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Strategies to Improve the Attractiveness of Sam Poo Kong Temple As Cultural Tourism Site of Semarang City, Central Java, Indonesia

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Abstract

Culture plays a significant role in tourism. Indonesian tourism sets its regional cultures as one of its products' mainstays. The development of cultural tourism is one of the focuses of national tourism policy. Sam Poo Kong Temple is one of popular cultural tourism destinations in Semarang city. Besides the many benefits of the existence of Sam Poo Kong temple, there are also some problems with the presence of some tourist complaints. These complaints indicate that there is tourists' dissatisfaction with Sam Poo Kong temple. When tourists' satisfaction is not highly concerned, it will reduce the attractiveness of Sam Poo Kong Temple. This study aims to analyze the strategy to improve the attractiveness of Sam Poo Kong Temple as a cultural tourism object in Semarang city. The respondents in this study are domestic tourists. The data will be collected by using a questionnaire. This research was analyzed using Importance-Performance Analysis (IPA). The results obtained show that the first performance priority to be improved is information attributes about the events held in Sam Poo Kong Temple through printed, electronic and social media and employee service quality attributes. This study suggested that, first, it needs to conduct various promotion forms of Sam Poo Kong Temple to improve the performance of attributes whose high priority. One of the easiest and the most inexpensive promotions is through social media. Second, it is necessary to improve the quality of human resources through both formal and informal training and HR development.

Keywords: Cultural tourism strategy, importance-performance analysis, Sam Poo Kong Temple, tourism attractiveness, tourist satisfaction.

INTRODUCTION

Tourism is an inseparable part of national development in Indonesia which is built on the uniqueness and distinctive of natural culture as well as relations among Indonesian people. The tourism sector has been one of the major foreign exchange earners and has become a commodity which the government relies on to be the main pillar of national economic development in Indonesia. Tourism development is carried out sustainably as an integral part of national development. In addition, Indonesia has a comparative advantage in the development of Indonesian tourism. The comparative advantage of tourism in Indonesia is the existence of religious norms and cultural values in every aspect of life [1].

Indonesia, a country that possesses considerably high tourism potential, needs to take an important part in tourism market share at the global level. In 2014, Indonesia's tourism sector's contribution to GDP on a macroeconomic basis was 9% (IDR 946.09 trillion). Also, the tourism sector has contributed

IDR 140 trillion foreign exchange and 11 million employment opportunities. On a microeconomic basis, Indonesia's tourism competitiveness index is 70 (it is still inferior when compared to Singapore, Malaysia, and Thailand). The number of tourist arrivals was 9 million foreign tourists and 250 million domestic tourist trips. The contribution of the Indonesian tourism sector to world tourism is 0.8%, 3% contribution to the Asia Pacific region, and the contribution to ASEAN tourism is 9% [2].

The development of the national tourism sector has been regulated in Law No. 10 year 2009 about Tourism. The development of the tourism sector needs to be conducted in an integrated way with other related sectors and with such stakeholders as central government, regional governments, enterprises, and the community [3].

Cultural tourism development has become one of the focuses in national tourism policy. Cultural tourism is a type of tourism that resulted from the attractiveness of art and culture in an area or a place. At the first consideration, Law No. 10 year 2009 emphasizes that culture is one of the national tourism development resources. In another sentence, this can be interpreted as an acknowledgment and an affirmation that national culture diversity is significantly strategic

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as the basis for tourism development. This affirmation has broad meaning. First, culture in its intangible and tangible forms needs new meaning in terms of utilization to be tourist attraction. The uniqueness, authenticity and high diversity in the elements of Indonesian culture make it as an attractiveness which is not merely culturally valuable but it also has humanitarian value in economy. Second, culture as national wealth needs to be preserved for future generations and as national identity as well as and characteristics in international relations [4].

Cultural heritage can be explored to be tourism attraction since these assets display the uniqueness of the place or location which provides different experience for visitors and creates an attractive image of tradition, ethnic background, and destination landscape. The uniqueness of the object visited is highly valuable as it combines the value of scarcity, specificity, and pleasure. The opportunities for its development and exploration are even greater if it is supported by open accessibility in the market and added by other competitive excellences. These excellences can be in the form of heterogeneity of cultural tourism attraction. Diverse attractiveness which are related to others, e.g. in the form of museums, zoos, artifacts, heritage, scheduled performing arts and so on, can be categorized as elements of its excellence [4].

Indonesian tourism places regional cultures as one of the mainstays of its products. This is related to the diverse cultural potentials in each region. Cultural diversity is considered as one of the basic capitals to not only show Indonesian wealth as a multicultural country but also strengthen the image of Indonesia as a country, which is feasible as an international tourism destination [4].

In the context of cultural tourism development, it seems that there is an abundant potential of culture in various regions, which needs to be packaged in a proper way to provide greater benefits both economically and culturally in the form of strengthening national pride and identity. However, the potential of regional culture is still not optimally explored that it can improve tourism attractiveness. A quite prominent problem arising is the fact that cultural tourism management is mostly not optimal yet, and it always requires more creative innovation [4].

