population. The dependent variable  $Ln(grdp_{it+1}/grdp_{it})$  calculates inter-year economic growth in the region and in a natural logarithm with a time lag of 1 year. The measurement of the natural logarithm shape is to understand the nonlinear relationship between the dependent variable and the independent variable. Changing variables in log form makes nonlinear relationships more effective while maintaining a linear model (Benoit, 2011). The main independent variable used is the number of international tourist arrivals as a proxy of the tourism sector.

The control variables included are determinants of economic growth, namely Gross Fixed Capital Formation (GFCF) as a proxy for investment, life expectancy (Handayani et al., 2016), and average years spent in school as a proxy for human resource factors as well as population to capture differences in characteristics between regions. Each variable is examined for its relation to economic growth, locally and spatially. However, the average length of school cannot be examined for its relation to local economic growth since the sample data is insufficient and less variable.

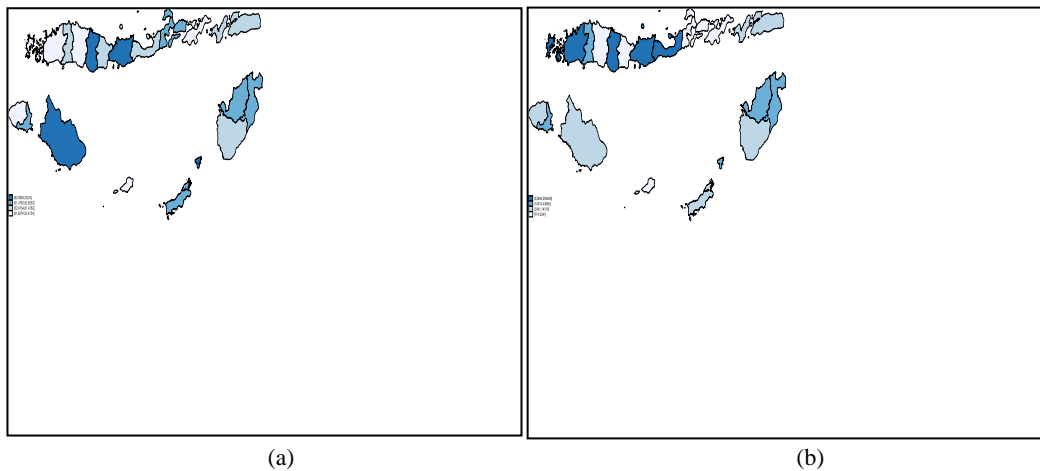
## FINDINGS AND DISCUSSION

Figure 3 shows the relationship between economic growth and tourist arrivals spatially in NTT. Regions on Timor Island, such as Kupang City and the surrounding areas, have an above-average economic growth compared to other regencies/cities in NTT. The regencies with a high GRDP per capita are Ende and Ngada. The surrounding area has a below-average income per capita. Unfortunately, West Manggarai and East Manggarai are relatively low income per capita. Classified areas that also have low GRDP per capita are Lembata and Sabu Raijua regencies, located on separate islands, thus they do not have geographically adjacent neighbors. This fact confirms a strong relationship between tourism activities in a region and its economic conditions. Areas with developed tourism tend to have higher income per capita than areas with undeveloped tourism sectors.

Meanwhile, international tourists tend to visit certain areas in NTT, such as West Manggarai, Ngada, Ende, and Sikka, which result in these regions having a more developed tourism sector. They are superior in tourism and close to one another, making it accessible for tourists to go, from side to side, between regions. This fact is in line with the findings of Yang and Fik (2014), who examined the spillover effect of tourism in 342 Chinese cities,

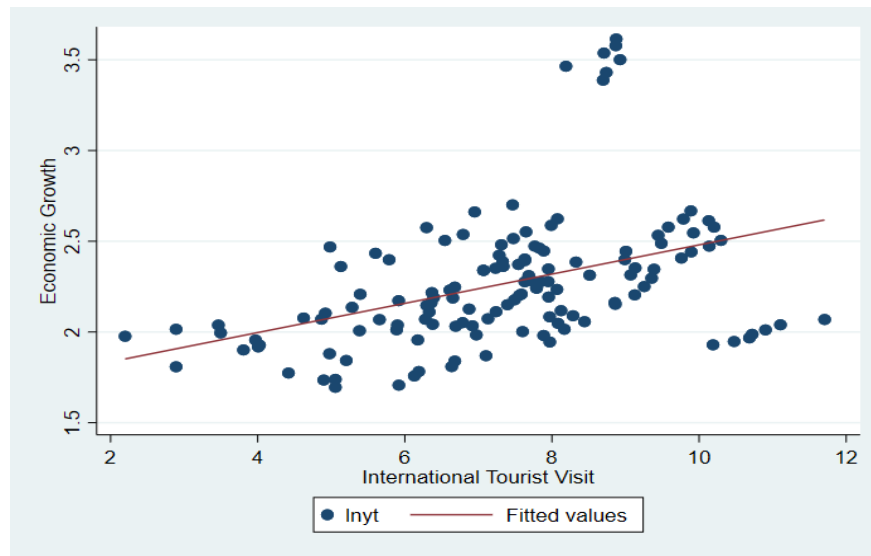
where tourism growth has a positive spatial correlation, resulting in spillover effects. Marrocu dan Paci (2013), who analyzed tourist visits in 107 regions in Italy, also found spatial dependence caused by regional proximity factors. The results discussed above are consistent with the findings of Anggraini (2016), who asserted that complementary effects occur in neighboring areas. This is demonstrated by the rise in tourist visits in a specific region, which elevated tourist visits to nearby areas.

However, East Manggarai, Flores Timor, and Nagekeo are of a different case. While the regions are within proximity to each other and each region is often visited by tourists, these regions do not receive international tourist ‘spillover.’ This can be due to the lack of tourist attractions to compete with regions that have better tourist attractions.



**Figure 3.** Distribution of Economic Growth (a) and International Tourist Arrivals (b) 2012-2018  
Source: Author's Illustration based on BPS (2019)

Economic growth and tourist arrivals also have a positive correlation (See Figure 4). Kupang City, Kupang Regency, Ende, and Sikka have high tourist arrivals and high economic growth. Otherwise, Rote, Sabu Raijua, and Lembata have low tourist arrivals and relatively low economic growth. West Manggarai Regency has a relatively high average tourist arrivals, but its economic growth is still in the third *layer*, even smaller than its neighboring area, Manggarai Regency. West Manggarai has shown an increasing trend of economic growth in the past few years, even though its economics growth is low.



**Figure 4.** The Relationship between International Tourist Arrivals and Economic Growth  
Source: Author's processing result, 2023

#### Spillover Effect of International Tourist Arrivals

Spillover effect testing using the SAR model shows a positive spatial correlation between regions due to international tourist arrivals. Table 2 presents the estimated results of the spatial effect of tourist arrivals, and includes control variables in the form of the number of rooms available in an accommodation and the number of restaurants. The estimated results show a positive estimation coefficient, but these results will only look significant when distance and connectivity apply to the estimation. It shows a significant spatial effect of tourist arrivals to an area, the areas that are adjacent to it, as well as other connected areas. The connectivity coefficient ( $W$ ) of the  $WlnForeign$  variable, which amounts to 0.287, can be interpreted that if tourist arrivals in West Manggarai increase by 1%, tourist arrivals to other areas in NTT will increase by 0.287%. It demonstrates the spillover effect of foreign tourists arriving West Manggarai, which benefits other regions in NTT.

**Table 2.** Model Estimation Results

	<i>lnForeign</i>	<i>lnForeign</i>
<i>lnaccom</i>	0.568* (0.308)	0.717** (0.316)
<i>lnrest</i>	0.0862 (0.119)	0.109 (0.122)
	<i>W Distance</i>	<i>W Connectivity</i>
<i>WlnForeign</i>	0.441*** (0.137)	0.287** (0.139)
<i>sigma_e</i>	0.708*** (0.0473)	0.726*** (0.0484)
<i>pseudo R<sup>2</sup></i>	0.532	0.546
<i>AIC</i>	255.4	260.2

Note: Standard errors in parentheses

\*  $p < 0.1$ , \*\*  $p < 0.05$ , \*\*\*  $p < 0.01$

Source: Author's processing result, 2023

Meanwhile, the control variables included in the model show that the accommodation availability factor, which is proxied by the number of hotel rooms in an area (*lnaccomm*), is positively and significantly influenced by international tourist arrivals (*lnForeign*) to the area. It infers that adequate accommodation facilities will be able to attract foreign tourists to visit tourist destinations in NTT, which means that availability and quality must improve to attract more visitors (Bayram, 2020; Marrocu & Paci, 2013; Muryani et al., 2020).

Furthermore, to obtain *robust* analysis results, we also anticipate the possibility of endogeneity of explanatory variables with *accommodation* and *lnresto* (restaurant), which initially expects to be related to the number of tourists. The *the lag variable t-1* (*lnlagaccomm*) in each covariate eliminates the suspicion of endogeneity (see Table 3).

**Table 3.** Model Estimation Results using variable lag

	(Model #1) <i>lnForeign</i>	(Model #2) <i>lnForeign</i>	(Model #3) <i>lnForeign</i>	(Model #4) <i>lnForeign</i>	(Model #5) <i>lnForeign</i>	(Model #6) <i>lnForeign</i>
<i>lnlagaccom</i>	0.317 (0.268)		0.273 (0.273)	0.430 (0.279)		0.386 (0.284)
<i>lnlagrest</i>		0.107 (0.106)	0.0851 (0.108)		0.114 (0.109)	0.0830 (0.111)
<i>W Distance</i>				<i>W Connectivity</i>		
<i>WlnForeign</i>	0.528*** (0.123)	0.579*** (0.109)	0.534*** (0.122)	0.386*** (0.128)	0.458*** (0.113)	0.393*** (0.128)
<i>sigma_e</i>	0.715*** (0.0479)	0.712*** (0.0478)	0.712*** (0.0478)	0.739*** (0.0495)	0.738*** (0.0496)	0.736*** (0.0493)
<i>pseudo R<sup>2</sup></i>	0.497	0.125	0.485	0.507	0.143	0.512
<i>AIC</i>	257.1	257.5	258.5	263.5	264.8	265.0

Note: Standard errors in parentheses

\*  $p < 0.1$ , \*\*  $p < 0.05$ , \*\*\*  $p < 0.01$

Source: Author's processing result, 2023

The main variable of the model employs data from year  $t$  with a spatial addition. The model is also tested gradually, either with individual or collective variables. By using *the t-1 lag* of the explanatory variable, the results are consistent across all models (Models #1 through Model #6). It suggests that international tourist arrivals to Komodo National Park significantly impact visits to other regions. It highlights the positive effects of high-priority tourism development, whether in increasing visitors to Komodo National Park or to other areas. Thus, establishing Komodo National Park as a superior destination increases tourist arrivals to Komodo National Park and international tourist arrivals to other regions in NTT. The results are consistent with Ismayanti et al. (2020), who claimed that most visiting Komodo National Park would visit other tourist destinations in Flores, such as Ngada and Ende.

#### Impact of International Tourist Arrivals on Regional Economic Growth and The Convergence of Regional Economic Development

As mentioned in the previous sections, this study examines the economic impact of international tourist arrivals on economic growth and regional economic convergence using several models with results presented in Table 4. Based on Models #3 and #6,

*lnForeign* and *WlnForeign* variables result in a positive-leaning coefficient, indicating that international tourist arrivals is associated with economic growth in one region and neighboring regions. The *lnForeign* coefficient of 0.000877 in Model #6 means a 0.000877% rise in local economic growth due to a 1% increase in international tourist arrivals even when other factors remain the same. Whereas, the *WlnForeign* coefficient of 0.00388 in the same model means a 0.00388% rise in other regions' economic growth due to a 1% increase in international tourist arrivals even when other factors remain the same. These findings support the conclusions stated by Budirahmayani and Khoirunurrofik (2019), Paci and Marrocu (2014), Yang dan Wong (2012), and other studies that international tourist arrivals have a positive spillover effect on the economic growth of other regions.

Models #1 and #4 in Table 4 present  $\beta$  absolute values (*lngrdp* coefficient, i.e., absolute convergence coefficient without the involvement of other variables), which demonstrates the divergence in economic development across regions in NTT. If control variables are applied, as presented in Models #2 and #5, the  $\beta$  coefficient (*lngrdp* coefficient) yields a negative result, indicating the convergence of economic growth across regions in NTT. Models #3 and #6, where international tourist arrivals are a factor, demonstrate negative and significant  $\beta$  coefficient results. It shows that international tourist arrivals, together with determinants of economic growth, can encourage economic convergence between regions in NTT. The results obtained in Model #3 and Model #6 also indicate that if accompanied by an increase in other independent variables, such as an increase in education, human capital, and investment, the tourism sector will produce a faster convergence rate, indicated by a negative convergence coefficient.

This finding is associated with a study conducted by Ma et al. (2015), who found that the increasing number of tourist arrivals could drive regional economic convergence. Mamipour dan Abdi (2017) presented the same results since the development of domestic tourism could increase the speed of regional economic convergence growth. Different results were found by Haller et al. (2021), who analyzed the influence of the tourism sector on economic convergence in 28 EU countries. According to Haller et al. (2021), the tourism sector could not encourage the acceleration of economic growth convergence because the economic value generated from tourism services is far inferior compared to the income obtained from other sectors (industrial sectors and other services). The conditions in the European Union is widely different from conditions in NTT. The economic sectors in NTT are generally underdeveloped, so if one sector experiences rapid development, the impact will contribute to the economy of NTT as a whole. The result is the growth in international tourists arriving Komodo National Park in NTT has significant effects on economic convergence. According to the findings of this study, if the growth in international tourist arrivals is followed by an increase in human resources and investment in the tourism sector, the convergence of regional economy will develop rapidly.



**Table 4.** Comparison of estimation results using *distance and connectivity approaches*

	(Model #1)	(Model #2)	(Model #3)	(Model #4)	(Model #5)	(Model #6)
<i>Dependen Variabel: <math>\text{Ln} \left( \frac{\text{grdp}_{it+1}}{\text{grdp}_{it}} \right)</math></i>						
<i>lngrdp</i>	0.0217*** (0.00622)	-0.164*** (0.0252)	-0.165*** (0.0250)	0.0225*** (0.00561)	-0.104*** (0.0213)	-0.108*** (0.0206)
<i>lnForeign</i>			0.000593* (0.000331)			0.000877** (0.000350)
<i>Ratgcfc</i>		0.0344*** (0.00947)	0.0322** (0.00937)		0.0267*** (0.0101)	0.0247** (0.00970)
<i>Lnlifeexp</i>		0.0549 (0.0794)	0.0294 (0.0778)		-0.0405 (0.0891)	-0.0258 (0.0848)
<i>Lnpop</i>		-0.165*** (0.0271)	-0.162*** (0.0264)		-0.102*** (0.0240)	-0.107*** (0.0230)
	<i>W Distance</i>			<i>W Connectivity</i>		
<i>WLn <math>\left( \frac{\text{grdp}_{it+1}}{\text{grdp}_{it}} \right)</math></i>	0.0167 (0.209)	-0.172 (0.216)	-0.356 (0.235)	-0.0140 (0.168)	-4.33e-11 (0.167)	-0.228 (0.183)
<i>WlnForeign</i>			0.00244* (0.00134)			0.00338*** (0.00126)
<i>Wratgcfc</i>		0.104*** (0.0340)	0.0793** (0.0353)		0.0665** (0.0295)	0.0496* (0.0284)
<i>Wlnlifeexp</i>		0.893*** (0.0340)	0.855*** (0.195)		0.593*** (0.201)	0.567*** (0.191)
<i>Wlneduc</i>		0.0387 (0.0315)	0.0824** (0.0370)		0.0459 (0.0282)	0.0942*** (0.0319)
<i>Wlnpop</i>		0.185** (0.0922)	0.160* (0.0903)		0.121* (0.0644)	0.0720 (0.0632)
<i>sigma_e</i>	0.00306*** (0.000203)	0.00240*** (0.000159)	0.00233*** (0.000155)	0.00306*** (0.000203)	0.00261*** (0.000173)	0.00248*** (0.000165)
<i>pseudo R<sup>2</sup></i>	0.065	0.234	0.236	0.065	0.214	0.220
<i>AIC</i>	-990.6	-1031.3	-1033.3	-990.6	-1012.7	-1019.9

Note: *Standard errors in parentheses*\*  $p < 0.1$ , \*\*  $p < 0.05$ , \*\*\*  $p < 0.01$ 

Source: Author's processing result, 2023

## CONCLUSION

Based on the discussion above, it concludes that there is a positive spillover effect of international tourist arrivals to Komodo National Park, West Manggarai. The results of this study demonstrate that international tourist arrivals to Komodo National Park are associated with the rise of visitors to the surrounding regions, especially regions within proximity of the park in terms of distance and connectivity. In other words, international tourists arriving Komodo National Park will visit other tourist destinations in NTT, specifically other destinations in the neighboring regions of West Manggarai with prior connection to the park. These findings match those of Ismayanti et al. (2020), who explained that most tourists visiting Komodo National Park would visit other tourist destinations on Flores Island, for instance, Ngada and Ende.

The increase in international tourist arrivals to Komodo National Park has a positive association with the significant economic growth in West Manggarai and other

regions of NTT. It is due to the spillover effect of international tourist arrivals, in which the rise in the number of tourists arriving Komodo National Park results in the growth of other regions' economies. These findings are in line with those found in Budirahmayani and Khoirunurrofik (2019), Paci and Marrocu (2014), and Yang and Wong (2012), who all concluded that international tourist arrivals yield a positive *spillover* effect on the economic growth of other regions.

This study also discovers that the combination of tourist arrivals to Komodo National Park and other factors, such as the development of human resources, investment, and the tourism sector itself, can hasten the convergence of economic development in NTT. This conclusion follows Ma et al. (2015), who stated that the rise in tourist arrivals could encourage the convergence of economic growth among regions. The conclusion that this study arrives at regarding regional economic convergence is it will be achieved sooner if the increase in international tourist arrivals is accompanied by an increase in human resources and investment development in the tourism sector.

This study suggests several policy implications regarding tourism, specifically in the tourism sector which can be a critical instrument in regional economic growth and address regional development disparities. Developing connectivity and cooperation in tourism promotion among regions, especially between regions with underdeveloped tourism and regions with well-developed tourism, will increase international tourist arrivals and economic growth and bridge inequality in regional development. This implication is associated with Romão & Saito (2017).

The *spillover effect* from international tourist arrivals is also determined by inter-regional connectivity. The quantity and quality of inter-regional and inter-island connecting infrastructure must be improved. In practice, local governments (regencies and provinces) in NTT, in collaboration with the central government and other stakeholders, must expand land, sea, and air transportation routes to provide tourists with better, cost-effective transportation. Thus, inter-regional connectivity will further encourage tourists to visit other tourist destinations in NTT to Komodo National Park.

This study has only analyzed *spillover effects* based on international tourist arrivals but also has yet to examine other aspects, such as expenditure (international tourist shopping expense) and length of stay. Expenditure and length of stay will affect the *spillover effect* of international tourist arrivals on the regional economy. Therefore, *spillover effect* analysis that considers tourist expenditure and length of stay needs to be discussed in future studies.

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## IMPLEMENTATION OF SDGS 11 AND LEZ POLICY TOWARD VISITOR SATISFACTION IN KOTA TUA AREA JAKARTA

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### Abstract

*Sustainable tourism can be achieved by executing the action of SDGS 11 Sustainable Cities and Communities. The Low Emission Zone (LEZ) policy is a translation of SDGS 11 implemented in cities worldwide. In 2021, the Special Capital Region Government of Jakarta chose Kota Tua Area Jakarta (KTA) as LEZ pilot project area to try out a form of restriction of motorized vehicles in an area in many ways. However, as LEZ policy was executed, visitor reviews were still unknown. This research aimed to evaluate SDGS 11 and LEZ implementation in KTA and weigh the contribution toward tourist satisfaction. A descriptive quantitative study from November 2022 until January 2023 was taken using primary data from 100 questionnaires used on a purposive sample of tourist aged over 18 who was repeat visitor of KTA. The data analysis used the explanatory method, multi-regression, Pearson Correlation Product Moment, and determinant coefficient analysis. The result showed that the implementation of SDGS 11 in KTA was compatible with the target of SDG Goal 11. LEZ policy has been very well executed. Visitors claimed they were strongly satisfied with tourist spots in KTA. Implementation of SDGS 11 and LEZ policy simultaneously and partially influenced visitor satisfaction. The SDGS 11 and LEZ policy in KTA contributed 23.4 percent to tourist satisfaction, and the remaining 76.6 percent was supported by other factors. It is recommended to pay attention to the safety aspect of KTA, organize parking, and increase the quality of tourist facilities.*

**Keywords:** low emission zone, SGDS 11, sustainable cities and communities, visitor satisfaction

## INTRODUCTION

One of the sectors that contribute to the nation's economic growth is tourism from foreign earnings, creating jobs, improving the nation's welfare, and many others (Voronkova et al., 2021). Indonesia's economic growth from tourism reached 4.7 percent (US\$17.76 billion) in 2019 (Azzahra, 2022), whilst in 2020, due to Covid-19 the percentage decreased to 4.05, and in 2021 the contribution increased to 4.2 percent, and 4.3 percent in the year 2022. In 2023, the government targets the country's foreign exchange revenue from tourism of US \$ 2.07 billion to US \$ 5.95 billion, with a total of 3.5 million to 7.4 million foreign tourist arrivals. Meanwhile, for domestic tourists, it is targeted at 1.2 – 1.4 billion people in 2023. However, tourism can also be considered one of the causes of environmental degradation, adversely affecting the ecosystem (Voronkova et al., 2021) and among one of the most polluting sectors globally (Dolnicar, 2020). Tourism is said to produce global greenhouse emissions of around eight percent (Lenzen et al., 2018) and estimated global warming of around 12.5 percent.

In order to protect the environment, reduce inequality, and end poverty globally, in 2015, the United Nations introduced the Sustainable Development Goals which consist of 17 goals to be implemented in many sectors, including tourism, that need to be achieved by the year 2030. In support of this matter, the Ministry of Tourism of Indonesia has published a regulation regarding sustainable tourism development and Sustainable Tourism Destination guidelines in 2016 and 2021 (Regulation of Ministry of Tourism and Creative Economy No.9 of 2021, 2021).

Jakarta, as a metropolitan city (population of more than 10 million people), is one of Indonesia's top three international tourist arrivals. It offers various tourist attractions from culture (historical heritage objects), nature (island resorts), and man-made (MICE, events, et cetera) tourism. Aware of environmental degradation such as air pollution, emissions, and others, Jakarta emphasizes its vision and mission to become a safe, healthy, smart, civilized, and prosperous city, developing sustainable urban infrastructure and strengthening the environment-carrying capacity for the community as well as visitors (Communication, Information and Statistics Office of DKI Jakarta, 2022). Jakarta's vision and mission are coherent with SDGS 11 Sustainable Cities and Communities, and in line with the Ministry of Tourism and Creative Economy's strategic planning, to enhance tourism sustainability by providing a qualified tourism product as a competitive advantage. One of the prominent tourist areas in Jakarta is the Jakarta Old Town Area, which is in West Jakarta, where many historical buildings and museums can be explored. Not only well known for its heritage area, but it has become the center of economic activities and a crossing border area between West Jakarta and Central Jakarta. In terms of tourism perspective, Jakarta Old Town Area has ranked number four as the most visited tourist area, with five million visitors in 2019 and more than one million in 2020. In conjunction with the massification of tourists in KTA and the substantial numbers of traffic in this area, it would likely endanger the heritage sites by jeopardizing the environment and sustainable city of Jakarta and negatively impacting the community (Pinto da Silva et al., 2019).



**Figure 1.** LEZ Old Town Area  
Source: (a) ITDP, 2022 (b) Google Maps, 2023

Before the revitalization program in 2021, Jakarta Old Town Area was surrounded by unorganized street vendors and traffic congestion, which produced emissions from modes of transportation across the border of this area, such as cars, motorcycles, public transportation, and many others, which caused air pollution and damaged the heritage area. The air pollution standard index around this area was at level 58 with a category average. Nonetheless, Jakarta Old Town Area received negative visitor reviews through the media platform TripAdvisor, in terms of the street vendors, safety, hygiene, traffic congestion, parking violation, chaotic visitor management, vandalism, abandoned historical building, et cetera. These have caused unpleasant experiences for tourists. Therefore, on 8 February 2021, the Jakarta Old Town area was designated by the Jakarta Provincial Government as a low emission zone (LEZ) area (see figure 1). They also issued policy through Governor's Regulation Number 90 of 2021 concerning low-carbon development plans for climate-resilient areas (2021), making this area a low-emission area to reduce pollution levels and increase the comfort of visitors as well as preserve the heritage buildings. Europe initially implemented LEZ policy as a form of Access Restriction (AR) and it is said as one of the most consistent and proficient tools for Travel Demand Management (TDM) measures (Ku et al., 2020). The LEZ regulation in Jakarta is the implementation of the Presidential Regulation Number 61 of 2011 concerning the National Action Plan for Reducing Greenhouse Gas Emissions (2011). LEZ is also stated in the document of Jakarta Regional Spatial Plan 2030.

It is undeniable that sustainable areas are needed for the development of sustainable destinations through sustainable transportation systems (Raharjo et al., 2022). Additionally, the United Nations has published a document called New Urban Agenda, which stated the shifting paradigm in a more scientific manner, such as standards and principles for managing and improving urban areas through implementation of one of five pillars: policies and regulations (UN-Habitat, 2020).



Amongst 17 SDGS, Goal 11 of Sustainable Cities and Communities is highlighted by the Government of Jakarta Province and clearly stated in Special Capital Region of Jakarta Regulation No. 90 of 2021 about LEZ development plan for Climate Resilient (2021). SDGS agenda has become the topic of many researches with diverse perspectives on sustainable tourism, such as cultural and sustainable tourism, sustainable travel behavior, and big data in smart cities (Agrawal et al., 2022). A motivation that influences tourist behavior toward satisfaction (López-Sanz et al., 2021).

In Indonesia, particularly Jakarta, SDGS 11 is implemented by enacting the Low Emission Zone (LEZ) policy. LEZ is a form of restriction of motorized vehicles in an area with certain conditions. The purpose of LEZ is to reduce the level of emissions to improve air quality and the protection of cultural heritage buildings in the Jakarta Old Town Area. LEZ policy allows pedestrians, cyclists, public transportations and vehicles with special stickers labeled low-emission to pass. LEZ itself has been applied in various cities in the world, such as London–United Kingdom, Brussels–Belgium; and Haifa–Israel. It also has been experimented in the Kota Tua Area (KTA), a historical tourist area, as part of Jakarta Indonesia. Three studies showed that LEZ acceptability is shaped by the personal and social norms that can cause social acceptance and behavioral change as it is associated with environmental concerns of younger and wealthier travelers (Kowalska-Pyzalska, 2022; Ku et al., 2020; Rizki et al., 2022).

Past research regarding SDGS has been taken since it was declared; however, studies on the relationship between SDGS and tourism remain lacking. Policymakers have to keep initiating the voluntary adoption of new practices by tourism stakeholders contributing to the SDGS. Tourism stakeholders cannot fulfill all the 17 SDGS through their actions and need stakeholders collaboration (Boluk & Rasoolimanesh, 2022; Rosato et al., 2021). Among all SDGS, the interest in the smart cities concept came into the spotlight in favor of SDGS 11. It is believed that smart cities may improve quality of life (Leidner & Percivall, 2022), and keep focusing on reducing environmental emission. Since Jakarta has categorized itself as a Smart City, the brand is strongly related to any acts toward SDGS 11 and LEZ policy. Based on a preliminary survey in November 2022, it was found that the implementation of LEZ policy was not as easy as its plans and yet properly executed. Many cases, such as cars and motorcycles with no special stickers, are still allowed to enter the area, and illegal parking still occurs. Most studies regarding LEZ can be found in the area of transportation or environment, unlikely in the case of visitor satisfaction and tourism marketing.

Visitor satisfaction has been seen as an emotional or cognitive response and precipitable value of visitors that refer to a certain focus, such as expectation, product, and experiences. The response occurs at a particular time, pre, during, and after consumption, and there is always a general pattern (Giese & Cote, 2000; Kyriakaki & Kleinaki, 2022). The degree of social demographic characteristics influence tourist satisfaction (Huete-Alcocer et al., 2019). The visitors play an essential part in carbon emissions with their behavioral intention. In regards to SDGS toward tourist satisfaction, a study showed that implementing SDGs in features and factors of a tourist destination directed to tourist satisfaction evaluation (Yu et al., 2021) accompanied by empathy with nature and perceived environmental responsibility and the emotional factors that impact low-carbon

tourist behavior, which may lead to satisfaction (Chen & Cheng, 2023; Wu et al., 2023). A low-carbon attitude and policy reward were inherent challenges with SDGS, but both can regulate visitor behavior. Visitor behavior can be traced using big data in marketing from the both tourism and non-tourism sectors (Istanto et al., 2023).

Based on the above issues of SDGS 11, LEZ and visitor behavior, this research identified opinions about the execution of SDGS 11 and LEZ, the level of visitor satisfaction after the policy enactment, and how the implementation can influence tourist satisfaction level. Thus, the purpose of this research is to evaluate the implementation of SDGS 11 and LEZ policy in KTA, to recognize the level of tourist satisfaction when visiting KTA after SDGS 11 and LEZ policy was implemented, and to recognize the contribution of SDGS 11 and LEZ policy in KTA toward tourist satisfaction.

## METHODOLOGY

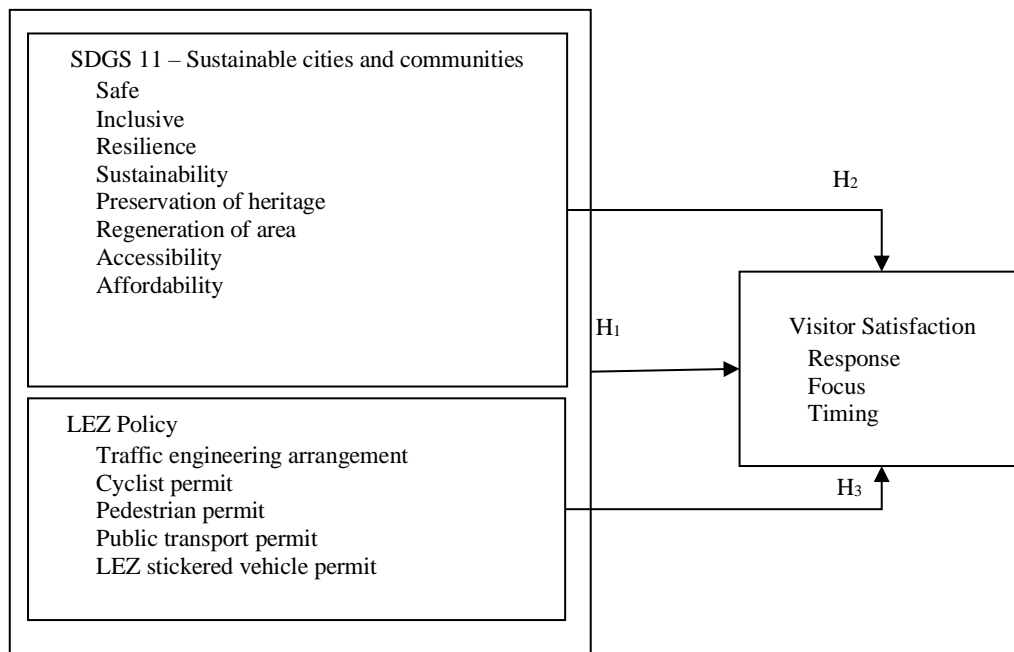
### Research Framework and Hypotheses

This research deliberated SDGS 2023, particularly Goal 11 and the implementation of LEZ policy, as a pilot project of SDGS, toward tourist satisfaction. It can be seen in the thinking framework that indicates the link between those variables (see figure 2). Therefore, as the implementation of SDGS 11 and LEZ policy toward tourist satisfaction are the issues, the proposed hypothesis is as follows:

Hypothesis 1 ( $H_1$ ) : SDGS 11 and LEZ policies significantly affect tourist satisfaction

Hypothesis 2 ( $H_2$ ) : SDGS 11 partially impacts tourist satisfaction

Hypothesis 3 ( $H_3$ ) : LEZ policy partially influences tourist satisfaction



**Figure 2.** Framework Thinking

Source: Giese and Cote, 2000; Government of DKI Jakarta, 2021; and UNWTO, 2015

## Research Methods

This research is based on a descriptive quantitative using primary data from a questionnaire used on a purposive sample of tourists aged 18 and above who are the repeat visitors of Kota Tua Jakarta (see table 1). Different items of construct on the questionnaire were based on the literature review. The 100 questionnaires in Google Forms were distributed from November 2022 until January 2023, which implies a sampling error of 10%.

**Table 1.** Technical details of the study

Sample	Visitor over 18 years, a repeater at least once.
Location	Kota Tua Jakarta
Fieldwork	November 2022 to January 2023
Sample size	100 valid questionnaires
Sample design	A structured questionnaire, anonymous survey, Google Form.

Source: Author processing result, 2023

As a result of this study, the questionnaire consisted of three constructs with a total of 31 items: eight for SDGS 11 (UNWTO, 2015); fourteen for LEZ (Government of DKI Jakarta, 2021); and nine for satisfaction (Giese & Cote, 2000), as seen in table 2.

**Table 2.** Scale of the model's construct

	Constructs and Items	Source of Adoption
SDGS 11		
	1. I declare KTA as a safety zone.	UNWTO (2015)
	2. I experienced a convenient tourist spot in KTA.	
	3. I find KTA resilience against disaster.	
	4. I consider KTA an inclusive urban area.	
	5. I believe KTA will be a sustainable area.	
	6. I find that the cultural and natural heritage in KTA is well preserved.	
	7. I experienced the affordability of KTA.	
	8. I think KTA is accessible to any visitor.	
LEZ Policy		
	1. I experienced an integrated public transportation system.	Government of DKI Jakarta (2021)
	2. I face a better traffic management transformation.	
	3. I understand the reason behind the limitation of vehicles.	
	4. I enhance the use of the bicycle in KTA.	
	5. I am aware that cycling is good for my health.	
	6. I enhance the use of pavement to enjoy KTA.	
	7. I encourage others to walk around the area.	
	8. I motivate people to appreciate the cultural and natural heritage.	
	9. I respect cultural and natural heritage.	
	10. I promote public transportation usage.	
	11. I encourage people to use private cars less.	
	12. I urge the visitor to do an emission test in their vehicle.	
	13. I ask others to put a Low Emission sticker on their vehicle.	
	14. I encourage visitors to park their cars in the parking space provided.	
Visitor Satisfaction		
	1. I am excited when visiting KTA.	Giese and Cote (2000)
	2. I experienced similar or a beyond expectation experience when visiting KTA	
	3. I find a low emission zone is impactful.	

Constructs and Items	Source of Adoption
4. I have had a memorable experience in KTA.	
5. I am happy with the green infrastructure in KTA.	
6. I like the tourist facilities.	
7. I have a good impression of KTA.	
8. I chose KTA to be revisited.	
9. I experienced the uniqueness of KTA.	

Source: Giese and Cote, 2000; Government of DKI Jakarta, 2021; UNWTO, 2015

The data was collected through personal surveys. All questionnaire items use the same 5-point Likert-type scale, where 5 = strongly agree and 1 = strongly disagree. A pre-test of this questionnaire was performed on 10 people who visited KTA at least twice and aged over 18 years, to evaluate where the scale was well-constructed. In the end, all questions were valid as all  $r$  counts were higher than the  $r$ -table. The construct was reliable since all values of Alpha Cronbach of each variable were higher than the significance of 0.5 of the two-tailed test. The mean of each collected data is calculated, then placed within an interval score of 0.8 and interpreted as follows in table 3.

**Table 3.** Scoring and interpretation

Statement options	Value	Interval score	Interpretation		
			SGDs Goal 11	LEZ Policy	Tourist Satisfaction
Strongly disagree	1	1.00-1.80	Highly incompatible	Very poorly executed	Strongly unsatisfied
Disagree	2	1.81-2.60	Incompatible	Poorly executed	Unsatisfied
Unsure	3	2.61-3.40		Unsure	
Agree	4	3.41-4.20	Compatible	Well Executed	Satisfied
Strongly agree	5	4.21-5.00	Highly compatible	Very well executed	Strongly satisfied

Source: Author's processing result, 2023

The data analysis used the explanatory method, multi-regression, Pearson Correlation Product Moment (PCC), and determinant coefficient analysis. The multi-regression analysis used the equation of:

$$y = \alpha + \beta_1 x_1 + \beta_2 x_2 + \dots \beta_n x_n + \varepsilon \quad \dots (1)$$

With  $y$  = Visitor expectation;  $x_1$  = SDGS 11;  $x_2$  = LEZ policy;  $\alpha$  = constanta;  $\beta$  = regression coefficient. PCC is used to measure the linear relationship between two or more variables that have been measured on an interval scale, and it is interpreted as follows in table 4.

**Table 4.** Interpretation of R-value

R-value	Interpretation	R-value	Interpretation
$R = 1$	Perfect positive linear correlation	$0 > R \geq -0.4$	Weak negative linear correlation
$1 > R \geq 0.8$	Strong positive linear correlation	$-0.4 > R \geq -0.8$	Moderate negative linear correlation

R-value	Interpretation	R-value	Interpretation
$0.8 > R \geq 0.4$	Moderate positive linear correlation	$-0.8 > R > -1$	Strong negative linear correlation
$0.4 > R > 0$	Weak positive linear correlation	$R = -1$	Perfect negative linear correlation
$R = 0$	No correlation		

Source: Creswell and Creswell, 2018

The coefficient of determination is used to explain how much the variability of one or more factors are caused by their relationships to another factor. The R-square ( $R^2$ ) is represented as a value between 0.00 and 1.00 or 0% to 100%.

## FINDINGS AND DISCUSSION

An interpretation of the mean score was performed to examine each variable studied. The result showed that the implementation of SDGS 11 in KTA (see table 5) has a score of 4.31, which means the enactment was compatible with the target of SDGS 11. SDGS 11 is well translated into action to make the city and community sustainable since inclusive and accessible, green, and public spaces are developed in KTA (UNWTO, 2015).

**Table 5.** Perception of SDGS 11 Implementation

No.	Items	Mean Score	Interpretation
1.	I find KTA resilience against disaster.	4.59	Highly compatible
2.	I find that the cultural and natural heritage in KTA are well-preserved	4.54	Highly compatible
3.	I believe KTA will be a sustainable area	4.44	Highly compatible
4.	I experienced the affordability of KTA	4.40	Highly compatible
5.	I think KTA is accessible to any visitor.	4.26	Highly compatible
6.	I experienced a convenient tourist spot in KTA	4.22	Highly compatible
7.	I consider KTA an inclusive urban area	4.08	Compatible
8.	I declare KTA as a safety zone	3.98	Compatible
<b>Average</b>		4.31	Highly compatible

Source: Author's processing result, 2023

The statement "I find KTA resilience against disaster" was the highest item with a score of 4.59. It means that visitors feel the area is vital in a vulnerable situation and durable against any condition. Resilience is increasingly recognized as important for the long-term sustainable development of tourism destinations (Koens et al., 2018). The challenge of facing uncertainty and unpredictability requires various approaches to ensure that people remain to have a productive as well as prosperous life. Therefore, the ability to adapt, transform, persist are fundamentally important for sustainable life.

On the other hand, the statement "I declare KTA as a safety zone" was the lowest point, with a score of 3.98. It indicated that the safety of the area needs to be improved. Safety in tourism may lead to perceived risk and uncertainty of destination, and end up with perception and intention to visit (Zhou et al., 2021). Destination safety and security are essential factors to be considered by tourists when deciding to travel. Safety is emphasized in stable and thorough conditions, such as protection from injury or danger during tourism

activity (Zou & Yu, 2022). In KTA, tourists likely assume that safety needs to be improved more due to street beggars, pickpockets, or accidents caused by heavy traffic movement.

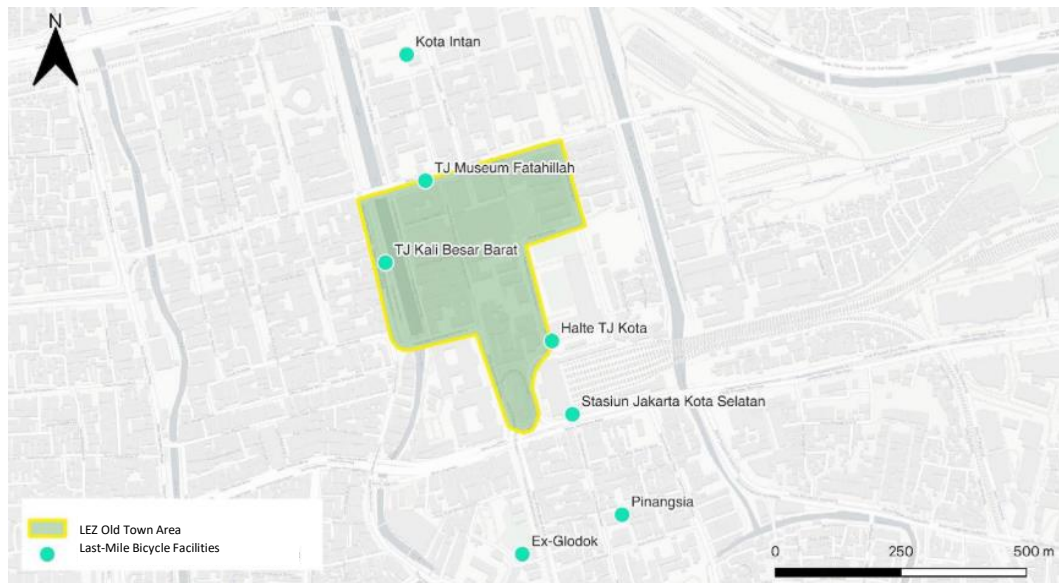
Regarding LEZ policy (see table 6), the execution has a score of 4.55. It can be understood that according to visitors, the implementation of LEZ policy in KTA was very well executed. This result was strengthened by the previous study about the acceptance of LEZ implementation shaped by personal norms (Rizki et al., 2022).

**Table 6.** Perception of LEZ Policy Execution

No.	Items	Score	Interpretation
1.	I enhance the use of the bicycle in KTA.	4.78	Very well executed
2.	I enhance the use of pavement to enjoy KTA.	4.78	Very well executed
3.	I experienced an integrated public transportation system.	4.72	Very well executed
4.	I am aware that cycling is good for my health.	4.69	Very well executed
5.	I encourage others to walk around the area.	4.66	Very well executed
6.	I motivate people to appreciate the cultural and natural heritage.	4.60	Very well executed
7.	I promote public transportation usage.	4.59	Very well executed
8.	I face a better traffic management transformation.	4.57	Very well executed
9.	I respect cultural and natural heritage.	4.54	Very well executed
10.	I urge the visitors to do an emission test for their vehicles.	4.53	Very well executed
11.	I understand the reason behind the limitation of vehicles.	4.44	Very well executed
12.	I ask others to put a Low Emission sticker on their vehicle.	4.43	Very well executed
13.	I encourage people to use private cars less.	4.22	Very well executed
14.	I encourage the visitor to park their car in the parking space provided.	4.08	Well executed
<b>Average</b>		4.55	Very well executed

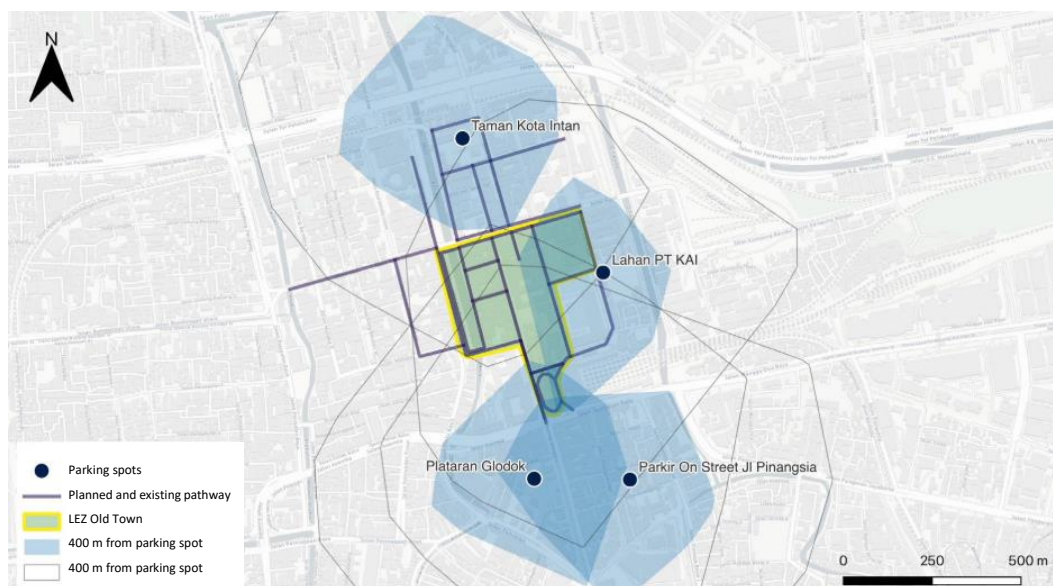
Source: Author's processing result, 2023

The statement "I encourage the use of the bicycle in KTA" was the highest item with a score of 4.78. It indicated that a bicycle is a suitable means when applying LEZ policy in KTA since it is considered as green transportation with zero-emission (Raharjo et al., 2022). One of the ways to enhance air quality, reduce traffic congestion, and increase health issues for the public and visitors is by using bicycles as an alternative to non-motorized vehicles. Bicycle is a highly recommended means of transportation to explore KTA, and several parking points has been suggested, as shown in Figure 3 (ITDP, 2022).



**Figure 3.** Bicycle Parking Points  
Source: ITDP, 2022

Conversely, the statement “I encourage the visitor to park their car in the parking space provided”, was the lowest item with a score of 4.08. The parking zone of KTA was located at a 400 m distance from the tourist spot with a 5-10 minute walk (see figure 4). However, a lot of illegal parking areas occurred. Vehicles that inquire for vacant parking space may contribute to congestion and air pollution (Gonzalez et al., 2022). Another issue regarding illegal parking is that there are minimum to no law enforcement on illegal parking areas management and parking fees collection (Triputro et al., 2023).



**Figure 4.** Parking zone of Old Town Area  
Source: ITDP, 2022

In terms of satisfaction (see table 7), the average mean score is 4.65, which can be interpreted as a visitor who is strongly satisfied with tourist spots in KTA being a pilot project of SDGS 11 and LEZ policy implementation. This result consolidated the previous study about the positive impact of sustainable development on tourist satisfaction (Yu et al., 2021). The highest mean score of 4.82 belonged to the statement 'I have a good impression of KTA', which means that KTA has a positive image in visitors' minds. The impression about the performance of LEZ policy may bring success and must now move to zero-emission mobility (Müller & Le Petit, 2019). Whereas the lowest mean score of 4.26 was 'I like the tourist facilities in KTA'. It can be interpreted that facilities provided in the area were less strongly satisfying for tourists. Amenities, such as F&B, tour guide services, and bicycle rental, have to be improved to fulfill visitor expectation as those amenities are an important part of the travel experience and tourist satisfaction (Huete-Alcocer et al., 2019).

**Table 7.** Perception of Visitor Satisfaction in KTA

No.	Items	Mean Score	Interpretation
1.	I have a good impression of KTA.	4.82	Strongly satisfied
2.	I will visit KTA again in the future.	4.82	Strongly satisfied
3.	I am excited when visiting KTA.	4.78	Strongly satisfied
4.	I experienced similar or beyond my expectations when visiting KTA	4.76	Strongly satisfied
5.	I find a low emission zone is impactful.	4.68	Strongly satisfied
6.	I have had a memorable experience in KTA.	4.67	Strongly satisfied
7.	I am happy with the green infrastructure in KTA.	4.55	Strongly satisfied
8.	I experienced the uniqueness of KTA.	4.52	Strongly satisfied
9.	I like the tourist facilities.	4.26	Strongly satisfied
<b>Average</b>		4.65	Strongly satisfied

Source: Author's processing result, 2023

To analyze the link between variable studies, multiple regression analysis was taken using MS Excel and SPSS 29. The result shows as follows:

**Table 8.** Multiple regression

Model	Coefficients			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	2.555	.412		6.205	<.001
SDGS 11	.179	.084	.218	2.136	.035
LEZ	.310	.093	.338	3.320	.001

a. Dependent Variable: Satisfaction

Source: Author's processing result, 2023



**Table 9.** F-test

ANOVA <sup>a</sup>						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.950	2	2.475	14.809	<.001 <sup>b</sup>
	Residual	16.210	97	.167		
	Total	21.160	99			

a. Dependent Variable: Satisfaction, b. Predictors: (Constant), LEZ, SDGS

Source: Author's processing result, 2023

**Table 10.** Determinant Coefficient

		Model Summary			
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate
1		.484 <sup>a</sup>	.234	.218	.409

a. Predictors: (Constant), LEZ, SDGS

Source: Author's processing result, 2023

**Table 11.** Pearson Correlation

		Correlations		
		SDGS 11	LEZ	Satisfaction
Satisfaction	Pearson Correlation	.383**	.445**	1
	Sig. (2-tailed)	<.001	<.001	
	N	100	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Author's processing result, 2023

The model of multiple regression can be seen in the equation below:

$$y = 2.555 + 0.179x_1 + 0.310x_2 \quad \dots (2)$$

The constant value of 2.555 (see table 8) indicated that if SDGS 11 as variable X1 and LEZ policy as variable X2 are zero or null, then satisfaction is variable Y valued at 2.555. If SDGS 11 and LEZ policies were not implemented in KTA, then visitors experienced dissatisfaction. Nowadays tourists are searching for an experience that has a sustainable perspective (Huete-Alcocer et al., 2019; Yu et al., 2021; Zhou et al., 2021) to fulfill their expectations. The regression coefficient of variable SDGS 11 was 0.179, indicating that every increase in one value of SDGS 11, will impact the value of satisfaction of 0.179 (significant level  $\alpha$  of 5%). A positive sign means that there is a confident impact of SDGS 11 on visitor satisfaction. Whereas, the regression coefficient of the variable LEZ policy was 0.310, which meant that every increase in one value of LEZ policy, will affect the value of satisfaction of 0,310 (significant level  $\alpha$  of 5%). A positive sign indicated that there is an optimistic impact of LEZ policy toward satisfaction.

Then, three hypotheses were tested by using Coefficient and ANOVA. The significant value for both SDGS 11 and LEZ policy simultaneously toward visitor satisfaction is 0.001 (see table 9). The significance of 0.001 is less than 0.05 as it is the criteria to accept the hypothesis. It meant that the hypothesis of H<sub>1</sub> was accepted. Both SDGS 11 and LEZ policy in KTA simultaneously influenced visitor satisfaction.