Semarang is an ideal city as a gateway to other cities in Central Java. Hence, Semarang is

popularly known as a Transit City rather than a Tourist City. Semarang, on the contrary, has so many unique things to enjoy and tourism objects to visit [5]. There were 41 attractions in Semarang city in 2017. These tourism objects were in the form of natural tourism, cultural tourism, and artificial tourism.

Sam Poo Kong Temple is one of the popular cultural tourism destinations in Semarang city, Central Java province, Indonesia. Sam Poo Kong Temple was formerly the first landing and stop of a Muslim Chinese admiral named Cheng Ho. Then Sam Poo Kong temple is now used as a worship place of *Tridharma* adherents (Taoism, Buddhism, and Confucianism).

The existence of Sam Poo Kong Temple brings several benefits, for instance besides functioning as cultural preservation, place of religious practice, tourism objects, as well as being used by local residents to meet their economic needs. For the regional (city) government of Semarang City, Sam Poo Kong is one of the regional revenue sources (PAD) from the tourism sector. The enactment of Law no. 32 the Year 2004 gives greater authority to the Regional city Government to manage its region has led to the implications for the increased responsibilities and demands to explore and develop all the potential resources owned to sustain the development progress in the region, including tourism sector.

There are several problems found in Sam Poo Kong Temple as a tourism object in addition to its benefits. The results of the conducted pre-survey showed some complaints from Sam Poo Kong Temple visitors. The complaints include employees who are not friendly, visitors cannot enter certain places in Sam Poo Kong Temple, new buildings in the temple reduce the originality of the temple relic, the absence of pamphlets about Sam Poo Kong, lack of cleanliness, and many more. Furthermore, the results of the survey indicate that some tourists were dissatisfied with Sam Poo Kong Temple.

Tourists' satisfaction is one of the important factors that should be concerned by the manager of the tourism object since the tourism object will not be able to survive without tourists. In general, satisfaction is one's feeling of pleasure or disappointment arising because of comparing the performance of perceived products (or results) against their expectations. When the performance fails to meet the expectations, the customers will be dissatisfied. In contrast, when the performance meets the expectations, the customers will be satisfied or pleasant [6]. In the

tourism context, the characteristics of tourists who are satisfied include: tourists will come to the tourism object again and will recommend the object to other people.

On the other hand, when tourists' satisfaction is not highly concerned, it will eventually reduce the attractiveness of Sam Poo Kong Temple, and it is feared that this will result in a decrease in the number of tourists coming to the temple. It did not only reduce the income of Sam Poo Kong Temple. It also reduced the income sources of the surrounding community.

The tourist attraction is an inter-related formation and facilities, which attract tourists to come. The attraction of a tourism object is based on the existence of the following criteria: (1) resources that may cause a feeling of pleasure, (2) beautiful and comfortable, (3) possess high accessibility to be visited, (4) special features or specifications which are rare, (5) supporting facilities and infrastructure to serve tourists who come there, and (6) a high attraction as it has a special values in the form of art attractions, traditional ceremonies, noble values contained in an object of human art work in the past [7]. By increasing the attractiveness of a tourist attraction, tourist satisfaction will increase simultaneously.

Several studies related to improve tourism attractiveness have been conducted [8-15], and this study will focus on strategies to increase the attractiveness of cultural tourism. Based on the aforementioned background, the purpose of this study is to analyze the strategy to increase the attractiveness of Sam Poo Kong as a cultural tourism attraction.

MATERIAL AND METHOD

Data Collection

This research was conducted at Sam Poo Kong Temple. There were 100 respondents in this study. The criteria used to choose the respondents were the respondents must be domestic tourists and at least 18 years of age. The selection of domestic tourists was due to the fact that most visitors of Sam Poo Kong were domestic tourists.

The data used in this study consisted of primary and secondary data. Primary data collection was carried out by using a questionnaire consisting of two parts, the questionnaire of expectations (importance) and the questionnaire of domestic tourist perception on the performance (performance) of Sam Poo Kong tourism object.

There were 23 tourist attributes asked to the respondents including: security, parking space availability, availability of information and service centers in Sam Poo Kong Temple area, cleanliness in Sam Poo Kong Temple, cleanliness in the area around Sam Poo Kong Temple, toilet cleanliness, transportation facility, availability of restaurants around Sam Poo Kong Temple, access to reach the location, availability of lodging accommodation near Sam Poo Kong Temple, affordable entrance tickets, availability of complete unique souvenirs of Semarang and Sam Poo Kong, availability of special traditional food of Semarang Sam Poo Kong temple, art performance events related to local wisdom and religious ceremonies, the beauty of Sam Poo Kong Temple, quality of employee services, convenience, availability of information about activities in Sam Poo Kong Temple through printed, electronic and social media, information about Sam Poo Kong Temple via website, tour guides reliability, availability of places to rest inside Sam Poo Kong Temple area, ATM availability, availability of snacks and beverage stores around Sam Poo Kong. Furthermore, secondary data collection was obtained indirectly through intermediary media (obtained and recorded by other parties), including data from the manager of Sam Poo Kong tourism object. The secondary data in this study include the profile of Sam Poo Kong tourism objects.