The significant value for SDGS 11 toward satisfaction was 0.035. It was less than the criteria of 0.05. The significant value of LEZ policy toward satisfaction was 0.001. It

was also less than the criteria of 0.05. The hypothesis of H<sub>2</sub> and H<sub>3</sub> were accepted. Each SDGS 11 and LEZ policy in KTA partially has been proven, affecting visitor satisfaction.

The correlation between both SDGS 11 and LEZ policy in KTA with visitor satisfaction resulted in an r-value of 0.484 (see table 10). It indicated a moderate strength correlation with a positive direction between both variables SDGS 11 and LEZ policy towards satisfaction. Individually, as seen in table 11, SDGS 11 and satisfaction had an r-value of 0.380 while LEZ policy and satisfaction had an r-value of 0.445 (with a 2-tailed significance value of 0.01). There was a weak positive correlation between variables SDGS 11 and satisfaction but there was a moderate positive linear correlation between LEZ policy for satisfaction.

The involvement of SDGS 11 and LEZ policy toward visitor satisfaction is an R-square value of 0.234, which means that 23,4 percent of visitor satisfaction in KTA was contributed by the implementation of SDGS 11 and LEZ policy, the rest of 76,6 percent was predicted by other factors such as land use reform, improvement of public transit, cycling, walking facilities, discounts, subsidies, tax credits that can be studied in future research (see figure 5). Those further factors of LEZ policy implementation could be more successful with equitable design and link to other strategic components (ITDP, 2023).

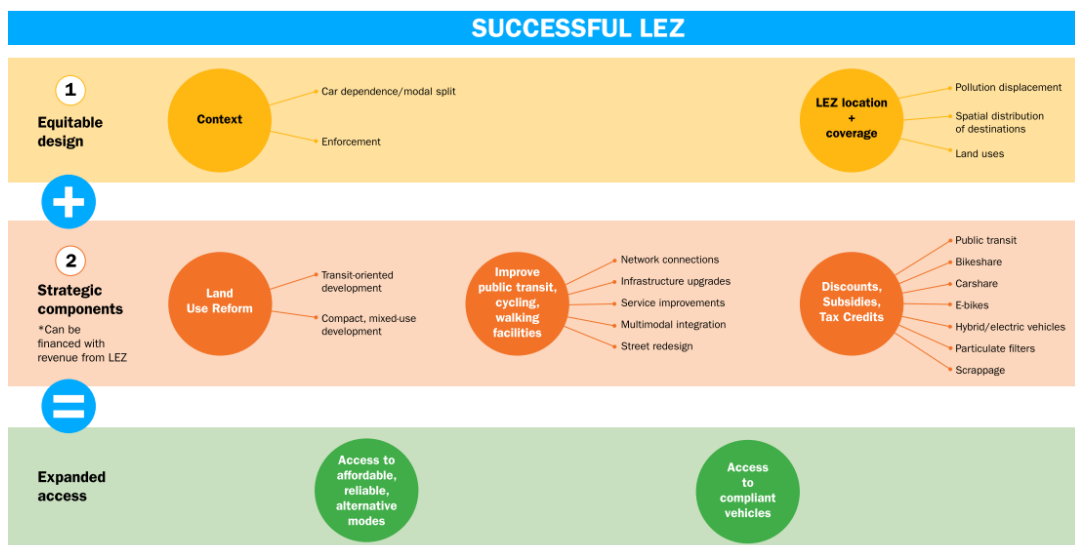


Figure 5. Successful LEZ

Source: ITDP, 2023

## CONCLUSION

It can be concluded that the realization of SDGS 11 has already been highly compatible with its target. It is also found that the LEZ policies are very well executed so that they can be applied to other tourist areas in Jakarta in detecting the level of visitor satisfaction after implementation. Then, it can be concluded that visitors are strongly satisfied with the implementation and they may revisit KTA in the near future and recommend the destination to others.

Based on the finding, there is a proposed recommendation for the future execution of SDGSs and LEZ policy in Jakarta. First, as the safety aspect in KTA is the lowest point, it is recommended to put more effort into planning safety systems into actions such as CCTV placement in an unsafe area, and regular patrol from authorities and law enforcement for the outlaws. Secondly, regarding the parking space, it is suggested that the authority exterminate illegal parking by inviting communities to take part in parking attendance. Third, concerning tourist facilities as a necessity for tourists, it is recommended that authorities enhance the quality of facilities and services toward satisfaction.

The study has some limitations. Data collection was done post-pandemic when the number of visitors just slowly increased. Within a limited period of time, this study captures visitor satisfaction. There is also a lack of previous studies about the implementation of LEZ after Covid-19 that can be used as references. Moreover, the research focuses only on repeat visitors and the impact of SDGS 11 and LEZ. It has not yet considered other factors that may contribute to visitor satisfaction and can be the topic for future studies.

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# IMPLICATIONS OF THE ROLE OF TOURISM CARRYING CAPACITY IN THE DEVELOPMENT OF SUSTAINABLE TOURISM DESTINATIONS

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## Abstract

*Tourism contributes to increasing global and national Gross Domestic Product (GDP) growth. However, there are also negative impacts on tourism activities. One of the implementations to minimize negative impacts can be carried out by applying the carrying capacity of the destination (tourism carrying capacity/TCC). This study aims to determine the implications of the role of tourism carrying capacity in sustainable tourism development, which focuses on the causality relationship between tourism destination governance policies and tourism carrying capacity (TCC). This study uses a qualitative library/desk study method with a Driving Forces, Pressures, State, Impacts, and Responses (DPSIR) framework analysis approach. The five dimensions of the carrying capacity of tourism destinations used in the DPSIR framework are territorial, governance, economic, social, and environmental. As a result, three framework findings and strategic analysis implications were obtained. First, it required the restoration of natural resources, environment, and ecosystems; second, carrying out integrated planning in land use, economic growth, strengthening socio-demographics, and a sustainable environment; third, educating tourists to transform the attitude, behavior, and ethics of tourists. The overall strategic analysis framework aligns with various tourism development programs to maintain natural, economic, social, and environmental balances that apply sustainable tourism by implementing stakeholder cooperation.*

**Keywords:** destinations, DPSIR framework, sustainable tourism, tourism carrying capacity

## INTRODUCTION

Tourism is a dynamic industry that accelerates global economic growth. The recent global data shows that travel and tourism's direct contribution to Gross Domestic Product (GDP) is approximately US\$5.8 billion in 2021 (Statista, 2022). As COVID-19 pandemic conditions recovered, at the global level, there was a 60% increase from pre-pandemic levels, and international tourist arrivals almost tripled from January to July 2022 (+172%) compared to the same period in 2021 (UNWTO, 2022b). Meanwhile, data in Indonesia shows that in the period 2016 to 2019, the contribution of the tourism sector to the national GDP is equal to the value of the Tourism Gross Domestic Product (GDP), increasing from 4.63% in 2016 to 4.97% or reaching 1,734 trillion IDR in 2019 which shows the contribution of the added value of the tourism industry to the entire Gross Added Value (GAV) of national income (BPS, 2022). In addition to being beneficial to the global and national economy, the tourism industry also has the potential to cause environmental problems, including increasing levels of Greenhouse Gas (GHG) emissions arising from the increasingly massive use of fossil energy (Zhu et al., 2017); failing to ensure the cleanliness of destinations based on the inability to manage waste (Chaabane et al., 2019; Tsai et al., 2021); and contributing more than 5% of global greenhouse gas emissions, and by 2030, a 25% increase in CO<sub>2</sub> emissions from tourism activities compared to 2016 is expected from 1,597 million tons to 1,998 million tons (Statista, 2021). Meanwhile, the results of a survey of global risk perceptions arising from human activities conducted by the World Economic Forum in 2022-2023 show that of the ten risks that the global community will face in a decade, six risks are closely related to the implications of harmful excesses on the environment, including climate change mitigation failure; climate change adaptation failure; natural disasters and extreme weather events; biodiversity loss and ecosystem destruction; natural resource crisis; and large-scale environmental damage incidents (World Economic Forum, 2023).

There is a concept and framework of sustainable tourism to minimize the negative impacts or excesses of tourism practices on the environment. According to the provisions of the Minister of Tourism and Creative Economy Regulation No. 9 of 2021 concerning Guidelines for Sustainable Tourism Destinations (2021), sustainable tourism is tourism that takes into account current and future economic, social, and environmental impacts, meets the needs of visitors, industry, the environment, and local communities and can be applied to all forms of tourism activities in all types of tourist destinations, including mass tourism and various other types of tourism activities. In addition, sustainable tourism is a tourism paradigm that prioritizes the interests of current generations and meets the interests of future generations, including the preservation of nature, preservation of local cultural existence, education for local communities in the context of interacting with tourists and aims to reduce negative impacts on the environment and local culture, by helping to increase income, employment, and conservation of local ecosystems (Arida & Sunarta, 2017). This paradigm emphasizes that the success of tourism is not merely measured by the quantity and intensity of tourist visits but also focuses on the positive impacts that tourism can have at the local level, namely the benefits to the local economy, as well as its external impacts on society and the environment (UNWTO, 2022a). There are several

forms of efforts that can support sustainable tourism, including encouraging, integrated, agile, and forward-looking policies; building tourism ecosystem resilience; and encouraging tourism recovery based on environmentally friendly amenities and activities (OECD, 2022).

At the conceptual level, several indicators can be used as preferences in formulating and formulating policy directions, as well as effective sustainable tourism development planning. (UNWTO, 2004), among others:

1. Increase GDP growth, investment, employment, and foreign exchange earnings;
2. Emphasize the role of tourism development in reducing poverty and improving the quality of life of the entire population;
3. Protect and preserve the local culture and natural resources on which the tourism industry is based in most destinations;
4. Ensure that the protection of natural and cultural resources is seen as a collaborative activity between the public and private sectors and nongovernmental groups and communities;
5. Establish the role of the private sector in the design, finance, implementation, ownership, and operation of tourism facilities;
6. Ensuring participation of the poor in all decision-making and seen as important stakeholders in the tourism development process;
7. Facilitate more effective coordination of public services at national, regional, and local levels;
8. Develop effective marketing and promotion programs through a series of public/private sector cooperative efforts;
9. Implement technical mechanisms whereby the public sector's control/regulatory role can be combined with that of planner/facilitator/collaborator;
10. Fostering positive public awareness of tourism's contribution to destination prosperity; and
11. reducing poverty and improving the overall quality of life of the community.

In addition, at the national policy level, the Minister of Tourism and Creative Economy Regulation No. 9 of 2021 aims to provide a comprehensive reference regarding the management of tourism destinations in a sustainable manner to realize the management of protection, utilization, and development of the area as a sustainable tourism destination. In this regulation, there are substantive contents that regulate the criteria for sustainable tourism destinations, including:

1. Sustainable management comprising management structures and frameworks; stakeholder engagement; and managing stress and change;
2. Socio-economic sustainability consisting of providing local economic benefits and social welfare and impacts;
3. Cultural sustainability consisting of protecting cultural heritage, visiting cultural sites, and
4. Environmental sustainability consists of conserving natural resources, managing natural resources, and managing waste and emissions.

Based on the description of conceptual information and national policies above, there is a conformity in the formulation of sustainable tourism indicators between the



conceptual level of global preferences and the criteria of Indonesia's national policy level. Furthermore, in addition to the criteria and indicators, the development of sustainable tourism destinations is also determined by the carrying capacity of the destination (TCC). TCC is the maximum ability limit (in terms of size and intensity) of the human natural environment, tourism facilities, socio-economic environment, and residents of tourist areas to accommodate tourism activities within a certain period and in a specific area within the framework of sustainable development (Deng, 2009). Carrying capacity is closely related to the capacity or volume of tourist arrivals, without ignoring other variables, such as destination development and excessive intensity of tourist arrivals, including unsustainable impacts and residents' dissatisfaction (R. W. Butler, 2020), and focuses on the protection and conservation of local resources and seeks to measure the limits that allow the preservation of the original conditions of the destination, minimizing negative impacts or excesses on cultural and natural resources (Castellani & Sala, 2012; Zelenka & Kacetyl, 2014).

The carrying capacity of tourist destinations is measured by considering five dimensions that include the three main components of sustainable tourism (socio-economic, cultural, and environmental), the governance dimension, and the regional dimension, as follows (Fernández-Villarán et al., 2020):

1. The territorial dimension refers to and relates to the region's distribution and concentration of tourism activities to the local population, including the availability and carrying capacity of infrastructure.
2. The governance or political dimension related to the capacity and competence of the destination management organization.
3. The economic dimension refers to the destination's capacity to absorb tourism's function on local economic development.
4. The social dimension, or socio-demographic dimension, considers not only the impact on tourists but also the perceptions of local communities regarding the influence of tourism activities on their quality of life.
5. The environmental dimension includes the existence and implementation of regulations, policies, and carrying capacity protocols.

Based on the author's search, there are several previous studies related to the topic of TCC in the Indonesian context, including Sadikin et al. (2017) that examines land suitability for ecotourism; Pratiwi (2018) that examines cultural arts preservation based on community involvement and empowerment; Armono et al. (2017) which calculates the ideal number of visitors to ecotourism destinations in relation to the carrying capacity of the environment; Maryono et al. (2019) which examined the significant differences between the physical-ecological and socio-cultural carrying capacity of tourism destinations; Insani et al. (2020) determine the estimated carrying capacity of beach tourism objects; Winata et al. (2020) that assesses the suitability and carrying capacity of mangrove ecosystems for ecotourism activities; Faiz and Komalasari (2020) examine the need to balance the increasing number of tourist arrivals with the ability of the destination environment and develop tourism control and management; Adrianto et al. (2021) that assesses the suitability of using the model of a socio-ecological system to calculate the optimal carrying capacity of tourism destinations; dan Sunkar et al. (2022) which identifies

potential tourism hazards from physical, biological and human activities and calculates the carrying capacity of geotourism sites.

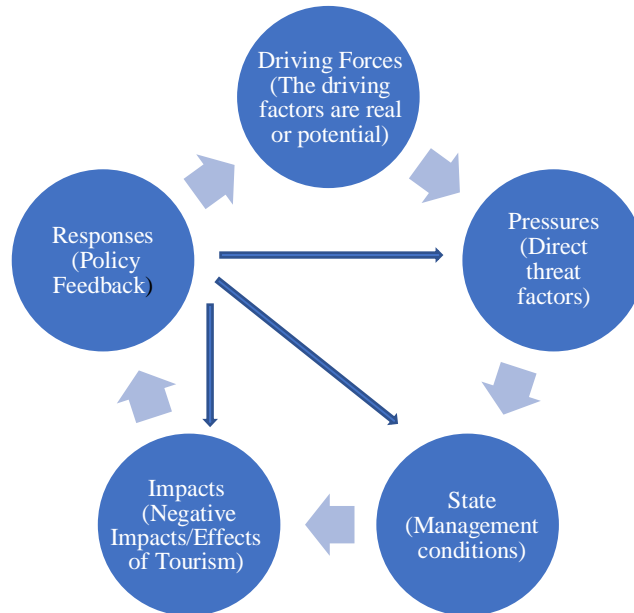
There are similar characteristics among these studies, namely selecting a specific research locus and dealing with implementing special interest tourism. The research gaps in some of these previous studies, among others, have not explicitly elaborated the five dimensions of TCC as described above, have not elaborated the causal relationship between tourism policy and TCC, and have not shown the strategic implications of TCC in the context of sustainable tourism destination development. Based on the above, this study aims to discover how the DPSIR framework encourages tourism destinations carrying capacity and the implications of tourism carrying capacity in sustainable tourism development, emphasizing the causal relationship between tourism destination governance policies and tourism carrying capacity (TCC).

## **METHODOLOGY**

This study uses a qualitative library/desk study method (Creswell & Creswell, 2018). The data used in this research is secondary data derived from selected literature, including journals, books, study reports, statistical reports, and laws and regulations. The data were then analyzed using the DPSIR analysis approach. This approach, which stands for Driving Forces, Pressures, State, Impacts, and Responses (DPSIR), is an analytical framework that elaborates the causal and reciprocal relationships between humans and the environment from a systems perspective (Ruan et al., 2019). This systematic and comprehensive analytical framework allows for a more comprehensive evaluation of the continuous feedback mechanisms between the indicators, namely Driving Forces, Pressures, States, Impacts, and Responses (Borji et al., 2018).

The use of the DPSIR analysis approach is due to two aspects closely related to the advantages of the DPSIR model. First, the DPSIR model is comprehensive and based on solid logic, and the DPSIR framework represents the interaction relationship between tourists, tourism destinations, and the environment (Castellani et al., 2007; Castellani & Sala, 2012). Specifically, "Driving Forces" are potential factors that exert pressure on the tourism ecosystem, including direct and indirect drivers of tourism economic development and social and economic development (Xi et al., 2023). 'Pressure' consists of factors that threaten the ecological security of tourism through the direct effects of drivers, reflecting the consumption of resources by tourists and residents that ultimately leads to environmental pollution and other pressures (Pinto et al., 2013). "State" is a state of coordination between the tourism economy, the ecological environment, and the tourism industry under pressure (Malekmohammadi & Jahanishakib, 2017). "Impact" is the overall impact on socio-economic development and the tourism industry when the tourism ecosystem is under shock and pressure (Swangjang & Kornpiphat, 2021). "Responses" consist of several measures provided to maintain the stable operation of the tourism ecosystem; these measures include prevention, compensation, and repair, whereby when a tourism ecosystem is in a state of imbalance, an appropriate set of measures is required to respond actively, and the level of response will affect the coordinated development of the

tourism ecosystem (Pivčević et al., 2020). The reciprocal relationship and causality between these indicators are illustrated in the DPSIR analysis framework, as shown below.



**Figure 1.** DPSIR Analysis Framework

Source: Modified from Quevedo et al., 2021 and Carnohan et al., 2023

Second, the DPSIR framework has two aspects that help to elaborate the object of study: procedural and analytical (Carnohan et al., 2023). The procedural aspect of DPSIR supports communication and interaction between stakeholders, while the analytic aspect supports the analysis and collection of data to support the understanding of complex systems.

Some of these indicators were analyzed to determine the carrying capacity of tourism destinations. The results are then used to determine the implications of TCC's role in developing sustainable tourism destinations and then develop strategic analysis to develop further recommendations. Specifically, the technical implementation of this study consisted of four stages, namely:

1. Identifying issues related to destination carrying capacity to support sustainable tourism through library research. In this research process, the data used came from secondary data sourced from books, journals, articles, report documents, and laws and regulations. To obtain relevant literature, data, and information, related article references were searched through scientific database search engine tools such as Google Scholar and other similar website pages and news/article websites;
2. Conducting DPSIR framework analysis. Through this analysis process, several indicators, namely Driving Forces, Pressures, State, Impacts, and Responses, are analyzed qualitatively to find a more comprehensive picture of strategic issues and factors that have implications for carrying capacity in the development of sustainable tourism destinations;

3. Discussing the results of the DPSIR analysis to synthesize strategic implications. These implications help as preferences develop relevant strategic recommendations for sustainable tourism destinations; and
4. Drawing up conclusions and formulating further strategic recommendations.

## **FINDINGS AND DISCUSSION**

### **DPSIR Framework in Promoting Tourism Destinations Carrying Capacity**

The concept of carrying capacity (CC) was first introduced in 1936 to assess the amount of cargo that could be safely carried on a ship and has since evolved and been introduced in the fields of ecology, biology, sociology, recreation, and tourism (Pirdaus Bin Yusoh et al., 2021). In relation to the tourism sector, the introduction of the CC concept has been implemented since the 1960s (Kennell, 2016). In addition, CC is a term often used to measure the level of tourism development of a destination without adverse effects on resident communities, the natural environment, or the quality of the visitor experience (Saptutyningsih, 2004). This corresponds with what was revealed by (Jovicic & Dragin, 2008) concerning the concept of carrying capacity assessment is used as a sign of the impact of tourism on space and the environment. The concept ultimately relates to maintaining sustainable development, both ecologically and socially, as well as activities beyond environmental degradation (Faiz & Komalasari, 2020).

The context of carrying capacity in tourism development will relate to the capacity of each destination and the maximum acceptable level of tourism development in an area (Coccossis et al., 2002). The growth of tourism generally affects the social, cultural, and economic conditions in tourism destinations (Shantika & Mahagangga, 2018; Thelisa et al., 2018). Therefore, a tourism destination needs to be managed based on sustainable criteria through proper tourism carrying capacity planning so that the destination will retain its ability to generate benefits from the tourism sector. Tourism carrying capacity, known as Tourism Carrying Capacity (TCC), will provide benefits in reducing the negative impacts of tourism activities (Kostopoulou & Kyritsis, 2006) on all destinations without causing environmental, economic, social, and cultural damage (Marsiglio, 2015; Sulistyadi et al., 2021).

The development of TCC has been carried out in various countries regarding various dimensions. According to The Priority Actions Programme (1997), the TCC-related analysis follows a systemic analysis based on the impact of tourism in an area through three principal axes: the physical environment (natural and manufactured, including infrastructure), social (population and social structure and dynamics), and economic (including institutions and organizations) with interrelationships between components. This also follows the dimensions conveyed by O'Reilly (1986) and Simón et al. (2004) about the dimensions of TCC, namely physical carrying capacity, social carrying capacity, and economic carrying capacity (O'Reilly, 1986; Simón et al., 2004). In addition, according to Coccossis et al. (2001), the three essential components or dimensions of TCC, namely physical-ecological, socio-demographic, and political-economic, also reflect the various issues considered in practice, as the impact of tourism in an area can be analyzed in terms of three main axes, namely the physical environment (natural and manufactured

including infrastructure), social (population and social structures and dynamics) and economic (including institutions and organizations) (Coccossis et al., 2002).

The various dimensions above only explain the three main dimensions, namely environmental, social, and economic, and have yet to explain the tourism activities in a destination and the governance that supports the tourism sector to grow and develop the concept of sustainable tourism. The TCC concept can be further developed as a management tool for managing tourism destinations to have positive benefits in developing a tourism destination. For this reason, Karagiannis and Thomakos (2020) add one other dimension in the form of a territorial dimension which is used to determine the relationship of tourism carrying capacity in tourism development (Karagiannis & Thomakos, 2020). Next, Fernández-Villarán et al. (2020) define the carrying capacity of tourism destinations considering five dimensions, namely the territorial dimension, governance or political dimension, economic dimension, social dimension, and environmental dimension (Fernández-Villarán et al., 2020). These dimensions include the three main components of sustainability, plus two other dimensions such as governance and territoriality that are important for strengthening carrying capacity.

**Table 1.** Dimensions and Indicators of Tourism Destination Carrying Capacity

No.	Dimensions	Description
1.	Territorial	<ul style="list-style-type: none"> <li>a. Characteristics and dimensions of the offering</li> <li>b. Territorial cohesion</li> <li>c. Public transportation</li> <li>d. Study of the profile of tourists and the distribution of their activities starting from a sample of tourists accommodated in the capital city</li> </ul>
2.	Governance	<ul style="list-style-type: none"> <li>a. Competency Development <ul style="list-style-type: none"> <li>– Tourism competence</li> <li>– Organizational Development Public-private, public-public, private-private-private cooperation.</li> <li>– DMO</li> <li>– Crisis and Emergency Management</li> </ul> </li> <li>b. Normative Development <ul style="list-style-type: none"> <li>– Sustainability Strategy (Land use and resource planning and regulation)</li> <li>– Health and Safety</li> </ul> </li> <li>c. Executive Development <ul style="list-style-type: none"> <li>– Emergency measures (if necessary) on carrying capacity</li> <li>– Reduce and prevent seasonality</li> <li>– Accessibility</li> <li>– Responsible Promotion and Marketing</li> <li>– Observatory Monitoring/Sustainability Strategy</li> </ul> </li> </ul>
3.	Economy	<ul style="list-style-type: none"> <li>a. Support local economic development <ul style="list-style-type: none"> <li>– The economic impact of tourism</li> <li>– Business profitability</li> <li>– Business competitiveness</li> <li>– Encourage business structure development</li> <li>– Stable and quality employment</li> </ul> </li> <li>b. Socio-economic benefits to host communities/ Support poverty reduction. <ul style="list-style-type: none"> <li>– Local tourism companies</li> <li>– Community support programs</li> <li>– Seasonality of tourism</li> </ul> </li> </ul>

No.	Dimensions	Description
		<ul style="list-style-type: none"> <li>– Dependence on tourism</li> <li>– Equitable distribution of economic benefits generated by tourism</li> <li>– Cost of living</li> </ul>
4.	Social	<ul style="list-style-type: none"> <li>a. Tourists/Visitors, Access for all</li> <li>b. Tourist satisfaction</li> <li>c. Acceptable limit of change</li> <li>d. Host capacity Residents</li> <li>e. Resident profile</li> <li>f. Residents' perceptions</li> <li>g. Local participation in tourism planning</li> <li>h. Community knowledge about tourism and education</li> <li>i. Safety</li> <li>j. Gentrification</li> <li>k. Support for local entrepreneurship and fair trade</li> <li>l. Pressure on local population / Degree of congestion of tourist destinations</li> </ul>
5.	Environment	<ul style="list-style-type: none"> <li>a. Adaptation to climate change</li> <li>b. Environmental sustainability standards</li> <li>c. Protection of tourist attractions</li> <li>d. Management of visitors and their behavior</li> <li>e. Environmental risk assessment and protection systems</li> <li>f. Greenhouse gasses</li> <li>g. Energy consumption</li> <li>h. Water consumption, safety, and quality</li> <li>i. Waste Management</li> <li>j. Light and sound pollution</li> <li>k. Low impact transportation</li> <li>l. Air Quality</li> </ul>

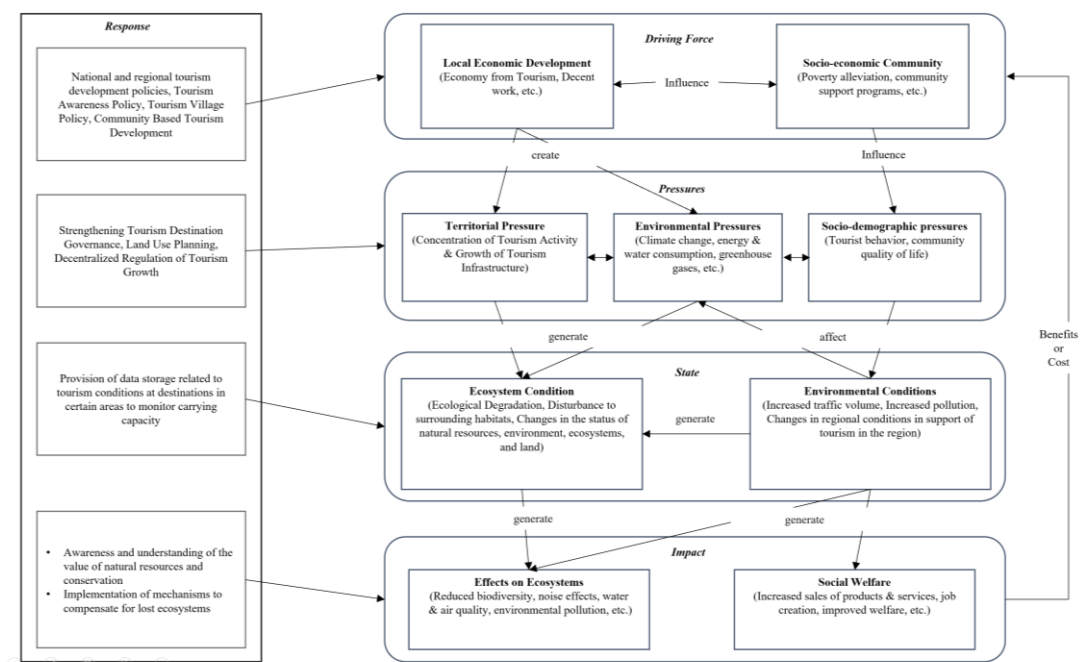
Source: Fernández-Villarán et al., 2020; Karagiannis & Thomakos, 2020, and Uresandi et al., 2017

The five dimensions related to TCC are utilized in strengthening the competitiveness of tourism destinations. In the context of sustainability, the territorial dimension is usually considered in the global concept (Uresandi et al., 2017). Nonetheless, it is a necessary dimension of sustainable tourism development that involves relevant local aspects (Ruhanen, 2013). These dimensions should be juxtaposed with tourism governance to produce a carrying capacity that can build a tourism ecosystem in a destination. This will be in line with the concept of sustainable tourism in the economic, social, and environmental contexts. For this reason, ideally, in building TCC in a destination, it should pay attention to the indicators following the dimensions in Table 1 above.

According to Fernández-Villarán et al. (2020), indicators of tourism carrying capacity are divided into two interconnected classifications: contest indicators and core indicators. Both indicators will provide a warning system on the level of tourism carrying capacity in a destination by considering broader issues affecting tourism sustainability. Given that the indicators can be used for measurement in the TCC, thresholds must be set as qualitative thresholds that respond to logic and quantitative thresholds that respond to literature review (Fernández-Villarán et al., 2020; Uresandi et al., 2017). It is used to assess whether the TCC measurement indicators are red, yellow, green, high, medium, or low, in a warning system (Castellani & Sala, 2012; Fernández-Villarán et al., 2020).

Various indicators in assessing tourism carrying capacity will be synchronized using the DPSIR analysis approach. This aims to assess the causal relationship for certain tourist destination conditions (Skondras & Karavitis, 2015). In addition, the use of the DPSIR analysis approach in supporting the TCC is because this model is more comprehensive and can present the interaction relationship between tourists, tourism destinations, and the environment (Castellani et al., 2007; Castellani & Sala, 2012). DPSIR is used as a decision-making tool (Tscherning et al., 2012) that can cope with complex environmental conditions and the utilization of alternative management which is suitable for specific areas (Swangjang & Kornpiphat, 2021).

The DPSIR framework then analyzes conditions at tourism destinations to have an appropriate carrying capacity level. DPSIR starts with the driving forces (Drivers (D)) interacting with the environment. Drivers primarily refer to the underlying social processes that shape human activities that directly impact the environment (Carr et al., 2007). This results in pressures (P) to balance the environment; the state of the environment (State (S)) then changes according to the applicable standardization or rules. Eventually, if the changes exceed the ecosystem's carrying capacity, impacts (I), which are threats to humans, will be realized. Therefore, society or the tourism ecosystem must create instruments to respond to or mitigate these impacts (Responses (R)) and restore balance (Lewison et al., 2016). DPSIR is an integrated system that includes a system of human and natural relations so that adjustments in dynamic change, adaptation, and transformation of various forms and dimensions can be expressed in one format (Swangjang & Kornpiphat, 2021).



**Figure 2.** DPSIR Framework in supporting the carrying capacity of tourism destinations

Source: Analysis processed from Bradley & Yee, 2015, Castellani et al., 2007, Mimidis et al., 2017, and Swangjang & Kornpiphat, 2021

The framework above assumes that the causal relationships between economic, social, and environmental components and territorial and governance aspects interact simultaneously (Bradley & Yee, 2015; Castellani et al., 2007). The DPSIR framework is used to encourage the carrying capacity of tourism in a destination to follow the national tourism destination development and development plan. It can integrate various aspects, such as social, cultural, economic, political, environmental, and human health, into one framework format (Yee et al., 2012). DPSIR is often used in environmental management to link ecological and socioeconomic factors.

Based on Figure 2 above, the driving force of tourism development is related to the development of the local economy and the socio-economy of the community. This local economic development can create territorial pressure and pressure on the environment. These pressures in the future can produce positive and negative impacts on the carrying capacity of tourism in a destination. In addition, socio-demographic pressure is influenced by socio-economic factors that have implications for poverty reduction efforts. This also aligns with the government's role in the community's welfare and reducing poverty through inclusive tourism development (Sentanu & Mahadiansar, 2020). Concerning tourism carrying capacity, this condition falls into the economic, territorial, social, and environmental dimensions, which indicates that the framework can recognize the driving factors in strengthening tourism carrying capacity.

The three pressures from tourism development activities produce or affect ecosystem and environmental conditions. Both conditions directly and indirectly influence the environment's ecological state due to the surrounding tourism activities. An increase in the number of visitors can produce pollution or disturbance and changes in the status of natural resources. These conditions will impact ecosystems and social welfare, which may affect the carrying capacity of tourism destinations. The four aspects of the DPSIR framework should be followed up through mitigation or response steps to strengthen the carrying capacity of tourism to make the tourism sector a sustainable sector from various aspects. Response in strengthening the carrying capacity of tourism can be implemented through strengthening tourism policies, strengthening tourism destination governance, providing data storage related to tourism conditions, as well as awareness and understanding of the value of natural resources and conservation in the development of national tourism in a sustainable manner.

#### Strategic Implications of the DPSIR Framework for Sustainable Tourism Destination Development

The framework for the development of DPSIR in promoting the strengthening of carrying capacity is not fully complete, but it can show that the situation is critical for several aspects, resulting in sustainable tourism policies for the future must be able to consider several measures to prevent environmental damage and the emergence of problems for destination territorial management and socio-demographics. Strengthening the governance of tourism destinations is necessary to mitigate risks (Eddyono, 2021) such as strengthening human resource competencies, sustainable tourism strategies, as well as tourism organization development and tourism development cooperation (Fernández-Villarán et al., 2020; Uresandi et al., 2017). The management of tourism destinations will



provide conditions related to the management of a destination so that it can be measured and directed so that it is easy to understand in providing a positive impact on the social and economic development of tourism in the area around the destination (Rhama, 2020).

Sustainable tourism destination development will focus on sustainable economic growth, sustainable social welfare, and ecological sustainability (Eddyono, 2021). In the context of sustainable development, the DPSIR framework is used as the basis for sustainable environmental and socio-economic management (Koundouri et al., 2016; Pivčević et al., 2020). In addition, the use of the DPSIR framework to focus on improving understanding of social and economic biodiversity pressures and drivers (Haberl et al., 2009) and can develop as an interdisciplinary tool for providing and communicating causal factors regarding environmental issues (Svarstad et al., 2008). The results show that the DPSIR framework is more compatible with the discourse of environmental conservation and tends to support the responsible use of natural resources and nature conservation than other conditions (Pivčević et al., 2020). This can have the best effect on developing the carrying capacity of tourism destinations.

Strengthening the tourism carrying capacity of a destination is in line with the context of sustainable development. The concept can be juxtaposed with the DPSIR framework through which the tourism life cycle can conceptualize the fundamental mechanisms that drive tourism transformation and development into seven phases: exploration, engagement, development, consolidation, stagnation, decline, and rejuvenation (R. W. Butler, 2006). To support sustainable tourism, it is crucial to focus on the knowledge capacity and understanding of people in the tourism ecosystem, as well as continuous monitoring and evaluation of the ecosystem's carrying capacity. That will build sustainable tourism to be measured and directed according to the supporting components and tourism activities developed.

**Table 2.** Implications of strategies to strengthen tourism carrying capacity through the DPSIR framework in sustainable tourism development.

Category	Dimensions of Tourism Destination Supportability				
	Territorial	Governance	Economy	Social	Environment
<b>Driving Force (D)</b>	Continuous development of the tourism sector must be able to pay attention to the conditions around the destination	Tourism management strategies should be in line with economic, social, and environmental sustainability	Growth in the value of investment in the tourism sector must be in accordance with sustainable tourism schemes	Socio-economic community becomes a reference in poverty reduction through sustainable tourism development	Environmental sustainability is an important factor in sustainable tourism development

Category	Dimensions of Tourism Destination Supportability				
	Territorial	Governance	Economy	Social	Environment
<b>Pressures (P)</b>	The concentration of Tourism Activity in a few spots & Growth of Tourism Infrastructure become an environmental issue	Sustainable management of tourism destinations is still not running optimally	Increased number of tourists in destinations and expansion of tourism activities	Traveler behavior and community quality of life become socio-demographic impacts on tourism	Climate change pressures, over-consumption of energy and water, and generation of tourism waste
<b>State (S)</b>	Land degradation due to tourism development	Competence and Capability of Human Resources are not yet in accordance with the concept of sustainable tourism	Inequality of economic benefits received by local residents	Changes in regional social conditions in tourism development	Disturbance and degradation of ecosystems or habitats due to excessive tourism development
<b>Impact (I)</b>	Imbalance in land use for tourism activities	Optimization of organizational tasks and functions in accordance with sustainable tourism development	Economic impact of tourism and Business competitiveness for tourism growth	Job creation, Community Participation, and support for local communities in tourism development	Decreased ecological and biodiversity and accumulation of garbage or tourism waste
<b>Responses (R)</b>	Integration of Land Use Planning and Sustainable Tourism Activity Development	Development of cooperation between stakeholders in building sustainable tourism	Utilization of financing schemes in the form of Green and Blue Financing in future tourism development	Strengthening social participation in the planning, implementation, and evaluation of tourism activities	Utilization of Green Innovation and Technology that supports tourism and environmental preservation
1) Supply Chain Management (improving and restoring natural resources, environment and ecosystem) 2) Integrated planning in land use, economic growth, strengthening socio-demographics, and environmental sustainability 3) Demand management among tourists (changing attitudes, behavior, and ethics of tourists) and among stakeholders in the context of sustainable tourism					

Source: Authors' analysis

If TCC is targeted at sustainable tourism development, one of the policy and managerial strategies to achieve this can be developed through the DPSIR framework (Castellani et al., 2007). As described in the table above, this DPSIR framework explains various implications related to the combination of DPSIR with the dimensions of the

carrying capacity of tourism destinations. The combination above illustrates the condition of tourism that occurs in each tourist destination that continues to be developed by stakeholders. In the territorial dimension, tourism development must consider the conditions around the destination; otherwise, it will impact the imbalance of land use from tourism activities. Thus, the thing that should be a concern is carrying out integrated planning in land use and developing sustainable tourism activities. The planning of any tourism development should consider the relationship between local tourism activities and the local environment and potential restrictions in the environmental, social, and environmental dimensions (Reimer & Walter, 2013), and the economy (Spencer & Nsiah, 2013) of the area. If there are no efforts made in sustainable tourism management, the ability to maintain ecosystem supply in tourism destinations will be reduced (Swangjang & Kornpiphat, 2021).

Tourism governance is also crucial in building the concept of sustainable tourism. The governance must align with economic, social, and environmental sustainability. These three aspects must be supported by the competence of human resources to be able to optimize the duties and functions of the organization in building sustainable tourism. One of the things that can be done is to synergize the role of stakeholders through the pentahelix concept to achieve sustainable tourism goals (Arsandi, 2022; Soemaryani, 2016). This role must be built together to become a locomotive for the progress of the tourism sector by paying attention to the three aspects of sustainable tourism. With appropriate destination management, it will have an economic impact on tourism for the surrounding community and other stakeholders and be able to become a business competitiveness lever for tourism growth (Khan et al., 2021). The impact is a result of the increase in the number of tourist visits and the development of alternative tourism activities, as a result of the growth in the value of investment in various tourism infrastructures (Hariyani, 2018; Nguyen, 2021; Rasool et al., 2021).

Economic growth that comes from the tourism sector changes the socio-demographic conditions of a destination, which is one of the references in the context of poverty reduction (Uzar & Eyuboglu, 2019; Zeng & Wang, 2021). One of the impacts of the growth of the tourism sector is the creation of jobs and the strengthening of community participation and local communities in tourism development in line with the context of tourist destinations in inclusive tourism that practices a sustainable tourism model and supports the value of the tourism ecosystem (Costa, 2020). Thus, as an action in strengthening the social dimension as described, it is possible to strengthen social participation in the planning, implementing, and evaluating of tourism activities. This social participation will also be a leverage factor in preserving the environment around tourist destinations.

Through the context of sustainable tourism, the pressures of climate change, excessive energy and water consumption, and the generation of tourism waste are of particular concern to tourism sector stakeholders. The decline in the environment's ecological carrying capacity in tourist destinations will impact various components of the natural environment (Adikusuma et al., 2014). That will impact the condition of biodiversity and ecosystems in natural environmental habitats. The relationship between the environment and the tourism sector does not always have a mutually beneficial

symbiosis, so efforts such as sustainable environmental conservation are needed (Khrisnamurti et al., 2016). To preserve the environment in tourism development, it is necessary to utilize green innovations and technologies to support sustainable tourism. The utilization aims to maintain environmental conditions to provide tourist attraction in ensuring the sustainability of economic and social aspects in the context of TCC in sustainable tourism. Thus, strategies that can be carried out in increasing TCC through the DPSIR framework in the context of sustainable tourism are:

1. Development of supply chain management (repairing and restoring natural resources, the environment, and ecosystems).
2. Integrated planning in land use, economic growth, socio-demographic strengthening, and environmental sustainability.
3. Demand management among tourists (changing tourist attitudes, behavior, and ethics) and stakeholders in sustainable tourism.

The three strategies must be aligned with various tourism development programs to balance nature, economy, society, and environment.

## CONCLUSIONS

The role of TCC in developing sustainable tourism destinations should follow the objectives of Minister of Tourism and Creative Economy Regulation No. 9 of 2021, namely minimizing the negative impacts that may arise from tourism activities. The results of the elaboration of five dimensions (territorial, governance, economic, social, and environmental) that emphasize the causal relationship between tourism destination governance policies provide a perspective of strategic implications related to the application of tourism carrying capacity. Based on the elaboration and analysis, this study obtained 3 (three) framework findings and strategic analysis implications: First, the recovery of natural resources, environment, and ecosystems is needed. Second, implementing integrated planning in land use, economic growth, socio-demographic strengthening, and environmental sustainability. Third, educate tourists to change their attitudes, behaviors, and ethics.

Some strategic policy program initiatives that can be recommended include restoring the function of the environment (nature and ecosystems) as it should be, conducting holistic, integrated planning, and providing awareness to tourists to behave environmentally friendly in tourism destinations. In addition, the theoretical implication of these findings for future research is to explore empirical practices in the field further using mixed methods (quantitative and qualitative), which aims to obtain more in-depth findings regarding the practice of activities in tourism destinations to efforts to implement the concept of sustainable tourism.

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## HOW TO RECOVER HALAL TOURISM SECTORS POST-COVID-19 IN JAKARTA

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### Abstract

*Tourism is one of the industries most impacted by COVID-19, while DKI Jakarta is one of Indonesia's biggest Muslim-friendly tourist destinations. This study aims to formulate a halal tourism recovery strategy post-COVID-19 with an approach to evaluate the strengths, weaknesses, opportunities, and threats of developing recovery plans in Jakarta, the biggest city in Indonesia. An analytical network process with a SWOT network structure was employed. In this method, many respondents are not needed, but what is needed is representation from experts in the field. The survey was conducted with five expert respondents, from academics, practitioners, and regulators. The results showed that the benefits of the existing infrastructure, accessibility, and amenities greatly influenced the strength factor. The most significant shortcoming of halal tourism is that it remains misunderstood. Halal tourism, which is appropriate for use during the new normal period, is one of the most important opportunities and risks. There are no standards for organizing, controlling, and reducing the impact of epidemics/disasters on the tourism industry. According to SWOT analysis, priorities for halal tourism recovery strategies include strengthening halal tourism branding, international industrial infrastructure development, increased competitiveness, and service innovation related to halal products and services.*

**Keywords:** branding, economic recovery, halal tourism, strategy, priority.

## INTRODUCTION

Tourism was the industry most severely impacted by the COVID-19 outbreak, according to the Ministry of Tourism and Creative Economy (2020). According to the UNWTO 2020 report, the pandemic reduced the growth of the world's tourist business by 74% in the first ten months of 2020 (UNWTO, 2021). In Indonesia, the creative economy and tourism directly impact GDP and employment, as well as indirect advantages due to the supply chain's positive effects on other industries and the multiplier effect it generates. According to the Ministry of Tourism and Creative Economy (2021), however, with its contribution amounting to 10.28% of all national workers, the tourism industry is also regarded as one of the industries that absorbs a lot of labor. The same source stated that the average annual increase in foreign visitors to Indonesia was 15.4%, resulting in a US\$16.9 billion increase in the country's foreign visitor revenue in 2019. From 2014 to 2018, halal tourism developed in the global tourist sector according to the Global Muslim Travel Index (CrescentRating, 2019).

Four of the five hotels in Indonesia that currently hold Sharia certificates from the DSN-MUI are located in Jakarta, which has allowed Jakarta to take the development of halal tourism more seriously. The only hotel restaurant to receive halal certification from DSN MUI is the 1945 five-star Fairmont Jakarta Hotel. Furthermore, the building of a Halal Park in Senayan, which already has 510 halal-labeled restaurants and costs an investment of up to 250 billion rupiahs, demonstrates the Jakarta Regional Government's commitment to becoming a priority province for the development of halal tourism. The Taman Mini Indonesia Indah, Taman Impian Jaya Ancol, Kota Tua Tourism, Thousand Islands, Thamrin City, Sarinah, Raden Saleh Area, and the Betawi Cultural Village of Setu Babakan Jagakarsa are just a few of the top halal tours in Jakarta.

Many nations promote tourism to welcome Muslim tourists (Fahham, 2017). Along with the increasing quality of halal goods and services in the tourism sector, halal tourism is gaining popularity around the world (Mohsin et al., 2016). To boost the satisfaction of Muslim visitors, the Ministry of Tourism and Creative Economy defines halal tourism as a set of expanded services for facilities, attractions, and accessibility (Ministry of Tourism and Creative Economy, 2021). Halal tourism encourages Muslims to travel (Samori et al., 2016), but it is not only for Muslims but may also be used by non-Muslim tourists (El-Gohary, 2016). Halal tourism adheres to a similar idea, emphasizing comfort, hospitality, and family safety (Battour et al., 2018), which is consistent with the new normal of travel. Local visitors will be the main target in this pandemic and the tourism industry in Indonesia will be driven by them as foreign tourists begin to dwindle. There would only be 1.58 million foreign tourists arriving in the country by the end of 2021, a 60.98% decline from 2020 (Ministry of Tourism and Creative Economy, 2021). Until international airlines resume normal service, the market segment's preference switches from foreign to local tourists (Ministry of Tourism and Creative Economy, 2020). The criteria for Sharia tourism are guides and personnel must be knowledgeable and respectful of Islamic law (Abdurahim & Wibowo, 2022; Permadi et al., 2021). Services provided to tourists must comply with Islamic law, maintaining control over operations to ensure that they adhere to Sharia law, Islamic precepts must guide building standards, there is access

to halal cuisine, transportation services must have a protective system, there must be a prayer room or mosque available for worship, and tourist attractions must not violate Islamic law.

Previous studies on the effects of the pandemic on the tourism sector have rebounded despite having been affected by pandemics and other upheavals. This is significant in establishing a strategy to recover halal tourism because tourism supports a sizable portion of Indonesia's economy, and the government actively promotes it. The suggested course of action is to ensure that the problem is adequately resolved and that visitors return to Indonesia as soon as possible (Sugihamretha, 2020). The study of the issues and concerns around halal travel, with a range of Muslim tourists, access to halal cuisine, and other halal amenities, and all services under the purview of halal tourism, were recognized as crucial to luring this market segment. The future of halal tourism is shaped by how well non-OIC tourist places can attract Muslim travelers by providing dependable and consistent items. The expansion of the Muslim millennial market and how the halal sector must accommodate the lifestyle requirements of this market group, which also plays a significant role in the rise of halal tourism, is a crucial trend that has been observed (Khan & Callanan, 2017).

Fajriawan and Akbar (2017) identified the factors that hinder the development of halal tourism in Lombok. The ANP method was used in this study. The results of this research explain that the problems that hinder the development of halal tourism on Lombok Island can be divided into two aspects: internal and external. Internal obstacles include difficult accessibility to tourist locations, unsupported infrastructure, lack of human resource capability, and lack of intensive promotion. External problems include the preponderance of non-Muslim foreign tourists, lack of understanding of its application, and absence of direct flights. The priority solution offered in internal solutions is the optimization of promotions, followed by coaching for business actors. External solutions are a top priority at the point of product development and socialization in the implementation of halal tourism. The need for a strong political will plays an important role in maximizing the development of halal tourism in Lombok.

Jaelani (2017) identified that national halal tourism has the potential to be an economic bonafide component of the national tourism industry. The tourism industry aims not only to provide material and psychological aspects to its market but also to take part in increasing government income. The essence of halal tourism emphasizes Sharia norms in implementing tourism and polite and friendly services for all tourists and the surrounding environment. Therefore, to realize Indonesia as the world's halal tourism mecca, a development strategy that refers to fulfilling the tourism competitiveness index as the main indicator is needed, including improving infrastructure, promotion, preparing human resources, and increasing the capacity of tourism business actors.

Khan and Callanan (2017) conducted research to identify the main problems and concerns in halal tourism. All services within the scope of halal tourism are identified as important for attracting this market segment, with diverse Muslim tourists, access to halal food, and other halal facilities. The success of tourism destinations in non-OIC countries in offering reliable and consistent Muslim-friendly products, and gaining the trust of Muslim tourists will shape the halal tourism landscape in the future. One important trend

is the growth of the Muslim millennial market and how the halal industry must respond to the lifestyle needs of this market segment, which also plays an important role in the development of halal tourism.

Maulana et al. (2020) conducted this research to explain the development of Sharia Compliant Hotels (SCH) in Indonesia which has grown rapidly since 2012. However, the pandemic has changed the development of the SCH and halal tourism industries. This study aimed to develop an alternative SCH strategy for rebuilding the market after the pandemic. This study details marketing strategies to attract domestic tourists, especially Muslim tourists, to Sharia hotels in their tourist destinations. As the main research object, this study uses the well-known Sharia hotel in Jakarta as a case study. A mixed-method approach was applied in this study using quantitative and qualitative data. All data were formulated in a Threats, Opportunities, Weaknesses, and Strengths (TOWS) matrix. A survey was conducted with 197 respondents to evaluate service quality and consumer decision-making processes regarding SCH in Jakarta. Based on the strategy formulation in the TOWS Matrix, this study proposes three strategic marketing programs that can be implemented by SCH towards the new post-pandemic era of adaptation.

Sugihamretha (2020) analyzed the impact of the COVID-19 outbreak on the tourism industry. Although this industry has previously experienced a pandemic and other upheavals, it has recovered. This study defines strategies by comparing and evaluating data and actions taken in several countries, some of which are recommended for implementation in Indonesia. This is important because tourism employs many people and the Indonesian government actively promotes its economic contribution. The recommended policy response is to ensure that the problem is handled appropriately and tourists return to Indonesia quickly.

The purpose of this study is to focus on halal tourism recovery strategies post-pandemic, in which the Indonesian government is about to end the pandemic and become endemic. This study also discusses the main strategies for restoring halal tourism in Jakarta, the capital of Indonesia. A unique strategy is required to revive the halal tourism industry to address this issue, especially during the recovery phase. To establish alternative strategies for the recovery of the halal tourist industry in Jakarta, this study assessed the order of priority factors of strengths, weaknesses, opportunities, and threats.