Data Analysis

This study used Importance-Performance Analysis (IPA) analysis tool developed by Martilla and James [16] as a tool to facilitate management decisions. IPA has been developed and widely used for various studies, especially those related to performance improvement [17]. IPA combines measures of importance and performance attributes of a particular product in a two-dimensional matrix resulting in four quadrants. The first step for quadrant analysis is to calculate the average of importance and performance values for each attribute using the following formula:

$$\bar{X}_i = \frac{\sum_{i=1}^k X_i}{n} \quad (1)$$

$$\bar{Y}_i = \frac{\sum_{i=1}^k Y_i}{n} \quad (2)$$

Where:

\bar{X}_i = weight of average performance rating level of i-th attribute

\bar{Y}_i = weight of average performance rating level of i-th attribute

n = Number of respondents

The next step is to calculate the average of importance and performance level for the entire attributes using this formula:

$$\bar{X}_i = \frac{\sum_{i=1}^k \bar{X}_i}{n} \quad (3)$$

$$\bar{Y}_i = \frac{\sum_{i=1}^k \bar{Y}_i}{n} \quad (4)$$

Where

\bar{X}_i = average value of performance attribute

\bar{Y}_i = average value of importance attribute

n = number of attributes

After obtaining the weights of performance and importance attributes as well as the average value of performance and importance attributes, the values are plotted in Cartesian diagram as shown in Figure 1 [18].

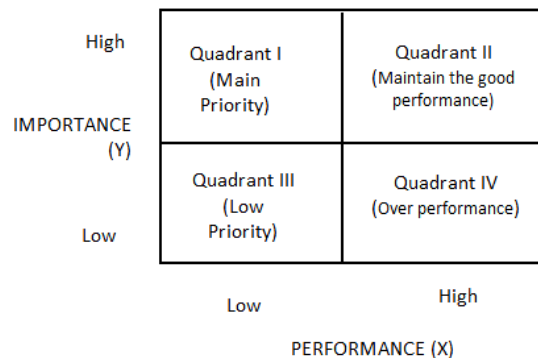


Figure 1. Importance-Performance analysis quadrant

Quadrant I is called the main priority (high importance and low performance). Furthermore, quadrant I show that service or product attributes are crucial according to consumers. However, the management is not yet able to implement as desired by consumers. Thus the consumers feel disappointed and dissatisfied. Therefore, the management is obliged to allocate adequate resources to improve the performance of those factors. The factors located in this quadrant are priorities to be improved.

Quadrant II is called maintaining performance (high importance and high performance). Quadrant II shows that service or product attributes, which considered to be important for consumers, have been well implemented by the management, and consumers feel satisfied. The factors in this quadrant are the factors whose performance should be maintained.

Quadrant III is called low priority (low importance and low performance). Quadrant III shows attributes that are considered less important by consumers, so the management should not prioritize or pay too much attention to these factors.

Quadrant IV is called over performance or excessive (low importance and high performance). Quadrant IV shows service attributes that are considered less important but have been carried out very satisfactorily by the management. It is considered excessive or over-performance.

RESULT AND DISCUSSION

Description Of Sam Poo Kong Temple

Sam Poo Kong Temple is the oldest Chinese temple in Semarang. This temple has a 3.2 ha total area and is located in the southwestern of Semarang City. Like most temples in Indonesia, the building of Sam Poo Kong Temple is dominated by red color. Moreover, the building of Sam Poo Kong Temple adapted acculturation because the architect came from Mainland China.

Sam Poo Kong Temple is a complex of Tri Dharma worships (Kong Hu Cu, Tao, and Buddha). This temple was built on the basis of respect to Admiral Cheng Ho. The interesting thing is it has been discovered that Admiral Cheng Ho was a Muslim who also had an Arabic name, Haji Mahmud Shams. He was a sailor and explorer from China who was well known and explored the world in 1405 – 1433.

Admiral Cheng Ho at that time was sailing through the Java sea. On his voyage, many of his crew members were ill, thus Admiral Cheng Ho decided to search for land. Finally, Admiral Cheng Ho sailed along the city mostly crossed by rivers, i.e. now Semarang City. Then he came to a cave surrounded by rock hills which are currently known as the Simongan region. Admiral Cheng Ho at last settled there.

The journey taken by Admiral Cheng Ho turned out to produce a Navigation Map of Cheng Ho. This navigation Map of Cheng Ho was

able to change the world navigation map until the 15th century.

There are several statues inside the complex of Sam Poo Kong Temple. One of them is the statue of Admiral Cheng Ho, that coated in gold. There is also an altar and the tombs of Admiral Cheng Ho's confidants. Due to the existence of the tomb, there are visitors come to make a pilgrimage to the tombs. There is also another place of pilgrimage, which is still in the complex of Sam Poo Kong Temple, i.e. Kyai Jangkar. Kyai Jangkar is the original anchor ship of Admiral Cheng Ho (*Jangkar* is a local term for anchor). In addition to Kyai Jangkar, there is also *Dewa Bumi* Temple (*Dewa Bumi* is a local term for Earth God), a place for religious practice or worship for the adherents of Kong Hu Cu and Taoism. Since there is an Earth God Temple, the worshipers could express their gratitude and thankfulness to the Earth God. There is also *Juru Mudi* Temple (*Juru Mudi* is a local term for helmsman) and Sam Poo Tay Djien Temple, the largest temple in the complex of Sam Poo Kong.