## **METHODOLOGY**

The method used in this research is the Analytic Network Process (ANP) with a SWOT (Strength-Weakness-Opportunity-Threat) network structure. ANP analysis was conducted using primary data from in-depth interviews with experts in the halal tourism industry in Jakarta, and a questionnaire was filled out. Other supporting secondary data were obtained from BPS, KNEKS, international journals, and previous research. This study identifies the factors that affect the recovery of the halal tourism industry in Jakarta by involving 14 internal and external criteria and formulating seven alternative strategies (See Table 1). Interviews were conducted twice with experts, and the first was conducted to formulate research problems and the halal tourism recovery strategy and to formulate the research questionnaire combined with previous studies. Before conducting the interviews,

the author had already had previous information from the study literature (Fajriawan & Akbar, 2017; Jaelani, 2017; Khan & Callanan, 2017; Maulana et al., 2020; Sugihamretha, 2020). The second interview was then reconfirmed by ranking the priorities of the halal tourism recovery strategy in Jakarta and answering the questions. Interviews were conducted from July 2021 to January 2022. The interviews lasted 45 – 90 minutes for each participant.

The technique used was non-probability sampling with a purposive sampling method to select respondents, namely, the selection of non-random (deliberate) samples. Five respondents were included in this study: two regulators, two academics, and one practitioner. The network structure used in this study is the SWOT network. SWOT is a simple technique used to develop strategies and policies for both organizations and industries. The SWOT network structure in this study was used to determine the position, direction, and strategy of identifying and comparing the internal factors of strengths and weaknesses with the external factors of opportunities and threats.

**Table 1.** The SWOT Matrix of Strategy to Recover Halal Tourism in DKI Jakarta

External	Internal	
	Strengths (S)	Weakness (W)
	<ul style="list-style-type: none"> <li>• DKI Jakarta has advantages in terms of infrastructure, accessibility, and well-established amenities</li> <li>• The concept of halal tourism developed by DKI Jakarta is not only targeting Muslim tourists but also non-Muslims</li> <li>• DKI Jakarta as the capital city of Indonesia has a high potential for halal tourism to be developed</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Original Revenue (PAD) from DKI Jakarta's tourism sector has decreased</li> <li>• There is still a misperception of understanding halal tourism among the people of DKI Jakarta</li> <li>• Lack of support from the Regional Government of DKI Jakarta for the halal tourism industry and the creative economy</li> <li>• DKI Jakarta does not yet have a halal tourism master plan as the foundation for policy realization</li> </ul>
Opportunities (O)	Strategy (SO)	Strategy (WO)
<ul style="list-style-type: none"> <li>• Increasing the population of middle-class income people</li> <li>• Improving the quality of the halal lifestyle</li> <li>• There is an obligation from the government for halal tourism industry players to implement health protocols supported through the CHSE certification program</li> <li>• The concept of halal tourism is suitable for application in the new normal era</li> </ul>	<ul style="list-style-type: none"> <li>• Preparing for the restoration of destinations, industries, institutions, and marketing of the halal tourism industry</li> <li>• Service innovation related to halal products and services</li> </ul>	<ul style="list-style-type: none"> <li>• Development of international standard industrial infrastructure</li> <li>• Acceleration of financing, investment, and incentives</li> <li>• Development of tourism human resources through optimizing education and workshops for the halal tourism industry</li> </ul>



Threats (T)	Strategy (ST)	Strategy (WT)
<ul style="list-style-type: none"> <li>• There are no guidelines for planning, managing, and mitigating the impact of outbreaks/disasters on the tourism industry</li> <li>• Low public confidence in the safety of the spread of the Covid-19 virus</li> <li>• Unstable global economic conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening halal tourism branding</li> </ul>	<ul style="list-style-type: none"> <li>• Increased competitiveness and market expansion</li> </ul>

Source: Author's analysis, 2023

The formulation of alternative strategies, including internal and external criteria, was conducted using the SWOT network structure. Alternative strategies include preparing destination recovery, industry, institutions, and marketing of the halal tourism industry; developing international standard industrial infrastructure; strengthening halal tourism branding; increasing competitiveness and market expansion; service innovation related to halal products and services; accelerating financing, investment, and incentives; and developing tourism human resources by optimizing education and workshops for the halal tourism industry. All internal and external aspects are then formed into a SWOT network, and alternative strategies that have been formulated create an ANP model, as shown in Table 1.

#### Model Construction and Quantification

The model quantification stage uses questions in the ANP questionnaire in the form of pairwise comparisons between elements in the cluster to identify which elements are more influential than each element based on the assessments made by experts in filling out the questionnaire using an ordinal scale to 1-9 (1=equal importance, 2=weak, 3=moderate importance, 4=moderate plus, 5=strong importance, 6=strong plus, 7=very strong, 8=very, very strong, and 9= extremely important). The results of the assessment are then entered using *super decision software* for processing so that the output in the form of priority and the supermatrix is obtained. Data from each respondent will be entered into a separate ANP network and this Super Decision software can sort strategic priorities according to experts (Ascarya & Yumanita, 2005). The ANP method has four axioms that form the basis of the theory, including that of Saaty and Vargas (2006).

1. Reciprocal: This axiom states that if PC (EA, EB) is the value of the pair comparison of elements A and B, viewed from the parent element C, which shows how many times more elements A has than elements B, then PC (EB, EA) = 1/ PC (EA, EB). For example, if A is five times larger than B, then B is 1/5 of A's size.
2. Homogeneity states that the elements being compared in the structure of the ANP framework should not have too large a difference, which could lead to greater errors in determining the assessment of the supporting elements that influence a decision.
3. Priority: weighting in absolute terms using the interval scale [0.1], and as a measure of relative dominance.

4. Dependence conditions: The arrangement is assumed to be composed of components that form parts in the form of clusters.

#### Synthesis and Analysis

##### *Geometric Means*

To determine the results of the individual assessments of the respondents and the results of opinions in one group, an assessment was carried out by calculating the geometric mean (Saaty & Vargas, 2006). Questions in the form of comparisons (pairwise comparisons) from respondents were combined to form a consensus. The geometric mean is a type of average calculation that shows a certain tendency or value, and has the following:

$$(\pi_i^n = 1a_i)^{1/n} = \sqrt[n]{a_1 a_2 \dots a_n} \quad \dots(1)$$

##### *Rater Agreement*

Rater agreement is a measure of the level of suitability (approval) of respondents (R1-Rn) for a problem in one cluster. Kendall's Coefficient of Concordance (W;  $0 < W \leq 1$ ) was used to measure rater agreement. W=1 indicates a perfect fit (Ascarya, 2012). To calculate Kendall (W), the first step is to rank each answer and then add them.

$$R_1 = \sum_j^m = 1r_{i,j} \quad \dots(2)$$

The average value of the total ranking is:

$$R = \frac{1}{2} m(n+1) \quad \dots(3)$$

The sum of the squared deviations (S) was calculated as follows:

$$S = \sum_i^n = 1(R_i - \check{R})^2 \quad \dots(4)$$

Thus, Kendall's W was obtained as follows:

$$W = \frac{125}{m^2(n^3-n)} \quad \dots(5)$$

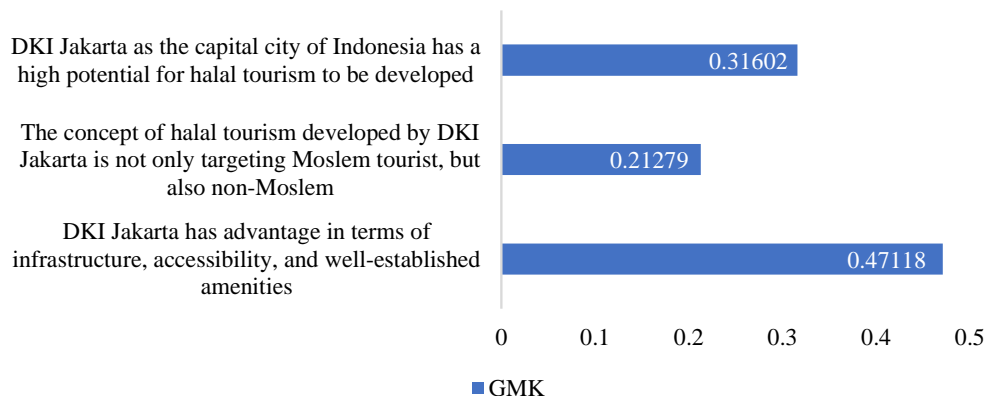
If the value of the W test is 1 ( $W = 1$ ), it can be concluded that the assessment or opinion of the respondents had a perfect agreement, whereas when the W value was 0 or closer to 0, it indicated disagreement between the respondents' answers or varied answers (Ascarya & Yumanita, 2011).

## FINDINGS AND DISCUSSION

This study identifies the factors that affect the recovery of the halal tourism industry in Jakarta by involving 14 internal and external criteria and formulating seven alternative strategies. The internal factors in question include strengths and weaknesses, and external factors in the form of opportunities and threats that affect the recovery of the halal tourism industry in Jakarta (Table 1). These criteria were then identified through a literature review and interviews with experts who understood the development of the Jakarta halal tourism industry. Subsequently, all internal and external aspects are formed into a SWOT network, and alternative strategies are formulated to develop an ANP model. After the ANP model was formed, the next step was to quantify it using a questionnaire in the form of pairwise comparisons between elements in the cluster to determine the priority value of these elements. The priority values of these elements can be seen from the geometric mean value and respondents' agreement (rater agreement), which can be seen from the W value.

### The Strength Aspect

From the results of the data processing, the main priority of the four SWOT aspects was the strength with a geometric mean (GMk) of 0.48519. This shows that strength has the greatest influence on the recovery of Jakarta's halal tourism industry. The respondent's agreement (rater agreement) on this matter can be seen from Kendall's Coefficient of Concordance (W) of 0.904, meaning that 90.4% of respondents agree that strength and opportunity are the most influential aspects of the recovery of the halal tourism industry in Jakarta.



**Figure 1.** Priority of Strength Aspect  
Source: Author's analysis, 2023

Figure 1 shows that the greatest priority in terms of strength is that DKI Jakarta has advantages in terms of infrastructure, accessibility, and well-established amenities with a geometric mean of 0.47118. This shows that DKI Jakarta has superior aspects of infrastructure, accessibility, and amenities which are the strength aspects that have the most influence on the recovery of the halal tourism industry in DKI Jakarta. Halal tourism introduces a new dimension by focusing on the community. According to the literature

review and in-depth interviews with experts, halal tourism can take the form of a set of additional services (extended services) related to the development of amenities, attractions, and accessibility that suit Muslim needs. Amenities are facilities outside accommodations that tourists can use. Tourism amenities include restaurants, souvenir shops, and attractions. Attractions are an interesting activity for tourists. It is also accessible for the convenience and comfort of tourists. In this case, DKI Jakarta already has three strong foundations to take advantage of opportunities to increase Muslim tourist visits: infrastructure, amenities, and accessibility. Moreover, DKI Jakarta's infrastructure is mature both in general and lawfully.

Jakarta, The Capital City of Indonesia, was the second highest, producing a geometric mean value of 0.31602. The tourism sector has a strategic position in the country's foreign exchange and contributes significantly to employment opportunities (Bank Indonesia, 2019). The scope of the halal tourism industry is closely related to various economic sectors, such as lodging, restaurants, transportation, travel services, tourist attraction facilities, recreation, and the development of tourist destinations. The future development of halal tourism is promising and has significant potential. Even now, Jakarta has not been fully able to reach and enter the Middle East, North Asia, Southeast Asia, or North Africa. A transformation of tourism in Indonesia is needed to diversify its products (Hakim et al., 2012; Soeroso & Susilo, 2014) so that it can quickly create a Muslim-friendly tourist life in Jakarta.

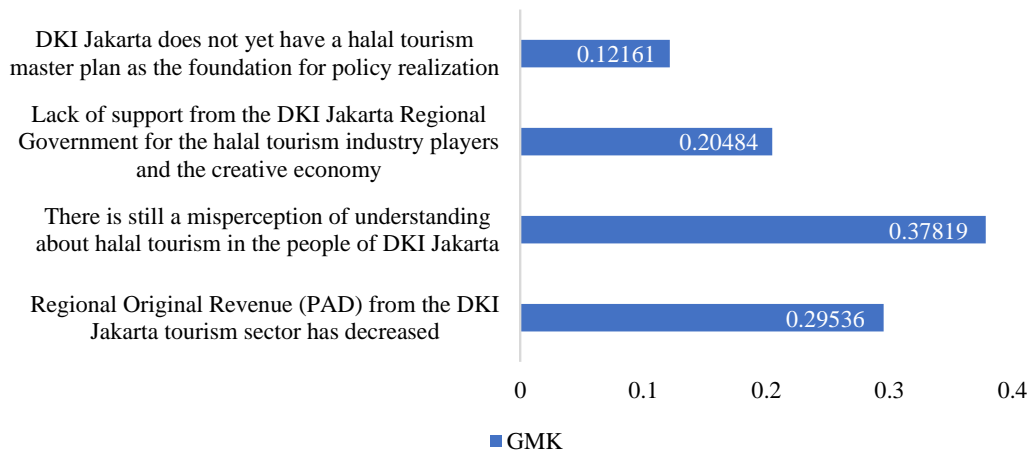
Every actual or virtual product offered to meet certain human travel needs should be assessed as a tourism industry product. Almost all destinations in Jakarta can be transformed into halal tourism, such as the tombs of Prince Jayakarta and the Luar Batang Mosque, which can be managed well. Even now, Jakarta has not been fully able to reach and enter the Middle East, North Asia, Southeast Asia, or North Africa. A transformation of tourism in Indonesia is needed to diversify its products so that a Muslim-friendly tourist life can be created more quickly in DKI Jakarta.

The third-priority aspect of strength is Jakarta, which targets Muslim as well as non-Muslim tourists with a geometric mean value of 0.21279. Halal tourism has become the focus of attention in several countries. Countries with a majority of non-Muslims also participate in the development of a progressive halal tourism industry, especially East Asian countries. The GMTI places Taiwan in third place as the best tourist destination for Muslims and non-Muslim countries. Taiwan has succeeded in becoming a Muslim-friendly tourist destination by facilitating and making it easier for Muslim travelers to travel to the country by providing halal hotels, restaurants, and tourist destinations. Indonesia has great potential to develop halal tourism that can be enjoyed by all groups because halal tourism does not conflict with the goals of the majority of world tourists.

#### The Weakness Aspect

The weakness of this research is the shortcomings of the DKI Jakarta Halal tourism industry. Weakness aspects are divided into four categories: the Regional Original Income (PAD) from the DKI Jakarta tourism sector has decreased, there is still a misperception of understanding of halal tourism in the DKI Jakarta community, the lack of support from the DKI Jakarta Regional Government for players in the halal tourism industry and the creative

economy, and DKI Jakarta has not had a halal tourism master plan as the foundation for policy realization. Based on the results of the data processing, the highest priority level for the weakness aspect was that there was still a misperception of understanding halal tourism in the DKI Jakarta community, with a geometric mean of 0.37819. The second priority aspect of weakness is that the Regional Original Income (PAD) from the tourism sector in DKI Jakarta decreased, with a geometric mean of 0.29536. Meanwhile, the third and fourth priorities are the lack of support from the DKI Jakarta Regional Government for players in the halal tourism industry and the creative economy. DKI Jakarta does not yet have a halal tourism master plan as a foundation for policy realization, with geometric mean values of 0.20484 and 0.12161, respectively. The priority order is shown in Figure 2. The rater agreement calculation showed that W was 0.744, meaning that 74.4% of the respondents agreed with this result.



**Figure 2.** Priority of Weakness Aspect  
Source: Author's analysis, 2023

The misperception of understanding halal tourism became the priority of the weakness aspect with a geometric mean value of 0.37819, as shown in Figure 2. The calculation of rater agreement obtained a W value of 0.744, indicating that 74.4% of the respondents agreed with this result. Halal tourism seems to be faced with the problem of intolerance because of its implementation by the Ministry of Tourism and Creative Economy, and on the other hand, people seem to have a phobia before trying to understand further. The initial misperception of halal tourism occurred (Rindrasih, 2021) when the Ministry of Tourism and Creative Economy adopted halal tourism because it was created in a Muslim-majority country such as Indonesia. The community's perspective on halal tourism must be strengthened. To overcome this problem, stakeholders and the government must be able to provide education to industry players and the public about a holistic understanding of halal tourism so that the public can understand halal tourism correctly. Education and outreach are key to building an understanding of halal tourism.

The decrease in regional-generated revenue (PAD) from the Jakarta tourism sector was the second priority in terms of weakness, with a geometric mean of 0.29536. The tourism sector is one of the largest contributors to PAD in Jakarta. According to data from

Jakarta Tourism and Creative Economy Agency, PAD in the tourism sector decreased by 80% or more. This was due to a decrease in the level of tax revenue for restaurants, hotels, and other entertainment venues. In addition, based on data from BPS Jakarta, there has been a decline in foreign tourist arrivals to Jakarta of as much as 82.9% from January to July 2021. Foreign tourist visits in that period recorded only 64,687 people, a decrease from the previous year 2020, which reached 377,799 people. This situation occurred because of the implementation of Exit Restrictions (PPKM) which were effective in restraining people's mobility (Parahiyanti et al., 2022), but on the other hand, dealt a big blow to the tourism industry by closing tourist destinations and organizing festivals. However, along with the reopening of visits from within the country and abroad, regional income from the tourism sector will return to normal.

Tourism, transportation, and trade are the businesses most impacted by travel restrictions put in place to stem the spread of the coronavirus. The COVID-19 pandemic will also harm tourism-related businesses such as hotels, restaurants, and retail locations. Hotel occupancy fell by 40%, threatening the future of the industry (Yusran, 2020). Additionally, the investment, trade, and micro-small and medium-sized enterprise (MSME) sectors have been impacted by the COVID-19 virus's proliferation (Sugihamretha, 2020). Large-scale social restrictions (LSSR), social distancing, and quarantine laws have a significant impact on the tourism industry (Rutynskyi & Kushniruk, 2020), which slows economic growth (Lyulyov et al., 2020). There has been a decline in household consumer spending owing to two factors. First, the decrease in family income and consumer expenditure is directly affected by an increase in the unemployment rate. Second, families whose earnings have not been affected by the crisis brought on by the COVID-19 pandemic have switched from consumption to savings because of the growing uncertainty caused by the outbreak (Modjo, 2020).

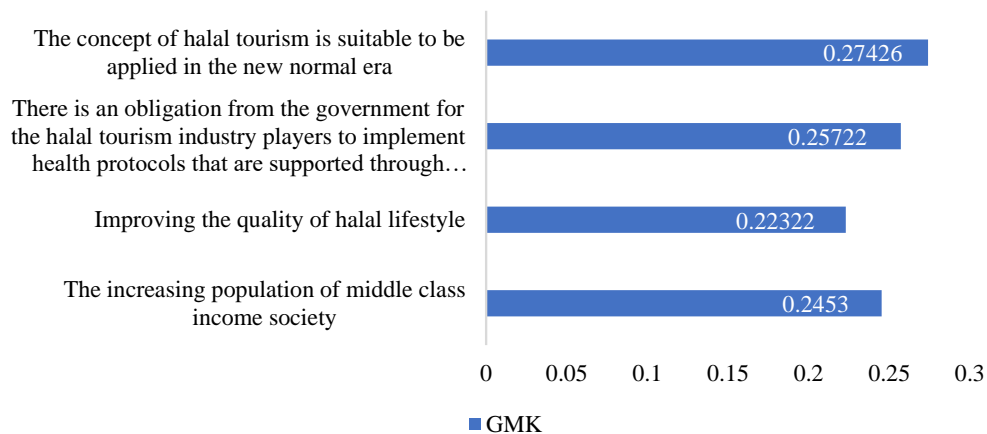
The third is the lack of support from the Jakarta regional government, which is one of the problems faced by the halal tourism industry players, with a geometric mean value of 0.20484. This sector has a strong potential to revive Indonesia's economy (Kristiana et al., 2021). The selling power of Indonesian tourism is also known to be high. Alternative investment funding for the development of halal tourism is indicated by the demand for tourism, which can grow again following the economic recovery process that has occurred thus far. Currently, the government supports the halal industry in the financial sector and has a significant influence on the development of the halal industry in Indonesia. Various policies have been implemented to facilitate the growth of Indonesia's halal industry. However, halal tourism requires more support.

Fourth, Jakarta does not have a halal tourism master plan as a foundation for policy realization. With a geometric mean of 0.12161. According to the Vice Deputy of the Indonesian Halal Lifestyle Center (Inhalec), the Indonesian halal tourism sector does not have a comprehensive plan to develop and market halal tourist attractions. One drawback is the lack of in-depth research to identify policy orientation. Inhale estimated that the economic value provided by halal tourism will reach US\$18 billion by 2025, an increase of 7.7 percent from the 2017 level. The development of halal tourism is very demanding on the commitment of its leaders because policies issued by the government will motivate and trigger stakeholders to create halal tourism, including the halal tourism industry players

in Jakarta (Destiana et al., 2020). In the halal financial industry, there is already a master plan for the development of Sharia finance in Indonesia. However, for the halal tourism sector, there is still no master plan for future development.

#### The Opportunity Aspect

The opportunity aspect in this research is opportunities that exist outside the industry but can have a positive influence on the development of the halal tourism industry in DKI Jakarta. The opportunity aspects are divided into four categories: increasing the population of middle-class income people, improving the quality of the halal lifestyle, the obligation of the government for players in the halal tourism industry to implement health protocols supported by the CHSE certification program, and the concept of halal tourism being suitable for application in the new normal era. Based on the data processing results, the highest priority from the opportunity aspect is that the concept of halal tourism is suitable for application in the new normal era, with a geometric mean value of 0.27426. The second priority was the government's obligation for players in the halal tourism industry to implement health protocols supported through the CHSE certification program, with a geometric mean of 0.25722. The third priority is to increase the population of middle-class income people with a geometric mean value of 0.24530 and to increase the quality of the halal lifestyle as the fourth priority with a geometric mean value of 0.22322. The rater agreement calculation showed that W was 0.296, meaning that 29.6% of the respondents agreed with this result.



**Figure 3.** Priority of threat aspects

Source: Author's analysis, 2023

The concept of halal tourism is appropriate for application in the new normal era, which has become a priority in terms of opportunity, with a geometric mean value of 0.27426. The order of priority is shown in Figure 3, with a rater agreement calculation obtaining a W of 0.296, indicating that 29.6% of the respondents agreed with this result. Under normal circumstances, tourist sites require skilled management and marketing to attract tourists to visit. Tourists must now choose safe places after the coronavirus covid-19. As a result of the New Normal era, visitors began to show interest in traveling. The halal tourism business was ready for development following the COVID-19 outbreak

(Mariati et al., 2022). The definition of halal tourism is suitable for application during the New Normal period because halal tourism has many characteristics similar to New Normal tourism in general. The activation of halal tourism in this new era will help develop the industry.

The second priority in the aspect of opportunity is the government's obligation in this regard, especially the Ministry of Tourism and Creative Economy and the National Covid-19 Task Force for halal tourism industry players to implement health protocols that are supported through the CHSE certification program, namely cleanliness (cleanliness), health (health), safety (security), and Environmental Sustainability (environmental sustainability), with a geometric mean value of 0.25722. Naturally, in this New Normal era, health rules must still be obeyed to prevent the spread of Covid-19. The role of local governments in establishing special measures to limit the spread of COVID-19 must be supported by actors controlling tourist sites, visitors, and other stakeholders in the surrounding environment. Health procedures must be applied appropriately to adapt visitors to the New Normal era so that tourists can be sure that their visits are free from the COVID-19 outbreak while still enjoying their trips.

The third priority was the increasing population of middle-class income societies, with a geometric mean value of 0.24530. The existence of the middle class is important for supporting the growth of the tourism sector, including halal tourism. The growth potential of halal tourism is important because it is considered promising for the future. Halal tourism will develop into an industry that is desired by tourism actors. This is supported by the growth of the middle-class Muslim population, which prioritizes the halal status of products (Rofiqkoh & Priyadi, 2016). According to the Islamic Economics Master Plan of the Republic of Indonesia 2019-2024 (Ministry of National Development Planning, 2018), the growth of middle-class income increases by 7-8% per year, causing the purchasing power of halal products to increase. This was a large target market. This increase in the population of middle-class communities must be utilized as much as possible by tourism activists to improve the tourism industry. As middle-class populations grow and experience rising incomes, more people have the financial means to travel to and explore new destinations. This increase in disposable income allows individuals and families to consider international travel and leisure activities including tourism. The increasing population of middle-class societies contributes to the growth of halal tourism by creating a larger pool of potential travelers with the means to explore the world. This trend has led to the development of specialized tourism services and destinations that cater to the needs and preferences of Muslim travelers who follow a halal lifestyle, further fueling the expansion of halal tourism as a thriving segment of the global tourism industry.

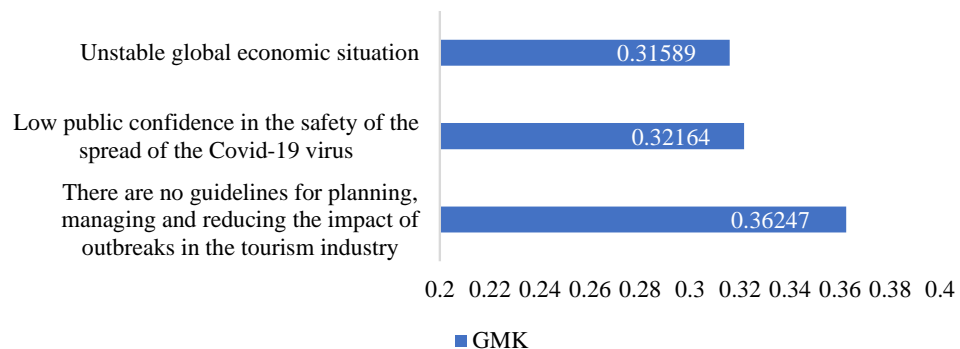
The fourth priority was to improve the quality of the halal lifestyle, with a geometric mean value of 0.22322. Halal lifestyles have penetrated all aspects of life, including the tourism sector, which has led to the emergence of halal tourism. The growth of halal tourism has attracted investors. Islamic law is easy to apply to all aspects of life. Moreover, this behavior is deeply rooted in the routines of most Indonesians. Many Muslims who follow a halal lifestyle seek to continue their dietary and religious practices even when they travel. They prefer destinations and services that cater to their specific needs, which has led to the growth of halal tourism. One of the most critical aspects of halal



tourism is to ensure access to food. Muslim travelers who maintain a halal lifestyle seek restaurants and dining options that provide halal-certified or halal-compliant meals when they visit new places. Halal tourism destinations and businesses often prioritize cultural sensitivity, respecting the customs and traditions of Muslim travelers, which aligns with the broader concept of a halal lifestyle that promotes ethical behavior and respect for others.