Besides being a place for pilgrimage practice, there are also visitors who do *Ciam Si* rituals aiming to see a fortune in the future. This *Ciam Si* ritual is done by burning Chinese incense sticks inside Batu Cave, then they throw two wooden panels in front of the altar, if one panel is open

and the other is closed, the visitor will get a fortune [19].

Profile of Respondents

In this section, a general overview of respondents will be presented by considering the characteristics of gender, age, latest education, occupation, and income, as shown in table 1. Based on the gender category, it can be seen in Table 1 that there is no significant difference between the number of males (51%) and female (49%) respondents. The majority of respondents' age is between 29 – 39 years old (36%). Also, most respondents, 41%, hold a bachelor's degree in education.

Meanwhile, most Sam Poo Kong Temple tourists' occupation is private employees (25%). While the average respondents' income is mostly in the range of IDR. 2,500,000 – 5,000,000, which covers 43%. This figure shows that most Sam Poo Kong Temple tourists are middle-class people.

Importance-Performance Analysis Results

Based on the Importance-Performance analysis (IPA) conducted, it can be concluded the attributes contained in quadrants I, II, III, and IV and the implications of the results as seen in Table 2. Based on table 2, these tourism attributes were grouped in each quadrant as the Figure 2.

Table 1. Profile of Respondents

Characteristics	Description	Frequency (People)	Percentage
Gender	• Male	51	51%
	• Female	49	49%
Age	• 18 – 28 years old	31	31%
	• 29 – 39 years old	36	36%
	• 40 – 50 years old	25	25%
	• More than 50 years old	8	8%
Latest Education	• Elementary school	-	-
	• Junior High School	-	-
	• Senior High School	20	20%
	• Diploma	28	28%
	• Undergraduate/Bachelor	41	41%
	• Master	9	9%
• Doctor/PhD	2	2%	
Occupation	• Students/university students	20	20%
	• Housewives	10	10%
	• Entrepreneurs	15	15%
	• Civil employees	22	22%
	• Private employees	25	25%
	• Others	8	8%
Income	• < IDR. 500.000,-	16	16%
	• IDR. 500.000,- – 2.500.000,-	17	17%
	• > IDR. 2.500.000,- – 5.000.000,-	43	43%
	• > IDR. 5.000.000,-	24	24%

Source: processed data, 2019.

Table 2. Value of Importance Average (Yi) and Performance Average (Xi) in each attribute

Attribute	Name of Attributes	Importance Average (Yi)	Performance Average (Xi)
1	Security	4.67	3.93
2	Availability of parking space	4.53	3.83
3	Availability of information and service centers in Sam Poo Kong Temple area	4.4	3.4
4	Cleanliness in Sam Poo Kong temple	4.7	3.93
5	Cleanliness in the area around Sam Poo Kong Temple	4.5	3.8
6	Availability of information about activities in Sam Poo Kong Temple through printed, electronic and social media	4.23	3.37
7	Transportation (ease) facility	4.13	3.77
8	Availability of restaurants around Sam Poo Kong Temple	3.87	3.33
9	Toilet cleanliness	4.13	3.83
10	Availability of lodging accommodation near Sam Poo Kong Temple	3.43	3.13
11	Affordable entry tickets	4.03	3.56
12	Availability of complete unique souvenirs of Semarang and Sam Poo Kong	3.63	3.03
13	Availability of special traditional food of Semarang Sam Poo Kong temple	3.56	3.43
14	Art performance events related to local wisdom and religious ceremonies	3.86	3.46
15	The beauty of Sam Poo Kong Temple	4.16	3.83
16	Quality of employee services	4.03	3.37
17	Convenience	4.1	3.9
18	Access to reach the location	3.7	2.9
19	Information about Sam Poo Kong Temple via website	3.8	3.1
20	Tour guides reliability	3.7	3.33
21	Availability of places to rest within Sam Poo Kong Temple area	3.67	3.4
22	ATM availability	3.63	3.1
23	Availability of snacks and beverage stores around Sam Poo Kong	3.8	3.43

Source: processed data, 2019.

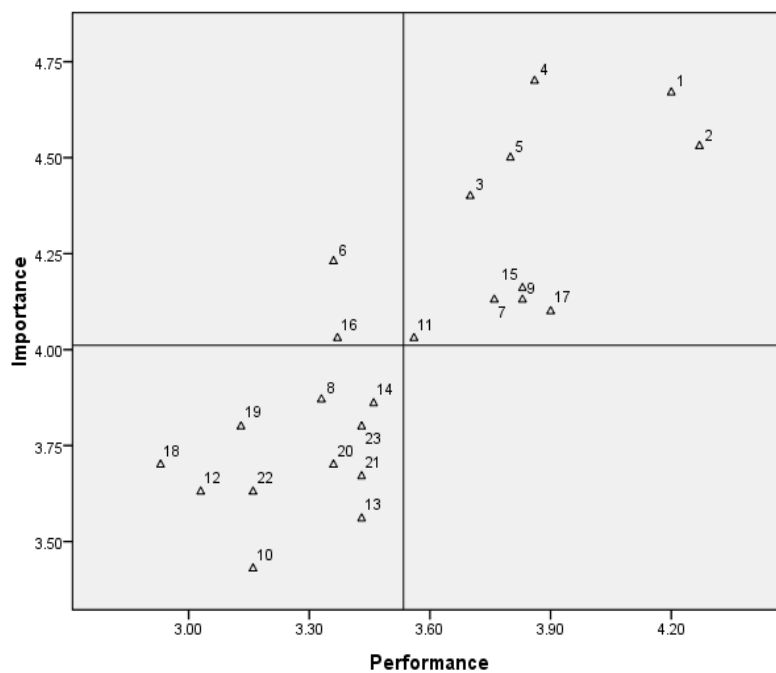


Figure 2. Importance-Performance Analysis (IPA) Graph of Sam Poo Kong

Quadrant I (Main priority)

Quadrant I described that the performance of Sam Poo Kong Temple tourism attributes is low, while visitors' expectations are high. It shows that the attributes in quadrant I need to be prioritized to improve the performance. The attributes included in Quadrant I are the availability of information about activities in Sam Poo Kong Temple through printed, electronic, and social media (attribute 6) and the quality of employee services (attribute 16).

Quadrant II (Maintain the good performance)

Quadrant II shows that the performance attribute of Sam Poo Kong Temple tourism is high, and so is the level of visitor expectations is also high. It means the attributes in quadrant II must be maintained as all of these attributes make the product superior in visitors' opinion. The attributes included in quadrant II were security (attribute 1), availability of parking space (attribute 2), availability of information and service centers in Sam Poo Kong Temple area (attribute 3), cleanliness in Sam Poo Kong temple (attribute 4), cleanliness in the area around Sam Poo Kong Temple (attribute 5), transportation (ease) facility (attribute 7), toilet cleanliness (attribute 9), affordable entry tickets (attribute 11), the beauty of Sam Poo Kong Temple (attribute 15) and convenience (attribute 17).

Quadrant III (Low priority)

Quadrant III describes the low performance of Sam Poo Kong Temple tourism attributes, and the level of visitor expectations is also low. It shows that the attributes in quadrant III are not the top priority since the visitors' effect was small. These attributes included the availability of restaurants close to Sam Poo Kong temple (attribute 8), the availability of lodging close to Sam Poo Kong temple (attribute 10), the availability of complete unique souvenirs of Semarang and Sam Poo Kong (attribute 12), availability of special traditional food of Semarang Sam Poo Kong temple (attribute 13), (art) performance events related to local wisdom and religious ceremonies (attribute 14), (easy) access to locations (attribute 18), Sam Poo Kong temple information via web (attribute 19), reliability of tour guide (attribute 20), availability of places to rest (rest area) within Sam Poo Kong temple area (attribute 21), availability of ATM (attribute 22), and availability of snacks and beverage stores around Sam Poo Kong temple (attribute 23).

Quadrant IV (Over performance)

Quadrant IV describes the performance of Sam Poo Kong Temple tourism attributes as high but the level of visitor expectations is low. It shows that the tourism attributes considered by visitors as unimportant and felt to be too excessive. None of the attributes in this study was included in Quadrant IV.

DISCUSSION

Information about tourist attraction activities in Sam Poo Kong Temple through printed, electronic and social media (attribute 6)

According to respondents, the attribute of information about Sam Poo Kong Temple activities, through printed, electronic, and social media (attribute 6), was considered as the main important priority, and its performance needs to be improved. Information on Sam Poo Kong Temple activities through printed, electronic, and social media are the promotion forms that need to be conducted by the management of Sam Poo Kong Temple to increase the number of visitors.

Promotion is a crucial aspect of the marketing mix to spread the information, to influence or to persuade, and to remind the target markets of the companies (in this case, tourism object) and the services or products offered. Promotion is a communication part of marketing that provides information and knowledge in an informative and persuasive way to tourists [7]. There are various forms of promotion including advertisement (for instance: billboards, posters, brochures, audio-visual shows, etc.), sales promotions (such as gift sharing, price discounts, coupons), public relations, and publicity (e.g. press contacts, seminars), personal selling (such as trade shows), merchandising (for example souvenirs) and direct marketing (for instance: internet, catalogs).

The Quality of Employees' services (attribute 16)

As stated by respondents, an attribute of employees' service quality (attribute 16) was an attribute that was included in the highest priority and needed to be improved. Tourism human resource is an important factor in tourism development since tourism is an industry that is highly dependent on human existence as its driving factor. As an industry, human resources involved in tourism are those who are directly involved in tourism activities, i.e. managers of tourism business and workers/employees of tourism business. A highly skilled, competent, and professional workforce is an absolute necessity in global competition.