#### The Threat Aspect

The threat referred to in this research is the challenge of restoring the halal tourism industry in DKI Jakarta. The threat aspect is divided into three aspects: the absence of guidelines for planning, managing, and reducing the impact of outbreaks/disasters in the tourism industry; low public confidence in the safety of the spread of the COVID-19 virus; and unstable global economic conditions. Based on the data processing results, the highest priority for the threat aspect was that there were no guidelines for planning, managing, and reducing the impact of outbreaks/disasters in the tourism industry, with a geometric mean value of 0.36247. The second priority in the threat aspect is the low level of public confidence in the safety of the spread of the Covid-19 virus with a geometric mean value of 0.32164. The third priority in the threat aspect was an unstable global economic situation, with a geometric mean value of 0.31589. The priority order is shown in Figure 4. The rater agreement calculation produced a W value of 0.12, which shows that experts have different perspectives on the threat aspect, which causes variations in answers.



**Figure 4.** Priority of threat aspects

Source: Author's analysis, 2023

The first priority of the threat aspect was the absence of guidelines for planning, managing, and reducing the impact of disasters on the tourism industry with a geometric mean value of 0.36247. The order of the priorities is shown in Figure 4. The rater agreement calculation results in a W value of 0.12, which indicates that, on the threat aspect, the experts have different perspectives and cause variations in their answers. The Covid-19 outbreak has had a significant impact. Therefore, more attention must be paid to controlling the pandemic's impact. No guidelines to plan, manage, and reduce the impact of outbreaks/disasters, of course, will hamper the growth of the tourism sector itself. Parties involved in the tourism business chain are complex. It is important to improve this so that future pandemic/disaster mitigation is better and more realistic. The goal is to provide a

standard for controlling the impact of the outbreak so that the crisis can be handled properly and tourists will immediately return to Indonesia, especially Jakarta.

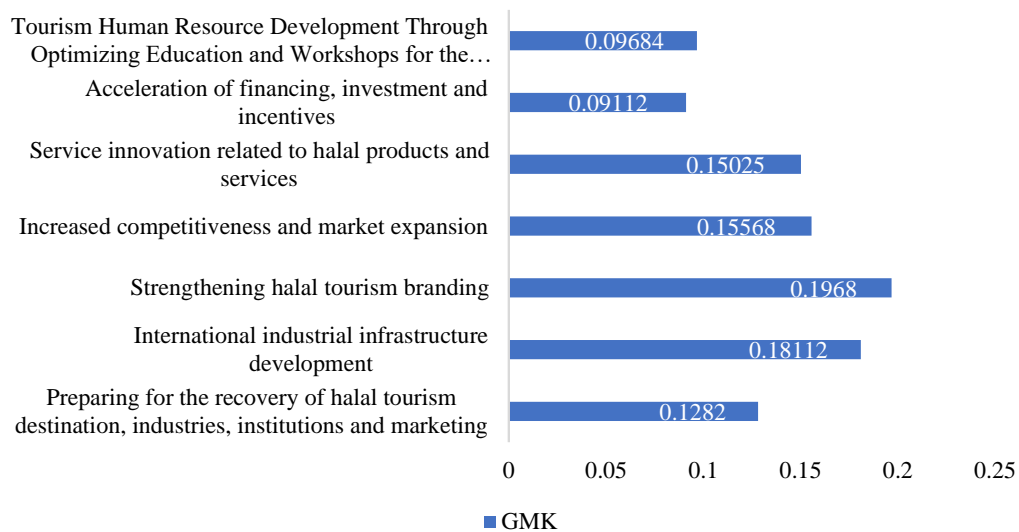
The second priority was low public confidence in the safety of the spread of the covid-19, with a geometric mean value of 0.32164. The rapid spread of COVID-19 must be halted through extraordinary policies that prioritize a comprehensive and integrated approach. The integrated policy shows the need for a single communication channel between stakeholders such as the central government, regional governments, and related state entities. However, thus far, the public has heard more of discoordination and disharmony. Public trust is needed, because increasing trust in the government will reduce the number of COVID-19 cases handled by the community.

The third priority was unstable global economic conditions, with a geometric mean of 0.31589. Currently, the global economy, including Indonesia, is experiencing uncertainty, which has led to an economic recession due to the Covid-19 pandemic. The pandemic has triggered a domino effect, affecting everything from health to social and economic issues, including the tourism industry. The global economy has become unstable because of the spread of COVID-19 worldwide, including Indonesia. Tourism, like other economic sectors, has a large enough opportunity to develop through liberalization (Lumaksono et al., 2012). This is due to easier access to transportation facilities between countries, the opening up of the population to travel abroad, the increasing volume of international trade, and the entry and exit of investments from abroad. Global economic instability is a challenge for the development of the tourism sector. Unstable global economic conditions can influence the behavior and choices of travelers, including those interested in halal tourism. While economic instability can lead to fluctuations in the tourism industry, the niche nature of halal tourism and continued demand from Muslim travelers who prioritize halal services may help mitigate some of the negative impacts. To thrive in such conditions, halal tourism destinations and businesses may need to remain flexible, adapt to changing market dynamics, and offer competitive pricing and value to travelers.

#### The Strategy to Recover Halal Tourism Industry in Jakarta

The COVID-19 pandemic has had a profound and multifaceted impact on halal tourism, disrupting travel plans, affecting businesses, and altering travelers' behavior and preferences. Recovery in the halal tourism sector depends on a combination of factors, including effective vaccination campaigns, improved safety measures, economic stability, and the ability of halal tourism destinations and businesses to adapt to changing travel landscapes.

The strategy formulation is carried out by considering the four criteria used in the study, namely, the strengths, weaknesses, opportunities, and threats to the halal tourism industry in Jakarta, through the SWOT matrix. The strategy was determined and built based on the literature study and a final in-depth interview with one expert, as well as quantitative analysis through the Super Decision application to determine the weight of the measurement indicators. The formulated strategy must take advantage of opportunities and strengths by minimizing weaknesses and overcoming existing threats. Seven alternative strategies are formulated based on the SWOT matrix, as shown in Figure 5.



**Figure 5.** Priority Strategy for Halal Tourism Industry Recovery in Jakarta  
Source: Author's analysis, 2023

Strengthening halal tourism brands has become a priority in the recovery of the halal tourism industry, with a geometric mean value of 0.19680. The order of priority for Jakarta's halal tourism industry's recovery strategy is shown in Figure 5. The resulting rater agreement value was 0.45143, indicating that 45% of the respondents agreed with the priority results. The concept of halal tourism is a process or effort to integrate religious values, in this case Islam, into all aspects of tourism (Adinugraha et al., 2018). This effort is inseparable from the activities carried out by the government to strengthen the branding of halal tourist destinations. The government established a picture of halal tourism with the main slogan "Halal Tourism Indonesia: The Halal Wonders". This must be followed by tourism in Jakarta, which is friendly to Muslim tourists because the halal tourism sector has become a trend in global economic development.

Second, the development of international industrial infrastructure with a geometric mean value of 0.18112. Through its authority, the government develops tourism strategies and invests in the necessary infrastructure. The private sector contributes to the provision of accommodations. Meanwhile, locals have economic options and work in a variety of capacities, from tour guides to souvenir sellers. The success or failure of transforming a location into a tourist destination depends on three main factors: attractions, accessibility, and facilities. These three factors are now the focus of government efforts to realize integrated development. Tourism development is a self-actualization effort at local, national, and international levels. All stakeholders must collaborate to strengthen Jakarta's image as a global tourist destination.

The third priority was increased competitiveness and market expansion with a geometric mean value of 0.15568. Expanding the tourism market share and improving the quality of tourism as a form of preparation for competition may be viable options for Indonesia in terms of increasing tourist visits, such as through the development of halal tourism, one of the fastest-growing sectors of the tourism industry today. Halal tourism

refers to facilities and services for tourists such as the availability of halal food and beverages, proper access to places of worship, and a comfortable living place for Muslim visitors.

The fourth priority was the service innovation related to halal products and services had a geometric mean of 0.15025. The prospect of halal tourism innovations is an issue in the creative industry, Sharia transportation, educational institutions, halal and Sharia logos, product management, and capacity of halal tourist attractions. Sharia tourism innovation in Indonesia can be achieved by referring to the MUI Fatwa No. 108/MUI-DSN/X/2016 as a guideline for implementing Sharia tourism in Indonesia.

The fifth priority was preparing for the recovery of halal tourism destinations, industries, institutions, and marketing with a geometric mean value of 0.12820. After the Covid-19 pandemic, the tourism sector must recover immediately. There are three strategies implemented to accelerate tourism recovery, those are; (1) Innovation is key and a significant change is needed today; the government seeks priority destinations. Innovation is needed in aspects of culture, infrastructure, culinary, arts, fashion, and many other aspects of tourism and the creative economy, (2) Adaptation is needed because all parties must be able to adapt to the COVID-19 pandemic, especially by continuing to expand the application of 'CHSE' or Cleanliness, Health, Safety, and Environment, and (3) Collaboration means that all parties must cooperate and synergize with the tourism sector.

The sixth priority was the development of human resources with a geometric mean value of 0.09684. Human resources are key to driving tourism as a supporter of economic expansion. Human resources in Indonesia face at least three problems: foreign language constraints, managerial abilities, and a lack of understanding of information technology (Nahrudin, 2018; Widodo, 2015). Especially in the context of understanding halal tourism, the challenges in the era of Industrial Revolution 4.0 are very important to increase competitiveness, such as understanding information technology and mastering foreign languages, which will be an added value. This can be achieved by providing education and training for tourism activators that will support the success of tourism itself.

The seventh priority was the acceleration of financing, investment, and incentives with a geometric mean value of 0.09112. The government has taken several steps to help the tourism industry recover from the COVID-19 outbreak, including the provision of assistance, subsidies, and loans. The main objective of protecting the tourism sector is to provide financial assistance to protect workers' incomes. With fiscal support, the government provides remission to companies and medium-sized businesses in the tourism sector as a stimulus to prevent the sector from falling (Marlinah, 2021). Providing additional liquidity and cash assistance to those in the tourism sector affected by the COVID-19 outbreak

The faltering tourism industry has a negative influence on the MSME sector (Sahoo & Ashwani, 2020; Setyoko & Kurniasih, 2022). The slowdown in tourism for MSMEs in the micro food and beverage industry is responsible for a 27% reduction, according to statistics from the Economic Research Center (LIPI) of the Indonesian Institute of Science, there has been a slowdown in tourism for MSMEs in the micro food and beverage industry. The COVID-19 pandemic has affected the income of tourist business actors in Jakarta, according to research by the Jakarta Tourism and Creative Economy Agency (Ministry of

Tourism and Creative Economy, 2021), causing a reduction in income of up to 75% from prior income. The deterioration of the employment sector was also affected by a fall in the tourism and travel industries. According to information from the Indonesian Hotel and Restaurant Association (PHRI), 1.4 million employees had their employment contracts terminated or were given unpaid leave. The travel and tourism industry has grown to employ more than 13 million people (Ministry of Tourism and Creative Economy, 2020).

## Discussion

The results showed that the benefits of the existing infrastructure, accessibility, and amenity features had the greatest influence on the strength factor. Infrastructure is a fundamental pillar of tourism. It not only enables the movement of tourists but also shapes the overall tourism experience, safety, and sustainability of a destination. Governments, local authorities, and private stakeholders often invest in tourism-related infrastructure to attract visitors, stimulate economic growth, and enhance residents' quality of life (Jovanović & Ilić, 2016). Infrastructure, such as airports, roads, railways, and ports, greatly influences a tourist's ability to reach a destination. Well-developed transportation networks make it easier for tourists to access a location, leading to increased visitations (Dinu, 2018; Jangra et al., 2023). Adequate infrastructure includes hotels, resorts, and lodging. The availability and quality of accommodations can impact tourists' decisions to visit a destination. The variety of lodging options also caters to different types of tourists, from budget travelers to luxury seekers (Khadaroo & Seetanah, 2014). The most significant shortcoming is that there is still a misunderstanding of halal tourism. Misunderstandings about halal tourism can lead potential Muslim travelers to believe that certain destinations or services are not halal-friendly. This can result in decreased demand for destinations that cater to halal tourism, causing them to miss out on a significant market (Hanafiah et al., 2022; Said et al., 2022). Priorities for halal tourism recovery strategies include strengthening the branding of halal tourism. Strengthening the branding of halal tourism and increasing the demand for tourists interested in halal-friendly destinations and services involve a multifaceted approach that includes marketing, infrastructure development, and cultural awareness (Juliansyah et al., 2021; Lestari et al., 2021). The development of international industrial infrastructure has increased competitiveness, market expansion, and innovation related to halal products and services. The development of international industrial infrastructure can significantly affect the demand for tourist visits in several ways. In some cases, international industrial infrastructure development can lead to improvements in tourism-related infrastructure. For example, airports that expand to accommodate increased industrial traffic can serve as an international gateway for tourists. Investment in roads and transportation networks can make it easier for tourists to explore a region (Mazrekaj, 2020; Nguyen, 2021).

Service quality, innovation, and the demand for tourism are integral to the success and growth of the tourism industry. Both service quality and innovation play significant roles in influencing tourists' decisions to visit a destination (Faché, 2000). High-quality services are a fundamental component of a positive tourist experience. Excellent services, including friendly and knowledgeable staff, efficient processes, and personalized attention, can significantly affect tourist satisfaction and the likelihood of returning to or

recommending a destination to others (Han et al., 2021). Innovation in tourism services can lead to the creation of unique and novel experiences (Decelle, 2004). This could include the development of new tours, activities, or attractions that capture the imaginations of travelers. High-quality services and innovations can make a destination more attractive to potential tourists. They may choose a particular destination because of the promise of exceptional experiences and services (Tai et al., 2021). Innovations related to sustainable tourism, such as eco-friendly accommodation and responsible tour options, can attract environmentally conscious tourists and enhance a destination's reputation (Tsekouropoulos et al., 2022).

The Strength of the SWOT-ANP method lies in its holistic analysis. SWOT-ANP considers not only the internal strengths and weaknesses of an organization but also external opportunities and threats (Yüksel & Dağdeviren, 2007). Moreover, it assesses the interrelationships and dependencies among these factors, providing a more holistic understanding of the strategic landscape. This method allows for a sensitivity analysis, which helps assess the impact of changing assumptions and data on the overall analysis. This enhances the robustness of the strategic decisions (Alamdari et al., 2023). The limitation of this method is that despite its quantitative approach, ANP involves subjective judgments when making pairwise comparisons. Different individuals or teams may assign different priorities to the same factors, which can lead to variations in results (Karimi et al., 2019). Although quantification can enhance objectivity, there is a risk of overemphasizing numbers at the expense of qualitative insights and real-world context. It is important to strike a balance between quantitative and qualitative considerations (Zhu et al., 2015). The results of this research may be relevant at the time and conditions when the research was carried out and at the research location, but at different times and locations, the conditions may have changed, and strategies for restoring tourism may be different.

The development of halal tourism in Jakarta is closely related to the support of the government and tourism businesses because the government can build adequate infrastructure and create halal tourism regulations. Meanwhile, business actors need innovation and good service quality, halal tourism branding, an understanding of halal tourism, and increasing competitiveness in the halal tourism sector. Further research should examine the development of halal tourism in Indonesia and increase its competitiveness of halal tourism.

## CONCLUSION

This study discusses the impact of COVID-19 on the tourism industry and the need for halal tourism recovery strategies in Jakarta. The Analytic Network Process with a SWOT network structure was used to evaluate the strengths, weaknesses, opportunities, and threats of developing the recovery plans. The survey found that the benefits of existing infrastructure, accessibility, and amenity features had the greatest influence on the strength factor, whereas the most significant shortcoming was still a misunderstanding of halal tourism. The priorities for the halal tourism recovery strategy are strengthening the halal tourism brand, international and industrial infrastructure development, increased

competitiveness, market expansion, and service innovation related to halal products and services.

Every stakeholder must participate in the implementation of these strategies so that halal tourism can rebound and expand in Jakarta. Without the cooperation of all parties and sound planning, halal tourism will not grow and Indonesia will not become the main destination of halal tourism for foreign tourists. This study contributes to the development of halal tourism in Jakarta, particularly in other areas that have opportunities to develop the halal tourism industry, with a focus on the strategies formulated in this research. This study was limited to the recovery of halal tourism in Jakarta after the pandemic, with a limited number of expert respondents and time. Future studies should focus on strategies to make Indonesia the world's largest halal tourism industry, and use different methods and a larger number of respondents.

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## **SOUTH SEA PEARLS IN LOMBOK, INDONESIA: INVESTIGATING THE EFFECTIVENESS OF PUBLIC RELATIONS IN BOOSTING AQUACULTURE TOURISM**

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### **Abstract**

*The rich marine resources of Indonesia, epitomized by the South Sea Pearls (SSP) of Lombok, have highlighted the country's vast potential in the jewellery and tourism sectors. This study delves into the 'aquaculture tourism' concept by exploring the symbiotic relationship between pearl farming and tourism in Lombok, focusing on the critical role of Public Relations (PR) in amplifying this nexus. Through consultations with multiple stakeholders, this research identifies the power of PR to craft a compelling narrative surrounding the unique qualities of Lombok's pearls, emphasizing their origins and sustainable farming practices. Key findings suggest that strategic PR can bridge the understanding between tourists, local communities, and industry stakeholders, by fostering two-way communication. The emphasis on sustainable and harmonized practices resonates with global sustainability trends, positioning Lombok as a model for integrating luxury with eco-conscious tourism. This research is a template for regions looking to balance economic growth with environmental responsibility, advocating for a future where luxury and sustainability coexist harmoniously.*

**Keywords:** public relations, aquaculture tourism, pearl aquaculture

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### **INTRODUCTION**

A pearl forms when a grain of sand or another irritant lodges inside an oyster, prompting the secretion of calcium carbonate, aragonite, and calcite over time—often a span of 1 to 2 years. These secretions, so minuscule that light waves reflect off them, give pearls their unique iridescence, termed 'orient' (Oe & Yamaoka, 2022). Unlike other

gemstones, pearls are organic and produced by specific mollusks, particularly oysters and mussels. The formation of a pearl inside a mollusk is typically a response to an irritant, often a parasite or even a fragment of coral. This irritant stimulates the mollusk to produce nacre, a substance composed of the mineral aragonite and mother-of-pearl, resulting in the pearl's glossy exterior (Oe & Yamaoka, 2022). Pearls are natural and cultured types. While natural pearls grow without human intervention and are becoming increasingly rare, cultured pearls, primarily produced through human endeavours, dominate today's pearl and jewellery market. Indonesia, an archipelago nation with approximately 17,500 islands and 81,000 km of coastline, is renowned for its marine bounty, which includes the South Sea pearl (SSP), considered among the world's finest pearls. Produced in regions like Papua, Bali, Ambon, Sulawesi, Kupang, Bima, and Lombok, the Lombok pearls stand out for their size and exquisite luster, sourced from the *Pinctada Maxima* oyster, they surpass other renowned pearls like the Japanese Akoya, Chinese freshwater pearls, and Tahitian black pearls in quality (Ulya, 2019). Such pearls, besides being luxury items, also hold potential in marine or aquaculture tourism (Perles-Ribes et al., 2022).

Indonesia's extensive history in aquaculture has made significant socio-economic contributions over centuries. The intertwining of pearl and seaweed farming with tourism has birthed the concept of 'aquaculture tourism' (Tempo.co, 2023). Despite challenges, such as environmental strains on wild oyster populations due to intensive pearl farming, the industry is trying to balance economic and environmental needs (Gokkon, 2019). Parallel developments, like the resurgence of seaweed farming in Bali as an environmentally sustainable tourism alternative, also show promising economic outcomes (Hunt, 2021). With Indonesia preparing to host the 2024 Asian Pacific Aquaculture Conference, the country is poised to cement its leadership in the Asia-Pacific aquaculture domain (Tempo.co, 2023). In this intricate web of opportunities and challenges, the role of Public Relations (PR) emerges as crucial. PR can play a transformative role in spotlighting the unique allure of South Sea Pearl aquaculture tourism, especially in regions like Lombok. Beyond conventional promotional strategies, PR has the power of storytelling, making it invaluable in a world increasingly drawn to authenticity and sustainability (Widjanarko et al., 2022).

Although much has been written about Indonesia's pearl industry and aquaculture tourism, there is scant literature on the specific role of Public Relations in advancing the South Sea Pearl Aquaculture Tourism, especially in Lombok. The unique allure of Lombok's pearls, combined with the broader sustainable tourism trend, presents an under-researched niche. This study seeks to fill this void by investigating tailored PR strategies that can elevate the distinct characteristics and sustainable practices of South Sea Pearl aquaculture tourism in Lombok. This research aims to delve into PR's potential impact on promoting South Sea Pearl Aquaculture Tourism in Lombok. This study offers a fresh perspective by examining its effectiveness in projecting Lombok's pearl industry as eco-friendly and underlining its economic viability. As Indonesia remains a dominant force in the global pearl market and holds immense potential as a tourist destination, understanding PR's role in shaping these perceptions is paramount. The findings will equip stakeholders, from pearl cultivators to tourism agencies, with insights into harnessing PR as an essential

tool for enhancing the appeal and sustainability of South Sea Pearl Aquaculture Tourism in Indonesia.

#### *Aquaculture Overview*

Aquaculture is in various ways. Aquaculture is the growing of aquatic organisms under controlled or semi-controlled circumstances. That is a brief yet complete definition. Aquaculture is defined as "underwater agriculture" in a nutshell. The aquaculture divides into three primary components (Afewerki et al., 2023; Cai et al., 2023; Lin et al., 2023):

1. Fresh, brackish, marine and hypersaline waters are all examples of aquatic ecosystems. Each ecosystem is classified based on its salinity (the quantity of salt dissolved in the water).
2. Any organism that lives or can survive in water is considered an aquatic organism. Mariculture is a subset of aquaculture that focuses on marine organisms raised in salt water (which can range from low salinity to hypersaline). Aquaculture species of interest for human feeding include a wide range of plants and, in some circumstances, terrestrial plants cultivated using a technique known as hydroponics or aquaponics.
3. Controlled or semi-controlled refers to the aqua culturist's cultivation of one or more types of aquatic animals in an environment changed to varying degrees from the habitat in which the species is found. The amount of control exercised by the aqua culturist might vary greatly. Spreading oyster shell on the bottom of a bay to create a platform for settlement or larval oysters is one extreme while running an indoor hatchery with a water-reuse system for early life stage rearing and, in many cases, growing out to harvest is the other.

Saha et al. (2022) and Zhang et al. (2023) supported that aquaculture is aquatic organisms farming, such as fish, mollusks, crustaceans, and aquatic plants. Farming includes some intervention in the raising process to improve output, such as regular stocking, feeding, predator protection, etc. It also indicates personal or corporate control of the cattle being grown. Collaboration between stakeholders or all parties concerned (stakeholders) with this business is required for pearls, as a marine tourist product, to be known to a large audience and become a tourism attraction in Lombok, Indonesia. For this reason, the Public Relations (PR) role is required to establish a harmonious connection with stakeholders to boost the appeal of the tourism sector collectively. Unfortunately, Indonesia, which has the potential for aquaculture tourism with seawater pearls as one of its exports, is not fully utilizing this tourism potential.

#### *Public Relations Role*

Public relations' job in the tourism industry is to convince potential customers to use those services; in this context, PR and marketing are usually used to highlight the industry's strengths and draw in new customers. Although PR is essential for all companies, its worth varies widely depending on the type of enterprise. Nine principles of public relations practice have been identified as "applicable across cultures and political/economic systems" (Anani-Bossman & Mudzanani, 2020). The guiding principles are as follows: PR practitioners must be involved in the strategic planning process of their organisations as

this enables them to develop strategies to reach key stakeholders; a PR professional must be part of the dominant coalition or report directly to senior management; the PR function must be integrated under a single department for it to be strategically effective; the PR function must be separated from other functions such as marketing and human resources as it allows the practitioner to develop PR activities strategically; the PR department must be headed by a manager who can conceptualise and manage PR programmes rather than by a technician who carries out routine services; the PR practice should be based on two-way symmetrical communication which allows organisations to engage in genuine interaction with key stakeholders; the PR departments should be decentralised so that professionals enjoy autonomy and engage in symmetrical communication with their employees; the PR professionals should have professional training and theoretical knowledge of the field and the PR departments should be made up of both men and women and people from different ethnic groups. According to Anani-Bossman and Mudzanani (2020), the generic principles reflect a global standard of the PR profession because they are an extension of the general excellence theory first published in 1992 by James Grunig.

The research confirms the importance of public relations in attracting tourists and enhancing a destination's reputation among travellers (Santoso & Negoro, 2019). According to Kamariani et al. (2021), the results provide light on what stakeholders may do to coordinate and combine their efforts for the benefit of a sustainable tourist destination. For this reason, you should agree with the conceptual framework that defines stakeholders as "individuals or groups outside the firm that have a relationship to, investment in, interest in, or ability to influence the firm's strategic direction" (Alsalami & Al-Zaman, 2021).

**Table 1.** State of the Art

No	Author (year), Title	Methodology	Findings	Recommendation
1	Wardhana et al. (2021), Sustainable Aquaculture Development in Indonesia	-	Three primary components underpin the policies for self-reliant, competitive, and sustainable aquaculture development: (1) production technology, (2) socioeconomic considerations, and (3) natural resource management.	The government's initiatives encompass streamlining and coordinating regulations to spur investments, establishing a cohesive business chain from downstream to upstream sectors, and bolstering product competitiveness via IndoGAP (Good Aquaculture Practices).

No	Author (year), Title	Methodology	Findings	Recommendation
2	Oe and Yamaoka (2022), Sustainable Coastal Business Strategies for Cultured Pearl Sectors: Agenda Development for Coast-Area Actors' Collaboration	Qualitative approach	The sustainability of the cultured pearl industry appears to hinge on three factors: (1) the mutual creation of value through cooperation among local stakeholders and communities (satoumi), (2) the evolution and preservation of traditional cultured pearl technology targeted at international markets, and (3) improved industrial support in coastal regions fostered through collaborative efforts among locals, industry, and government, promoting an ecology-centred inbound tourism strategy	The recommendation is to conduct comprehensive analyses incorporating quantitative economic data.
3	Dimitrovski et al. (2021), Understanding Coastal and Marine Tourism Sustainability – A Multi-Stakeholder Analysis	A mixed-method approach studied stakeholder viewpoints on the sustainability of coastal and marine tourism in cross-border regions of the Nordic coastal area. The research initiated with a customer-centric approach, acquiring quantitative data from British cruise passengers arriving in Pori, a city on the south-west coast of Finland. The investigation also provided an in-depth exploration of stakeholders' understanding of the criticality of sustainability in coastal and marine areas in the present and future.	The research infers that a comprehensive comprehension of coastal, marine, and cruise tourism sustainability is essential. The study underscores the critical role of involving multiple stakeholders and encouraging cross-sector dialogue in managing Nordic coastal and marine regions and novel cruise tourism destinations. The quantitative part of the research validates the model of cruise tourists' attitudes-norms-behaviour and its relevance in grasping coastal and marine sustainability. The study accentuates the importance of sustainability in these	The study advocates a holistic perspective on compassionate sustainability in coastal, marine, and cruise tourism. It emphasizes the value of stakeholder engagement and cross-sector dialogues in managing coastal and marine regions and upcoming cruise tourism destinations. Also, the research highlights the significance of sustainability in these regions in the current and future.



No	Author (year), Title	Methodology	Findings	Recommendation
			areas, currently and in the future.	
4	Trueman et al. (2022), Transparency and Communication in Norwegian and Nova Scotian Atlantic Salmon Aquaculture Industries	A blend of qualitative and quantitative approaches facilitates the detection of trends in participant subjectivity. The outcomes underscore the urgency for the industry to champion transparency and communication.	The results emphasize the significance of engaging genuinely and reporting on environmental standards, alongside the need to track and report on social.	Comparing Norway and Nova Scotia aids in understanding the role transparency and communication play in attaining SLO, which might be critical in spurring the growth and sustainability of the salmon aquaculture industry globally.
5	Kanani (2020), Importance of Public Relations in the Tourism Sector	-	The function of PR in the tourism sector is crucial in marketing services to tourists. In this context, public relations and promotion are leveraged extensively to demonstrate service quality and accessibility in tourism and attract tourists for sectoral growth.	Tourism and public relations promotion aims to cultivate a sense of familiarity between tourists and locals, promote cultural exchange, and more.
6	Ahmad and Hoodbhoy (2016), Importance of Public Relations in New Business	Qualitative	Importance of Public Relations in New Business Qualitative Public relations play a vital role at specific stages in a business, but its relevance varies according to the business nature.	It recommends that more opportunities be created for these individuals to expand their networks and interact with other professionals in their fields for healthy idea exchanges and trend discussions.
7	Machado et al. (2023), Regional communication and media analysis of aquaculture in Atlantic islands	-	There were distinct events that caused changes in the volume and framing of news coverage for aquaculture. The media mostly revolved around political and economic issues, whereas social, environmental, scientific, and landscape topics received less attention. Government voices dominated the discourse over the five years, and aquaculture	Recommendation underscores the necessity for open and transparent communication between stakeholders and the media for the sustainable advancement of the aquaculture industry.

No	Author (year), Title	Methodology	Findings	Recommendation
			was usually portrayed with a balanced tone, leaning slightly towards negativity.	
8	Rupasingha (2021), The Impact of Public Relations on the Tourism Industry; A Study Based on Tourism in Sri Lanka	Qualitative Approach	The study concludes there is a strong interconnection between Public Relations and Tourism. PR plays a significant role in marketing tourist spots and creating a positive perception among global tourist consumers.	Public Relations strategic initiatives and campaigns to bolster the image of Sri Lanka tourism and mitigate the adverse effects of events such as the Easter Sunday terrorist attacks and the Covid-19's impact on tourists
9	Park and Kohler (2019), Collaboration for sustainable tourism through strategic bridging: A case of travel2change.	In-depth investigation	The results offer insights into actions that stakeholders can adopt, enabling the constituents to synchronize and coordinate their resources and efforts towards developing a sustainable tourism destination.	The recommendation is for further research on strategic bridging and other forms of collaboration to enhance our understanding and practice collaboration effectively to attain worldwide sustainable tourism.
10	Kaehu (2018), Stakeholder Collaboration Strategies in the Hawaii Tourism Industry	A qualitative study	The research supports the theoretical framework that identifies stakeholders as members with unique relationships, investments, interests, and the capacity to impact the strategic direction of the organization.	-

Source: Author's Analysis, 2023

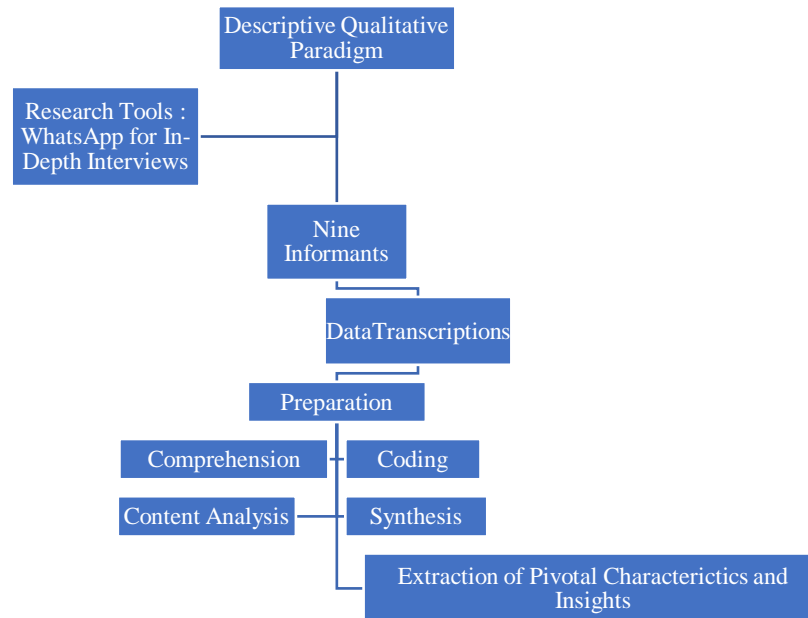
Those ten priors in Table 1 showed that research on aquaculture tourism, seawater pearls, and how to promote them to visitors or travellers, which is when employing the role and function of PR is regarded to be better, they are still inferior to marketing, media, and advertising functions. The study by Wardhana et al. (2021) discussed sustainable aquaculture development in Indonesia, emphasizing the government's approach includes harmonizing and simplifying regulations, interconnecting business chains from downstream to upstream, and strengthening product competitiveness via Good Aquaculture Practices (IndoGAP). An investigation into sustainable coastal business strategies by Oe and Yamaoka (2022) identified key factors contributing to sustainability in the cultured pearl industry. They underscored the importance of value co-creation, innovative technology, and supportive industrial measures in coastal areas, suggesting the need for

integrated analysis with quantitative economic data. Additionally, transparency and communication analysis in Atlantic salmon aquaculture industries by Trueman et al. (2022) revealed the critical role of industry leadership in transparency and communication. They further advocated for monitoring and reporting of social standards along with environmental standards, highlighting the informative value of comparisons between Norway and Nova Scotia. Kanani (2020) emphasized the crucial role of Public Relations (PR) in the tourism sector, promoting a sense of intimacy between tourists and locals. In addition, Ahmad and Hoodbhoy (2016) found PR to vary in importance according to the type of business, with a need for professionals to engage in knowledge exchange. Machado et al. (2023) analysed regional communication and media coverage of aquaculture, revealing the prominence of political and economic issues, while other crucial areas received less attention. They called for open and transparent communication between stakeholders and media for sustainable aquaculture development. Rupasingha (2021) researched the impact of PR on the tourism industry in Sri Lanka and concluded that PR plays a significant role in promoting destinations and building a positive image. Park and Kohler (2019) in-depth investigation into strategic bridging in sustainable tourism highlighted the importance of collaborative efforts for sustainable tourism. Kaehu (2018) studied stakeholder collaboration strategies in Hawaii's tourism industry found value in recognizing stakeholders' distinct relationships and influences on the organization's strategic direction. This review provides a solid foundation for "South Sea Pearls in Lombok, Indonesia: Investigating the Effectiveness of Public Relations in Boosting Aquaculture Tourism." It emphasizes the need to examine the role of PR and communication strategies, stakeholder collaboration, and sustainability measures in the context of Lombok's aquaculture tourism. It concludes that public relations is the one who has the capability and ability of art, science, management in communication, assists in the establishment and maintenance of mutual lines of communication, understanding, acceptance, and cooperation between an organization and its publics in order to serve the public interest; needs, and wants, as well as a way to create opportunities and techniques that the organization, product, or service requires in order to build, maintain, or improve their image and reputation.

## **METHODOLOGY**

The framework of this research is in a descriptive-qualitative paradigm (see Figure 1). While quantitative inquiries predominantly revolve around the measurable and numeric, qualitative research is oriented towards a comprehensive exploration of the non-numeric spectrum of human experience, delving into the intricacies of motivations, behaviours, and attitudes (Laumann, 2020). This methodology is particularly apt for the present study, which necessitates a nuanced comprehension of the multifaceted dynamics surrounding Lombok's South Sea Pearls within tourism and regional industries. To ensure that the methodology is in line with the overarching objective of understanding the significance and role of Lombok's South Sea Pearls, we utilized the WhatsApp application as a primary tool for conducting in-depth interviews. This digital medium provided an efficient avenue to

engage with informants who satisfied specific criteria pivotal to the investigative purpose of the study (Yin, 2018).

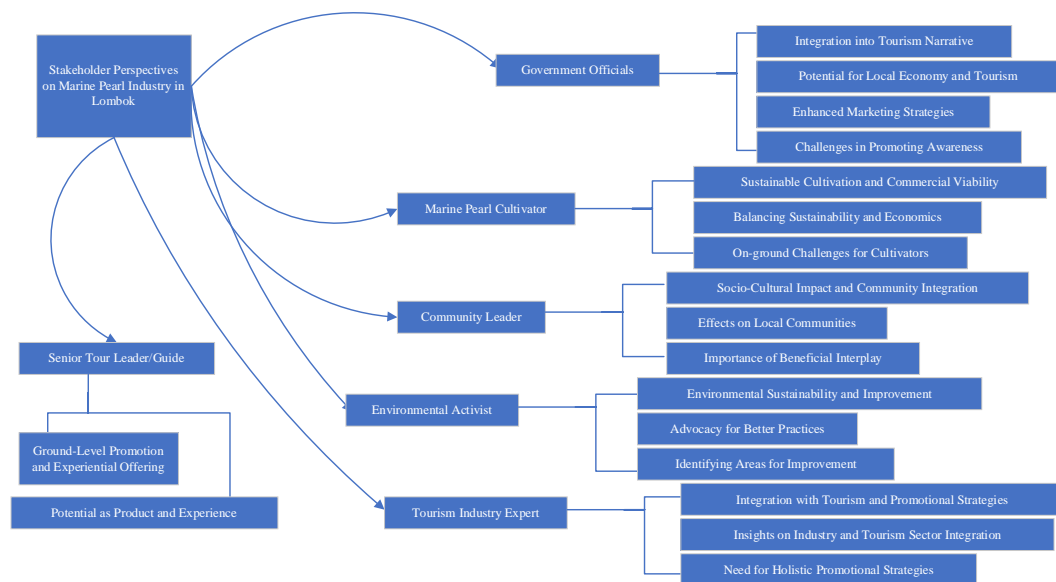


**Figure 1.** Research Framework Qualitative Paradigm  
Source: Yin, 2018

Our informant base was diverse yet centred around the core theme. The panel consisted of individuals like Fauzi, who operates as the Chairman of the West Nusantara Pearl Traders and Craftsmen Association (PEL NTB), and representatives from the customer base who view South Sea Pearls as a notable tourist allure. The inclusion of Senior Guides provided insights into ground-level promotional endeavours aimed at spotlighting Lombok's aquacultural pearls. Organizational perspectives were gleaned from the Head of the Indonesian Tourist Guide Association (ITGA), which represents the collective interests of tour guides in a non-partisan and autonomous capacity. Additionally, media and business standpoints were obtained through interactions with a Journalist from the NTB region and a Pearl Businessperson, respectively. Their insights painted a broader picture of Lombok's seawater pearls' recognition and stature in the larger Indonesian context. The panel finished with inputs from the Head of a Tourism Organization and a Senior Tour Leader/Guide. In-depth interviews, by nature, are aimed at capturing the essence of individual narratives. These discourses, ranging from structured to open-ended dialogues, often require extensive durations, potentially extending from a solitary hour to multiple exhaustive sessions (Woodward, 2022). Bachman and Schutt (2020) said that the objective of such engagements is not just data collection but a more profound endeavour to "listen and interpret how individuals perceive and navigate their worlds". An extensive analysis started after the rigorous data collection phase. Transcriptions, meticulously crafted from audio or textual records of informants, formed the base for subsequent stages of data processing. It was managed in line with the study's conceptual framework. The adopted approach to text and thematic analysis was sequential, commencing with

Preparation, where relevant interview outcomes were collated. They were succeeded by a Comprehension phase, focusing on an immersive engagement with the data. Subsequent stages encompassed Coding, where pivotal analysis units were identified, followed by Organization and Categorization to determine distinct themes. Every theme underwent a rigorous Detailed Content Analysis, which, during the Synthesis phase, patterns and correlations were identified and extrapolated (Timmermans & Tavory, 2022). The culmination of these phases was not without challenges, especially given the depth and richness of the data. However, the comprehensive methodology ensured a detailed and discerning extraction of pivotal characteristics and insights.

## FINDINGS AND DISCUSSION



**Figure 2.** Mind Map Theme  
Source: Author's Analysis, 2023

From the Figure 2, the discourse generated by the government officials delineates a critical evaluation of existing policies and promotional strategies surrounding the marine pearl industry. Here's a breakdown and analysis of each theme:

### *Government Officials (Informants 1-4)*

1. **Policy and Promotion:** Refers to the involvement of government officials in formulating and promoting policies for the marine pearl industry.
2. **Enhanced Marketing Strategies:** Suggests a need for more effective marketing techniques and strategies for promoting pearls.
3. **Integration into Tourism Narrative:** This implies that pearls can be integrated into the broader tourism narrative of Lombok, potentially making it a unique selling point.
4. **Potential for Local Economy and Tourism:** Highlights the economic benefits and tourism potential that the pearl industry can bring to Lombok.

5. Challenges in Promoting Awareness: Indicates potential barriers, or challenges, in raising awareness about the pearl industry.

*Marine Pearl Cultivator (Informant 5)*

1. Sustainable Cultivation and Commercial Viability: Discusses the balance between cultivating pearls sustainably and ensuring they remain commercially viable.
2. Balancing Sustainability and Economics: Reinforces the idea of balancing environmental considerations with economic interests.
3. On-ground Challenges for Cultivators: Directly addresses the challenges that pearl cultivators face in their day-to-day operations.

*Community Leader (Informant 6)*

1. Socio-Cultural Impact and Community Integration: Discusses how the pearl industry integrates with and impacts local communities from a socio-cultural perspective.
2. Effects on Local Communities: Highlights the direct impact, whether positive or negative, on local communities.
3. Importance of Beneficial Interplay: Suggests the importance of mutual benefit between the pearl industry and local communities.

*Environmental Activist (Informant 7)*

1. Environmental Sustainability and Improvement: Emphasizes the need for sustainable practices and potential areas of improvement from an environmental standpoint.
2. Advocacy for Better Practices: Calls for better adoption of more sustainable practices within the pearl industry.
3. Identifying Areas for Improvement: A proactive approach to identify and address potential challenges or shortcomings in the current practices.

*Tourism Industry Expert (Informant 8)*

1. Integration with Tourism and Promotional Strategies: Discusses how pearls can be more integrated effectively into Lombok's tourism strategies.
2. Insights on Industry and Tourism Sector Integration: Provides expert insights on how the pearl industry can better align with the broader tourism sector.
3. Need for Holistic Promotional Strategies: Highlights the need for comprehensive promotional strategies that consider various industry aspects.

*Senior Tour Leader/Guide (Informant 9)*

1. Ground-Level Promotion and Experiential Offering: Discusses the importance of promoting the pearl industry at the grassroots level and offering experiential tours or experiences related to pearls.
2. Potential as Product and Experience: Highlights the potential of pearls as both a product to be sold and an experience to be had by tourists.

This conceptual map offers a comprehensive view of the diverse stakeholder perspectives on the Marine Pearl Industry in Lombok, highlighting opportunities and challenges. The interconnected lines suggest that these themes and perceptions are not isolated but interact and influence one another in various ways.

The marine pearl industry in Lombok is a multifaceted entity, underscored by various stakeholder perspectives. At the governmental level, officials play a pivotal role in shaping the direction of the industry through policy formulation and promotion. The emphasis here is on integrating advanced marketing strategies to enhance the appeal of pearls and dovetail them into Lombok's overarching tourism narrative. This integration is not merely a commercial venture. It holds the promise of bolstering the local economy and augmenting tourism inflows. However, this potential is tempered by challenges, particularly in promoting widespread awareness of the industry's significance. From the vantage point of marine pearl cultivators, there's a persistent tension between ensuring sustainable cultivation and maintaining commercial viability. These stakeholders grapple with the delicate act of harmonizing environmental sustainability with economic imperatives. Their challenges are not just conceptual; they manifest in tangible on-ground difficulties that influence daily operations. Community leaders provide a socio-cultural lens, emphasizing the industry's impact and integration into local communities. Their concerns pivot around the tangible and intangible effects on these communities and underscore the importance of a synergistic relationship between the industry and the communities it operates within. In juxtaposition, environmental activists champion the cause of environmental sustainability. Their advocacy underscores the imperative for environmentally sound practices within the industry. They hope to drive the industry toward a more ecologically harmonious direction by identifying areas ripe for improvement. Adding another layer of complexity is the perspective of tourism industry experts. They advocate for a more cohesive integration of pearls into Lombok's broader tourism and promotional strategies. On their expertise, there's a clarion call for holistic promotional endeavours that offer a panoramic view of the industry's potential as a commercial entity and tourist attraction. Ground-level insights from senior tour leaders and guides underscore the untapped potential of pearls as experiential offerings. They suggest that beyond being mere products, pearls can be the linchpin of unique, immersive tourist experiences. In conclusion, the marine pearl industry in Lombok is not merely a commercial venture; it's deeply entwined with regional identity and pride. There is a palpable knowledge gap and needs integrated educational and promotional efforts. Next, as the map suggests, is an organic promotion characterized by authentic engagement. An integrated approach, marries attractions with local products, can pave the way for sustainable future prospects. Emphasis on stakeholder collaboration and an unwavering focus on sustainability will be paramount in steering the industry towards a prosperous future.

The intricate relationship between the formation of pearls, with its underlying scientific and organic processes, is a testament to the delicate balance between nature and nurture (Oe & Yamaoka, 2022). The South Sea Pearls (SSP), especially those from Lombok, Indonesia, have been widely acknowledged for their exemplary quality and are, as Ulya (2019) elucidates, emblematic of Indonesia's marine wealth. These pearls, with

their unmatched luster and size, notably exceed the quality of renowned pearls from other regions. The role of Public Relations (PR) in spotlighting this unique offering is paramount. With the prominence of SSP in the global pearl market, and the enormous tourism potential of regions like Lombok. Our findings, when juxtaposed with the backdrop provided by Anani-Bossman and Mudzanani (2020) about the generic principles of PR, illuminate its indispensable role in the tourism industry. PR professionals need to be proactive in the strategic planning processes of their organizations, ensuring a coherent approach to promoting South Sea Pearl Aquaculture Tourism in Lombok. By focusing on two-way symmetrical communication, PR can foster genuine interactions with stakeholders and potential tourists, emphasizing the eco-friendly aspects of the industry and the economic viability of aquaculture tourism in Lombok. The concept of aquaculture tourism, essentially the convergence of aquaculture practices and tourism, has been gaining traction (Tempo.co, 2023). Wardhana et al.'s (2021) insights on sustainable aquaculture development in Indonesia emphasize the importance of harmonizing regulations and interconnecting business chains for enhanced product competitiveness. While environmental challenges persist, with concerns about strains on wild oyster populations, there is a concerted effort to ensure that economic and environmental interests are balanced (Gokkon, 2019). Moreover, the study by Oe and Yamaoka (2022) underscores the significance of value co-creation and innovative technology for the cultured pearl industry's sustainability. These insights resonate with our findings about the symbiotic relationship between pearl businesses and tourism, emphasizing high-quality standards and design innovation. Public Relations, as Kanani (2020) articulated, is pivotal in bridging the gap between tourists and locals, creating a sense of intimacy. It serves as a tool to highlight industry strengths and works to narrate compelling stories, making the industry more relatable and appealing. This sentiment aligns with the perspectives shared by our informants, emphasizing the unique allure of South Sea Pearls as a primary motivator for tourists. Plus, the role of collaborative efforts in sustainable tourism, as highlighted by Park and Kohler (2019), stresses the significance of collective endeavours for long-term success. This research reinforces this by showcasing the synergistic relationships between pearl cultivators, tourism agencies, and other stakeholders in Lombok. In conclusion, the potential impact of Public Relations on promoting South Sea Pearl Aquaculture Tourism in Lombok is vast. It is not merely about promoting the pearls but weaving an authentic narrative around their origin, the region's commitment to sustainability, and the unmatched experience awaiting tourists. As this study suggests, with a strategic approach, PR can undoubtedly serve as a vital tool in amplifying the appeal and sustainability of South Sea Pearl Aquaculture Tourism in Indonesia.

## CONCLUSIONS

The interplay between nature, industry, and tourism, as manifested in the South Sea Pearls (SSP) from Lombok, underscores the profound potential of Indonesia's marine resources. These pearls, renowned for their unparalleled quality, serve as a beacon of Indonesia's marine wealth, illuminating opportunities for the jewellery and tourism sectors. The convergence of pearl farming with tourism, or aquaculture tourism, presents a



promising avenue for socio-economic growth, blending the allure of luxury with the prospect of sustainable exploration. Public Relations (PR) emerges as a pivotal tool in this equation. As the findings suggest, PR can promote the unique characteristics of Lombok's pearls and craft an engaging narrative surrounding their origins and the region's commitment to ecological balance. Through strategic two-way communication, PR has the potential to bridge the gap between tourists, locals, and stakeholders, fostering an environment of mutual understanding and co-creation. The emphasis on sustainable practices, harmonized regulations, and collaborative efforts resonates with the global trend towards sustainability. As tourism worldwide grapples with the challenges of environmental concerns, Lombok's approach serves as a template for balancing economic interests with ecological imperatives. In sum, the South Sea Pearls of Lombok, with their unmatched allure, combined with strategic PR efforts, can boost the region's tourism and position Lombok and, by extension, Indonesia, at the forefront of sustainable aquaculture tourism. It is a testimony to the harmonious coexistence of nature, industry, and culture, advocating for a future where luxury and sustainability can unite seamlessly.

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## **BALANCING TRADITIONS AND TOURISM: THE DYNAMIC ROLES OF BALINESE WOMEN**

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### **Abstract**

*Tourism significantly influences global economic, social, and environmental landscapes, with women playing a crucial role in its dynamics. Despite their substantial presence in the tourism workforce, women, particularly in Bali, often face disparities in benefiting from their roles. This article employs a phenomenological approach to examine the experiences of Balinese women in the tourism industry, focusing on how they navigate their roles amidst the cultural values inherent to them. The study delves into the dual aspects of their lives, exploring their perceptions and roles in both public and domestic spheres. It aims to uncover the challenges these women face and the potential support mechanisms that could bolster their active participation in the tourism sector. By providing an in-depth analysis of the unique challenges and opportunities encountered by Balinese women, this research offers a comprehensive understanding of their indispensable role within the tourism landscape, set against the backdrop of Bali's unique cultural and social context. The results showed that there is gradual acceptance and encouragement of women in tourism, providing women with opportunities, and a discernible shift towards a more favorable societal view of women in significant positions. This study emphasizes the need for strategies to address the disparities they face regarding skill development and education, workplace flexibility, and community engagement and support, which are critical areas for policy intervention. It is a call for action, a script for empowerment, and a blueprint for greater involvement in an industry where their presence is not just important but indispensable.*

**Keywords:** Bali, domestic spheres, tourism, women's role

## INTRODUCTION

Tourism, as a ubiquitous global phenomenon, exerts a substantial influence across diverse economic, social, and environmental dimensions (Zhang & Zhang, 2020). Pertinent to its extensive influence, women emerge as a pivotal demographic, exerting a profound impact on the tourism industry. The United Nations World Tourism Organization (UNWTO) has at an international level, underscored the centrality of women's issues within the ambit of global tourism development. A plethora of research endeavors have delved into examining the ramifications of tourism on aspects such as women's income, employment opportunities, and educational attainments, down to the individual level (Figueroa-Domecq et al., 2020; Nassani et al., 2019).