The success of tourism activity is highly determined by the level of service quality provided to the tourists since the quality of service is considered to be directly proportional to the tourists' satisfaction. Hence, if tourists' satisfaction is fulfilled, it is expected that the appreciation in improving procedures of service will be better. Furthermore, if tourists feel satisfied with the quality of service of a tourism object, it will ultimately affect tourists' intention to revisit the tourism object [20].

The quality of service may include several aspects of competence, one of which is the human resources (HR) aspect. Human resource capabilities consist of skills, knowledge, and attitudes. When the skills, knowledge, and attitudes become the priorities for the improvement to be more professional. Hence, it will affect the implementation of the task, and if the task is carried out more professionally, it will result in better service quality. Based on the discussion above, the strategies to increase the attractiveness of Sam Poo Kong Temple are:

1. The management of Sam Poo Kong Temple can use all forms of promotion to introduce Sam Poo Kong Temple. However, the easiest and cheapest means of promotion today is by social media, i.e. Youtube, Facebook, Twitter, and Instagram, etc.
2. There are several ways to improve the quality of tourism human resources, especially for workers/employees of private tourism businesses, such as by conducting human resources training and development. Such training and development is an effort to reduce/eliminate the gap between the ability of employees and the need in the business world/tourism industry. The effort is carried out through the improvement of employees' competencies by increasing their knowledge and skills as well as changing their attitudes and/or behavior.
3. Maintaining the factors that are already considered good, such as security, availability of parking lots, ease of transportation, cleanliness, facilities, beauty, comfort, affordable entry tickets, and availability of information in the Sam Poo Kong environment.

CONCLUSION

This study concluded that the main priority (quadrant I) that must be improved by the management of Sam Poo Kong Temple is the attribute of information about activities in Sam

Poo Kong Temple through printed, electronic, and social media and employee service quality attribute. Some of the attributes which can be maintained in its performance (quadrant II) include security, availability of parking space, availability of information and service centers in Sam Poo Kong Temple area, cleanliness in Sam Poo Kong Temple, cleanliness in the area around Sam Poo Kong Temple, transportation facility, cleanliness of toilets in Sam Poo Kong, affordable entry tickets, the beauty of Sam Poo Kong Temple and visitors convenience in Sam Poo Kong temple tourism site.

In addition, attributes possessing low priority (quadrant III) included security, availability of parking space, availability of information and service centers in Sam Poo Kong Temple area, cleanliness in Sam Poo Kong Temple, cleanliness in the area around Sam Poo Kong Temple, transportation facility, cleanliness of toilets in Sam Poo Kong temple, affordable entry tickets, the beauty of Sam Poo Kong Temple and convenience. However, there is not any attribute possessing excessive-performance (quadrant IV).

The suggestion proposed in this research is to improve the performance of high priority attributes. The first suggestion is to carry out various promotion forms to increase the attractiveness of the Sam Poo Kong temple. One of the easiest and most inexpensive promotions is through social media (Facebook, Twitter, and Instagram). Second, improving the quality of human resources through formal and informal human resources training and development.

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The Role of Value Co-Creation in ICT-based Service Innovation within Tourism Context

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Abstract

The rapid development of technology has shifted the conventional tourism industry towards the digitalization of the tourism sector. The emergence of travel booking platforms, as a form of technology-based service innovation, is able to simplify traveling activities and previous works of literature have indicated a positive relationship towards customer satisfaction. However, tourist's behavior has change become more demanding to involve in the creation of value in accordance with their needs and wants. The concept of value co-creation elaborates this issue, offering a new concept of value creation and new roles between service providers and tourists. This study aims to examine value co-creation as mediating variable between IT-based service innovation and customer satisfaction, using DART measurements and SEM-PLS is used to assess the model. The findings prove that IT-based service innovation positively influences value co-creation between users, which can increase customer satisfaction. However, IT-based service innovation does not have a direct impact on customer satisfaction, which indicates that value co-creation fully mediating the relationship between service innovation and customer satisfaction. Thus to enhance customer satisfaction, service providers need to propose service innovation that facilitates customer involvement in value creation, which can be supported by technology.

Keywords: Customer satisfaction, Service innovation, Tourism, Travel booking platform, Value co-creation.

INTRODUCTION

As we are now in the ever-changing era of technology, innovation in the tourism industry is also influenced by the role of information and communication technology (ICT). The evolution of technology over time is almost simultaneous with technology adoption in tourism [1]. Thus, In 2018, technology was used to analyse tourist behaviour and market from generating big data that obtain by various resources such as user-generated content (online reviews, Twitter tweets, Instagram's photos, etc.), tourist mobility (GPS data, mobile roaming data, etc.), search engine and transaction data [2].