Women's contributions to the tourism sector are indispensable. Comparative employment statistics reveal a higher proportion of women engaged in the tourism industry relative to other sectors. Data from the UNWTO (2023) indicates that women comprise approximately 54% of the global tourism workforce, a figure that notably surpasses their representation in other economic sectors. Their roles in tourism are multifaceted, encompassing areas from guest relations and marketing to high-level managerial responsibilities, thereby highlighting their predominance in the sector's workforce.

Although women constitute most of the workforce in the tourism sector, they frequently do not reap the full advantages of their employment (Zhang & Zhang, 2021). This disparity is attributed to a range of factors, one of which is the proclivity of women to opt for seasonal and flexible job roles, often necessitated by their responsibilities towards family care (UNWTO, 2022a). The extent of women's substantive participation in tourism-related employment is impeded by the intricate interrelation of prevailing socio-cultural norms and expectations, which influences their career choices and opportunities within this field.

Tourism in Bali is not just an economic force; it is a tide that reshapes the shores of tradition and modernity, often leaving the women of Bali navigating uncharted waters. This article is dedicated to exploring the role of Balinese women within the tourism industry through a phenomenological lens. The primary objective is to unravel the lived experiences of these women within the realm of tourism, particularly in the context of the cultural values intrinsic to them. This study seeks to gain a nuanced understanding of how Balinese women perceive their roles in both the public and domestic spheres. In doing so, it aims to highlight the specific challenges they encounter and identify the support mechanisms that could facilitate their enhanced involvement in the tourism sector. Consequently, this research endeavors to offer a deeper insight into the role of Balinese women in tourism, delving into the unique challenges and opportunities they face within the distinctive cultural and social framework of Bali.

This article introduces a novel perspective by employing a phenomenological approach to investigate the lived experiences of Balinese women in the tourism sector. By focusing on the subjective experiences and personal narratives of these women, the study provides a unique insight into how traditional cultural norms and the evolving demands of the global tourism industry intersect and influence their lives, beyond statistical numbers. The article breaks new ground by highlighting the ways in which Balinese women navigate

the dual expectations of preserving cultural heritage and adapting to the globalized context of modern tourism.

## METHODOLOGY

A phenomenological methodology is employed to delve into the intricacies of the lived experiences encountered by the participants. Phenomenology, as an epistemological stance, concentrates on elucidating the core nature of human experiences in relation to a specific phenomenon. The focal point of this study is the experiential realm of Balinese women engaged in the tourism sector. This approach facilitates an in-depth examination of both their personal and professional spheres, thereby yielding critical insights into their distinct experiences (Alkharusi & Segumpan, 2021). Nevertheless, the application of phenomenology within the context of tourism research predominantly revolves around comprehending the subjective experiences and perceptions of the tourists themselves. It endeavors to penetrate the quintessence of these experiences, placing emphasis on individual narratives and interpretations over the pursuit of objective quantification or the derivation of broadly applicable conclusions (Szarycz, 2009).

This study focuses on two Balinese women, both actively involved in the tourism industry. Ms. A, the owner of a tour and travel business, and Ms. B, who operates a boutique hotel, exemplify diverse personal and professional experiences. Ms. A's marriage to a local Balinese man contrasts with Ms. B's partnership with a foreigner, providing a comparative lens to examine the influence of cultural and social dynamics on their professional and personal lives. This approach allows for a comprehensive understanding of their multifaceted roles.

The primary method of data collection in this study is through in-depth, semi-structured interviews with both participants. These interviews are designed to encourage the women to share their stories, thoughts, and feelings about their work in the tourism industry and their personal lives. The semi-structured format allows for flexibility, enabling the interviewer to explore interesting or unexpected topics that emerge during the conversation, while still covering a set of predefined questions. The interviews were conducted between November 1 to 10, 2023 in a comfortable environment for the participants, ensuring a relaxed and open dialogue.

In conducting an in-depth interview with a Balinese informant, five critical questions were explored to understand the role and perception of Balinese women in the tourism industry. Firstly, the interview sought to gauge the significance of Balinese women's roles in this sector, delving into both their contributions and the importance attributed to their involvement. Secondly, it examined the local community's perspective towards Balinese women holding prominent positions within the tourism industry, probing into societal attitudes and cultural norms.

The third question focused on the self-perception of Balinese women regarding their careers, seeking insights into how they view their professional endeavors and their impact on personal identity. This was followed by an inquiry into the challenges and obstacles faced by these women, considering factors from family, social, and cultural contexts that might impede or shape their career paths.

Lastly, the interview addressed how Balinese women navigate their dual roles in domestic spaces—as wives and mothers—and in the public sphere as professionals in the tourism sector. This question aimed to uncover the balancing acts, societal expectations, and personal strategies employed by these women in managing these often overlapping spheres of life.

Throughout the research process, ethical considerations are strictly adhered to. This includes obtaining informed consent from the participants, ensuring their right to anonymity and confidentiality, and respecting their willingness to participate in the study. The participants are informed that they have the right to withdraw from the study at any point without any consequences.

The data collected from the interviews are analyzed using thematic analysis, employing a manual approach without the assistance of software. This manual method is preferred as it facilitates a more nuanced understanding of the data. Manual analysis enables the researcher to immerse deeply into the qualitative data, fostering a closer connection with the participants' narratives. This involves transcribing the interviews, reading and re-reading the transcripts, and identifying key themes and patterns in the participants' responses. The thematic analysis allows for the extraction of significant insights related to the experiences of these women, helping to understand the broader implications of their roles in the tourism industry and their personal lives.

## **FINDINGS AND DISCUSSION**

### **Feminism and Anti-Feminism**

Discussions surrounding women's issues frequently intersect with broader discourses on gender and feminist movements. Academic inquiries have rigorously examined gender disparities across various domains, scrutinizing the inequalities confronted by women both in professional settings and domestic environments. Encouragingly, there has been a noticeable uptick in the number of women engaging in professional careers outside the household, concurrently navigating their roles as mothers and spouses. This phenomenon of dual role occupancy has been a focal point of scholarly research, with notable contributions from researchers like Lyness and Thompson (1997), who have sought to elucidate the career trajectories of women, including those who are mothers. Findings from such studies consistently reveal that within identical work or organizational contexts, women often hold lower positions of authority compared to their male counterparts and face greater obstacles in their career progression.

The issue of role conflict is particularly pronounced for women who balance careers with homemaking responsibilities. While men also grapple with similar challenges, the spotlight remains on women due to their pivotal roles in family dynamics as wives and mothers. Research by Cinamon and Rich (2002) underscores that women who shoulder both professional and maternal responsibilities tend to experience more frequent conflicts between work and home duties. For most of these women, family priorities often take precedence, occasionally influencing their professional lives. This scenario is generally accepted as normative, in contrast to situations where work responsibilities adversely affect family life, which are less accepted and viewed as atypical.

An illustrative case of a public figure who exemplifies the significance of women's dual responsibilities as career professionals and homemakers is the American politician and former Governor of Alaska, Sarah Palin. Palin, who broke new ground as both the youngest and the first female Governor of Alaska, has actively engaged in the discourse surrounding women's dual roles. In her publication "America by Heart", Palin delineates her journey as a quintessential American woman balancing the demands of being a politician, public servant, wife, and homemaker. While she advocates for traditional female roles in domestic spheres, Palin has also identified herself as a feminist, a declaration she made in 2010. Initially perceived as a strategic move to resonate with her base, particularly conservative women, Palin's brand of feminism has been analyzed by Eagleton (2018) as a demonstration of her astuteness and intelligence, positioning herself as an anti-feminist with patriarchal leanings. Her approach to feminism aligns with the concept of post-feminism, which suggests that the era of liberal and radical feminism has concluded. Contrarily, Palin's conservative feminism is viewed as part of a right-wing, anti-choice movement seeking to redefine feminism (Sharrow et al., 2016).

Palin has lauded American women of the past for their struggles to secure recognition of women's talents and capabilities as equal to men, interpreting this as a natural and divinely ordained right. She draws on the 1848 Seneca Falls Convention on women's rights to argue that genuine feminists do not view men as oppressors or women and unborn children as mere personal choices. Palin holds the view that all humans, encompassing men, women, and unborn children, are deserving of love, respect, and affection. She notably opposes abortion, deeming it unnatural, unfaithful, inhumane, and contrary to feminist principles.

Palin's feminist stance is seen as a movement affirming and expanding the identity and roles of American women. Paglia (2008) notes that Palin's version of feminism heralds a new, vigorous form of American feminism, as articulated in her 2010 speech at the SBA-List. Palin characterizes her feminism as reflecting the pioneering spirit of historical American women, who balanced their adventurous endeavors with a commitment to home. She posits her movement as a novel conservative feminist wave, inspired by the pioneering ethos of early American women (Gibson & Heyse, 2014; Sharrow et al., 2016). This movement, according to Palin, epitomizes a resilient and independent feminist ideology, advocating for mothers with professional roles to value their domestic responsibilities equally.

#### Women and Tourism: Global Context

The UNWTO (2022c) revealed a notable phenomenon across various Asian and Pacific nations: a significant proportion of women attain education, yet there is a conspicuous discrepancy in leveraging this education into meaningful employment opportunities. The underrepresentation of educated women in the workforce can be attributed to a confluence of socio-cultural dynamics. These encompass societal pressures, expectations to conform to marital norms, religious constraints, and impediments in accessing employment avenues.

Focusing on the tourism sector in Asia, women encounter substantial obstacles in ascending to leadership roles (UNWTO, 2019, 2022a, 2022b). This challenge is not solely



a consequence of gender comparisons but is also influenced by intra-gender comparisons with women from higher social strata. Prevailing cultural norms in these regions often dictate that women should adhere to traditional feminine aesthetics and behaviors, and restrain from articulating their professional ambitions, thereby hindering their progress towards leadership positions.

In the wake of the COVID-19 pandemic, the UNWTO (2023) underscored that women in the tourism sector were disproportionately impacted in comparison to men. The pandemic precipitated a greater job loss among women working in tourism. Female entrepreneurs in this sector, particularly those with restricted access to digital platforms, faced significant disadvantages owing to diminished networking opportunities during the pandemic. Furthermore, the escalation in caregiving responsibilities, compounded by cultural expectations and the closure of educational institutions, exacerbated the challenges faced by women in managing their enterprises amidst the crisis.

#### Women and Tourism: Bali Context

Within the Indonesian context, tourism emerges as a sector possessing considerable potential for enhancing women's welfare. Data from the Central Bureau of Statistics indicate that between August 2022 and February 2023, women constituted 59 percent of the workforce in Indonesia's accommodation and food and beverage service sectors (BPS, 2023). In Bali, specifically, the tourism sector is recognized as a significant source of employment opportunities. According to Central Bureau of Statistics (2023), this sector accounts for 12 percent of the employment in Bali. However, it is noteworthy that in February 2023, women represented only 47 percent of the workforce in Bali's accommodation and food and beverage service sectors.

At a more localized level, research conducted by Cukier et al. (1996) observed that in the village of Kedewatan, a higher number of local men were employed in hotels, while women predominantly engaged in entrepreneurial ventures such as food stalls, art, and souvenir shops. These entrepreneurial activities were seen as providing the necessary flexibility for married women with childcare responsibilities. The decision-making of Balinese women, with respect to their careers in tourism, is significantly influenced by their prioritization of marriage, family, and religious commitments.

A strong identification with the profound impact of religion and ethnicity on both the personal and professional lives of the Balinese community was observed (Tajeddini et al., 2017). Strong social, religious, and ethnic networks are often instrumental in providing essential financial and moral support to women embarking on entrepreneurial endeavors. In Balinese society, women are expected to contribute financially, albeit as secondary earners, while primarily fulfilling their roles as wives, mothers, and homemakers. This societal expectation has led many Balinese women to venture into small-scale, informal hospitality businesses. Such enterprises offer a viable means of balancing work and family obligations, making them particularly appealing to women, especially after marriage and the onset of familial responsibilities.

The interviews conducted with Balinese women revealed several key insights into their roles within the tourism sector. Initially, there was a palpable reluctance towards the involvement of women in this industry, a sentiment shared both by the women and the

broader local community. This apprehension can be ascribed to the emerging status of the tourism sector at the time. However, as the industry evolved, marked by the proliferation of educational institutions dedicated to tourism and a growing demand for skilled labor in hospitality venues such as hotels and restaurants, perceptions began to shift. This transformation not only opened new professional pathways for women but also engendered a progressive change in societal perspectives regarding their participation in the tourism sector. In her own words, one of our informants remarks, *'Tourism didn't just bring visitors to Bali; it brought a wave of change that we, as women, had to either surf or be swept away by'*.

Behind every souvenir, every graciously offered cup of Balinese coffee, there lies a heartbeat, a dream, a struggle. These are the untold legacies of Bali's daughters, mothers, and sisters woven into the fabric of its thriving tourism industry. The participation of women in Bali's tourism industry can be seen as a microcosm of broader socio-economic shifts. The initial hesitance towards women's involvement reflects traditional gender roles and cultural norms, which have historically influenced women's participation in the workforce. The gradual acceptance and encouragement of women in tourism align with global trends advocating for gender equality and the economic empowerment of women. This shift not only symbolizes a break from conventional roles but also highlights the dynamic nature of cultural practices and societal attitudes in response to economic opportunities and educational advancements. The positive impact of women's involvement in tourism in Bali underscores the sector's role as a catalyst for social change, providing women with opportunities for financial independence, skill development, and greater societal recognition.

The second notable insight pertains to the local community's perception of Balinese women occupying prominent roles within the tourism industry. There has been a discernible shift towards a more favorable societal view of women in significant positions within this sector. This change in attitude acknowledges not only the contributions of these women to the tourism industry but also their integral role in supporting their families (Krisnadi & Maharani, 2021). This evolution in perspective is critical in comprehending the dynamic role of women in Balinese society.

In the context of Balinese women's self-perception regarding their careers, the informant underscored the significance of how these women perceive themselves in harmonizing their professional and domestic roles. There exists a nuanced pride in engaging in meaningful careers, which is delicately balanced with the adherence to traditional domestic roles. This equilibrium entails sustaining respect and authority within their professional domain while concurrently fulfilling their duties as homemakers.

These women face multifaceted challenges and obstacles, influenced by familial, social, and cultural factors, which may either hinder or shape their career trajectories. A primary challenge lies in the complex balancing act between professional commitments in the tourism sector, often demanding considerable time and energy, and their traditional roles as homemakers, caregivers, and supportive partners. This dual responsibility demands proficient time management and prioritization skills, leading to a challenging interplay of roles that can be both physically and emotionally demanding.

Moreover, these women are navigating an environment characterized by changing societal attitudes and expectations. The initial skepticism about women's participation in tourism, a sentiment echoed both by the community and the women themselves, has gradually shifted to a more positive outlook. Nevertheless, overcoming lingering biases and stereotypes, particularly for women in leadership roles, remains a formidable challenge. Crucial to their success is the support from their families, especially spouses, and in-laws, where a lack of endorsement can be a significant obstacle (Wardhani & Susilowati, 2021). Furthermore, the responsibility to engage in community roles and local social activities, while enriching, adds an additional layer of commitment.

The informant elaborated on the cultural barriers facing Balinese women, stemming from a societal view that still regards women as secondary citizens.

*"Barriers for Balinese women, in my opinion, are related to the Balinese culture where women are still considered second-class citizens. This is partly due to unwritten customary laws where a woman, once she is married and starts a family, loses any rights in her parents' home (her original home)."*

This is partly due to unwritten customary laws where, upon marriage and starting a family, a woman loses rights in her parental home and is considered to have transitioned fully to her husband's family.

*"I am considered to have migrated and belong entirely to my husband's family, even though the emotional connection and obligation to care for my own parents cannot be completely severed."*

There persists a traditional mindset that views women as overstepping men when they assume leadership roles or engage in decision-making, where men may invoke rules that devalue women's opinions and deny them a decisive role in dynamic processes.

*"Often, women bear even greater responsibilities. So, in my view, there is still a traditional mindset that considers women as overstepping men when they take on leadership roles or make decisions, whereas men justify this through rules that state a woman's opinion is not valued. She cannot be a decisive factor in any dynamic process."*

Indeed, in daily life and even in the modern era, like in the tourism industry, gender equality has been realized to a greater extent, valuing someone for their achievements. Another challenge for women is that they are also vulnerable to sexual harassment, both psychological and physical.

The interview also delved into the manner, in which Balinese women adeptly navigate their dual responsibilities in domestic and public realms. In the domestic sphere, they fulfill roles as wives and mothers, while in the public sphere, they function as professionals, notably in the tourism sector. These women are charged with the meticulous allocation of their time and energy between domestic duties—catering to their husbands, nurturing, and educating their children, and adhering to social responsibilities—and their professional pursuits in the public domain, such as careers in tourism. Mastering these

multifaceted responsibilities is not only a source of pride but also a testament to their capability to excel in both domestic and public settings.

The career trajectories of Balinese women are diverse and individual-specific. While some express profound satisfaction and pride in their careers, others engage in their chosen professions due to a lack of alternatives, or because these careers fall within their zones of comfort. Nonetheless, most Balinese women find fulfillment in their careers, as these roles provide them with avenues for creativity, social interaction, and the development of independence and self-confidence.

Navigating the role of Balinese women, who often juggle careers in the tourism industry characterized by irregular working hours, with their familial and communal responsibilities, requires a delicate balance. This balance involves prioritizing tasks and responsibilities, focusing on more pressing matters while deferring less critical activities. Furthermore, it is imperative for these women to allocate time for personal well-being, or 'Me Time', which is crucial for maintaining their physical and mental health. This strategy not only enables them to manage their professional and domestic responsibilities effectively but also empowers them to thrive in both these spheres, reflecting a harmonious blend of traditional roles and modern professional aspirations.

Consistent with Zhang and Zhang (2020) assertion, this study acknowledges the cultural determinants of gender roles in Asia. However, it also highlights a critical oversimplification in their generalization of gender inequality across the continent. The empirical evidence from Bali, as presented in this article, demonstrates the resilience of women in overcoming workplace inequality, despite the additional effort required. This resilience is a notable deviation from the overgeneralized narrative of passive acceptance of inequality. Furthermore, this study extends Tajeddini et al. (2017) research on the influence of communication and family support in aiding Balinese women's career success in the tourism sector. By showcasing the active agency of Balinese women in navigating their professional lives, this research contributes a nuanced perspective to the existing literature on gender roles in Asia's tourism industry.

## CONCLUSION

In the context of Bali, the involvement of women in the tourism industry is pivotal for its advancement. The voices of the women in this study echo a sense of contentment and resilience, their career paths intertwining harmoniously with the complex socio-cultural fabric of Balinese society. Their narratives suggest that the further inclusion of Balinese women in the tourism sector is not just beneficial – it's a catalyst for growth and innovation. Achieving this requires the development of a supportive ecosystem encompassing family support, which plays a vital role in offering moral, spiritual, and financial backing to women. Such support is multifaceted, including accommodating the women's professional schedules, active participation of husbands in childcare and household responsibilities, and mutual understanding within the family unit.

In the heart of Bali's communities, effective communication acts as a lifeline, maintaining a delicate equilibrium between professional aspirations and familial duties. In Bali, societal expectations place significant emphasis on women's participation in

community activities (*'menyama braya'*) and active involvement in local governance structures like the *'banjar'* (community council). This multifaceted existence requires a ballet of time management and adaptability, as Balinese women gracefully pivot between their roles in the tourism industry and their indispensable positions within the community.

In the intricate mosaic of Asian feminism, with its rich hues and diverse textures, the empowerment of women in industries like tourism takes on a multi-dimensional significance. Asian feminism, in this case, Bali, with its unique blend of advocating for gender equality within the framework of cultural and traditional norms, highlights the importance of contextualizing women's empowerment initiatives.

The evolving role of Balinese women in the tourism sector, particularly in light of the increasing trend of solo female travel, highlights the need for comprehensive recommendations to inform policy and management strategies. Such strategies should aim to empower these women and simultaneously drive the broader development of the industry. The inclusion of perspectives from solo female travelers, who must negotiate the demands of exploration with safety concerns, adds a layer of complexity to these strategies. This situation is akin to a skilled artisan discerning the intricate patterns, colors, and textures of their textile. A deep, multi-dimensional understanding of Bali's cultural, social, and economic landscape is crucial. This understanding should be thoughtfully integrated with the broader context of the Asian region, which is being progressively shaped by the unique perspectives and contributions of solo female travelers, thus enhancing the overall tourism experience.

Firstly, skill development and education are critical areas for policy intervention. Policies should be tailored to provide women with comprehensive access to education and training, equipping them for a range of roles within the tourism sector. This includes not only technical skills pertinent to tourism but also leadership and management training. Such educational initiatives would empower women with the necessary competencies to excel in their careers and assume leadership roles, thereby contributing to the industry's growth and dynamism (Pickel-Chevalier & Yanthy, 2023).

Secondly, workplace flexibility is essential in managing policies. Recognizing the dual roles of women as professionals and caregivers, management practices in the tourism sector should incorporate flexible working arrangements. This could manifest in varied forms such as adaptable working hours, the possibility of remote work, and supportive measures for family-related absences. Implementing such policies would facilitate a work-life balance for women, enabling them to fulfill their domestic responsibilities without compromising their professional commitments.

Lastly, community engagement and support are imperative. Policies should aim to strengthen community support systems, fostering an environment that not only acknowledges but actively facilitates women's roles in both professional and domestic spheres. This involves engaging community leaders and members in dialogues and initiatives that support women's career growth and societal roles. Such community-driven approaches are particularly relevant in the Balinese context, where social and cultural norms play a significant role in shaping gender roles and expectations.

One notable limitation of this study is its reliance on a relatively small and specific sample size, as it focuses only on two Balinese women actively involved in the tourism

industry. This constraint may limit the generalizability of the findings to the broader population of women in Bali or in similar socio-cultural contexts. Additionally, the phenomenological approach, while providing deep insights into individual experiences, may not capture the full spectrum of perspectives and experiences of Balinese women in tourism. The study's qualitative nature also precludes the derivation of broadly applicable conclusions, making it challenging to establish widespread trends or patterns. Future research could benefit from a larger and more diverse sample, possibly incorporating quantitative methods to complement and broaden the understanding of women's roles in Bali's tourism sector.

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1. Jurnal Kepariwisata Indonesia (JKI) is a SINTA 2 accredited journal managed by the Directorate of Strategic Review, Deputy of Strategic Policy, Ministry of Tourism and Creative Economy/Tourism and Creative Economy Agency, Republic of Indonesia.
2. JKI contains scientific papers from research/study results, reviews/conceptual, and policy analyzes related to the tourism sector.
3. **Aims and scope of JKI:**
  - 1) Tourism Destinations and Infrastructure, including marine and coastal tourism, sustainable tourism, ecotourism, border tourism, travel patterns, and other topics related to the development of tourism destinations and infrastructure.
  - 2) Tourism Marketing, including marketing communications, tourists behavior and other relevant marketing topics.
  - 3) Tourism Industry and Investment, including tourism business, tourism business technology and information, tourism investment and other relevant topics in tourism industry and investment.
  - 4) Human Resources and Institutions, including Tourism Planning and Policy, Tourism Workforce, Inter-institutional relations, and other topics in relation to human resources and institutions in the tourism.
4. Manuscripts to be published in JKI are original scientific papers that can contribute to scientific novelty and progress, especially in tourism, and the submitted manuscripts have never been published in other journal.
5. **Writing style guidelines and review list:**
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  - **Abstract:** The abstract contains the purpose, method, results, and contribution to the realm of tourism and does not exceed 250 words.
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  - **Introductions:** The introduction clearly describes the background of the study, research context, research problems, research gap, research objectives, and state of art/novelty.
  - **Methodology:** Contain research/study design or research/study design, research/study goals and targets (population and sample), data collection techniques, research/study models, and analysis techniques. The explanation includes at least the types and sources of data as well as and the analytical methods used (including analytical tools).
  - **Finding and Discussion:** Contains the results of data analysis/policy analysis, hypothesis testing, answering research/study questions, findings, and



interpreting findings. The results are supported by evidence that is strongly reliable and properly validated. Discussion of the results is based on analysis of data; results are not overstated or overgeneralized. It highlights the results in accordance with the existing literature and previous findings.

- **Conclusion:** General description that answers the problems and objectives of the research/study. Suggestions are required in the form of policy recommendations, actual follow-ups, policy implications of the conclusions obtained, and implications for tourism policy in general.
  - **Reference:** A reference must be relevant and up-to-date (last ten years) with a minimum of 20 references and must use applications such as Mendeley, RefWorks, Zeto, etc. Primary reference sources are minimum 80 percent (national journal (minimum SINTA 2) and international journal (WoS/Scopus) of total references. The bibliography writing format used by JKI uses the American Psychological Association (APA) format.
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- Times New Roman font. The font size is 14 for the title, 12 for the name, 10 for the author's identity, 11 for the main article, 10 for the reference, 9 for the writings in tables, sources of images, and tables.
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