This phenomenon has resulted in radical changes in how service provider delivers tourism services to customers, from conventional travel agents into a multi-channel network that supported by ICT [3]. Moreover, the way value was created is also changes, following redefined roles of the service provider and customers, which required collaboration [4]. Collaboration between the service provider and customers to define and create value together is called value

co-creation [5]. By engaging customers to co-create value, the possibility they repurchase and recommend that service to others is increasing [3]. Therefore, value co-creation could enhance customer experiences that lead to higher customer satisfaction [6]. If customers are satisfied with the service offerings, they will develop the intention to purchase again in the future, willing to share their experiences with others, not paying attention to competitor's brand, and even refuse service offerings by other brands [7].

Service platform acts as intermediaries between the service provider and customers to facilitate their interaction and service exchanges [8]. To develop a value co-creation environment, the service provider should ensure a mechanism for interaction with customers, which is explained by the DART model [5]. DART model consists of four elements, which are dialogue, access, risk-benefit, and transparency, to co-create value together [9]. DART model is well known in works of study, which many of it also use the DART model to assess and implement value co-creation, using either qualitative or quantitative method [10-12]. In terms of service innovation, previous studies found that service innovation can be improved using DART model [11,13].

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The research focused on co-creation with customers is still limited [14]. Therefore, given several links between service innovation, customer satisfaction, and value co-creation with the customer. This research aims to extend previous research regarding service innovation from a value co-creation perspective and investigate the degree of value co-creation to explain the relationship between service innovation and customer satisfaction in the digital tourism context using the DART model. As literature usually considered value co-creation as a predictor variable, this research will examine value co-creation as a variable that mediates the relationship between service innovation and customer satisfaction.

A travel booking platform called Traveloka was used as the empirical evidence of ICT-based service innovation in the tourism context due to its fast-paced development from 2012 until now and equipped with growing service lines and scope. Traveloka becomes the biggest travel booking platform in Indonesia and also one of the unicorn companies from Indonesia. The result of this research contributes to the enrichment of value co-creation literature in the ICT tourism context, and this study's findings have implications for service providers to help them develop their service innovation that engaging customers to participate.

Framework and Hypothesis

Based on the purposes of this study and previous literatures, the following structure and hypothesis about relationships between service innovation, value co-creation, and customer satisfaction are presented in Fig. 1. To establish value co-creation, providers should innovate continuously. Thus, it could lead customers to actively engage the value co-creation practices [3]. To enhance this practice, IT could support collaboration between the stakeholders and provide better experiences for them [15].

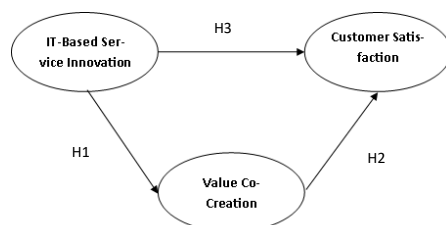


Figure 1. Conceptual framework

Online travel service platform could increase the effectiveness of the value co-creation process because online platform able to integrate

stakeholders interaction, for example, between accommodation providers and customers, where customers could co-create more interaction with the providers because they use their own resources, such as knowledge, preferences, time, etc [10]. Therefore, the hypothesis proposed:

Hypothesis 1 (H₁): There is a positive relationship between IT-based service innovation and value co-creation.

In terms of customer satisfaction, Prebensen and Xie [16] revealed that through the co-creation process, customer's perceived value could be enhanced, which leads to overall satisfaction towards their experiences. The positive effect of co-creation could also be perceived by the degree of customer satisfaction towards their experiences using the service [17]. Therefore, value co-creation could mediate the relationship between IT-based service innovations with customer satisfaction. Based on the above discussion, the following hypothesis can be proposed:

Hypothesis 2 (H₂): There is a positive relationship between value co-creation and customer satisfaction.

Many scholars also have linked the influence of service innovation towards customer satisfaction. Previous studies also indicate positive relationships between service innovation and customer satisfaction in several contexts, whether analyzed with quantitative and qualitative methods [7,13,17-19]. Explored case of tourism factory found that service innovation positively impacts customer satisfaction [7]. IT-enabled systems allow customers to participate in shaping their experience also increase customer satisfaction [20]. In order to know whether value co-creation totally mediates the relationship between IT-based service innovation and customer satisfaction, the direct effect between the two variables will also be assessed. Therefore, the following hypothesis is proposed:

Hypothesis 3 (H₃): There is a positive relationship between IT-based service innovation and customer satisfaction.

MATERIAL AND METHOD

Data Collection

This study was carried out quantitatively. The questionnaire was distributed to Traveloka Indonesian users, who have used Traveloka at least once in the past year. The data was collected using an online questionnaire in

Indonesian language. The sampling technique used was purposive sampling, and a total of 210 respondents were gathered. The data aim to answer the hypothesis, which was constructed from previous literature.

Measurement

The questionnaire consists of four sections. Section one about customer's basic information, section two about service innovation. Section three about value co-creation, and section four about customer satisfaction. Basic information of customers was based on study of Yeh *et al.* [7]. Service innovation scales were based on dimensions from Chen and Tsou [21], which are divided into two categories, namely process innovation and product innovation. The scales were modified following the context of the travel booking platform. Process innovation included seven item which measure new service process regarding website and application, purchasing process, customer service, purchase methods, reschedule feature, cancel and refund feature, and add-on travel features. Product innovation was measured by six items, which are two items regarding service modification and four items about service line extensions.

To measure value co-creation, the DART model was used. According to recent marketing literature, the DART model is considered the most popular framework as guidance to implement value co-creation with customers [22]. DART model consists of four elements, i.e. dialogue, access, risk-benefit and transparency, to co-create value together [9]. Several literatures have evaluated the implementation of the DART model and develop the scale to measure it [11,12,22]. DART model is well known, thus many studies also use the DART model to assess and implement value co-creation, using either qualitative or quantitative methods [10-12].

Further, this study referred to the scale by Chen *et al.* [13] and adjusted it with the travel booking platform case. The dialogue was measured by three dimensions including communication, accurate and reliable information exchange, and keeping informed. Access consisted of access to information, facilities, and resources of collaborating partners. The risk assessment included possible risk involvement and quality of problem-solving. The last is transparency with two dimensions, which are clearness of communication network and accessibility of communication network. Each

dimension on every variable measured by two items. For customer satisfaction, this study used scale by Ju *et al* [23], with three dimensions which are overall perception towards service offerings, feeling towards provided service, and intention to use the service in the future. There are two items for each dimension.

RESULT AND DISCUSSION

Validity of Construct

Based on the purpose of this study, the partial least squares structural equation modeling (PLS-SEM) was done by using SmartPLS 3.0. There are several advantages of PLS-SEM that suitable for this study, which are able to use non-normal data, able to measure reflective and formative constructs, and a small sample size [24].

The composite reliability (CR) and average variance extracted (AVE) were used to measure the reliability and validity of the proposed model. The proposed model initially had three construct variables, which are service innovation with 13 indicators, value co-creation with 20 indicators, and customer satisfaction with seven indicators. In the initial model, CR and AVE did not meet the required threshold value, which was above 0.7 and 0.5, respectively [25]. Therefore, to increase CR and AVE, the indicator's outer loadings below 0.40 are removed from the model.

The indicator's outer loading is suggested to be higher than 0.70, while a value between 0.40 and 0.70 should be removed. After removal, CR and AVE values become higher [25]. After factor loading removal, the remaining indicators became seven indicators for service innovation, twelve indicators for value co-creation, and six indicators for customer satisfaction. The discriminant validity was also assessed by a heterotrait-monotrait ratio (HTMT) that the correlation between variables should be below 0.90 [25]. The result of CR, AVE, and HTMT of all constructs are given in Table 1.

Structural Model

The final framework in Figure 2 shows the relation between IT-based service innovation (ISI) and customer satisfaction (CS) and also the mediation of value co-creation (VCC) between these two variables. To evaluate the structural model, steps suggested by Hair *et al.* [25] were followed. Path coefficient shows the significance of relationships, bootstrapping procedure was used to measure significance. This model result is shown in Table 2.

Table 1. Validity of Constructs

Construct variables	Indicators	Convergent Validity		Discriminant Validity (HTMT Matrix <0.90)			Reliability	
		Indicator reliability (>0.50)	AVE (0.50)	CS	SI	VCC	CR (>0.7)	Alpha (>0.6)
Customer Satisfaction (CS)	CS1	0.827	0.636	-	-	-	0.912	0.884
	CS2	0.761						
	CS3	0.794						
	CS4	0.872						
	CS5	0.838						
	CS7	0.676						
Service Innovation (SI)	SI1	0.736	0.517	0.494	-	-	0.880	0.839
	SI2	0.682						
	SI3	0.608						
	SI8	0.838						
	SI9	0.821						
	SI10	0.761						
	SI13	0.533						
Value Cocreation (VC)	D4	0.602	0.519	0.741	0.594	-	0.928	0.915
	D5	0.639						
	A4	0.66						
	A5	0.842						
	A6	0.718						
	RA1	0.759						
	RA2	0.769						
	RA3	0.744						
	RA4	0.685						
	T1	0.74						
	T2	0.729						
T3	0.725							

Description:

- CS1 = Overall service quality perception
- CS2 = Overall convenience perception
- CS3 = Feelings of satisfy toward the experiences
- CS4 = Feelings of satisfy toward the decision
- CS5 = Intension to use the service again
- CS7 = Intention to recommend it to others
- SI1 = Usefulness of the website and apps
- SI2 = Usefulness of the easy purchase process
- SI3 = Usefulness of the customer service
- SI8 = Usefulness of transportation ticket offers
- SI9 = Usefulness of accomodation offers
- SI10 = Usefulness of flight and hotel bundle offers
- SI13 = Usefulness of city guide facility
- D4 = Accurate and reliable information exchange
- D5 = Keeping informed

- A4 = Easy access to facilities
- A5 = Able to decide the time to access the resources
- A6 = Easy access to the resources
- RA1 = Able to assess benefit and risk based on the information provides
- RA2 = Complete user guide information to avoid possible risk
- RA3 = The ability of service providers to solve problem
- RA4 = The usefulness of service provider solution of problem
- T1 = Clear and easy to understand information
- T2 = The purcahe process is clear and transparent
- T3 = All important information are provided by service provider

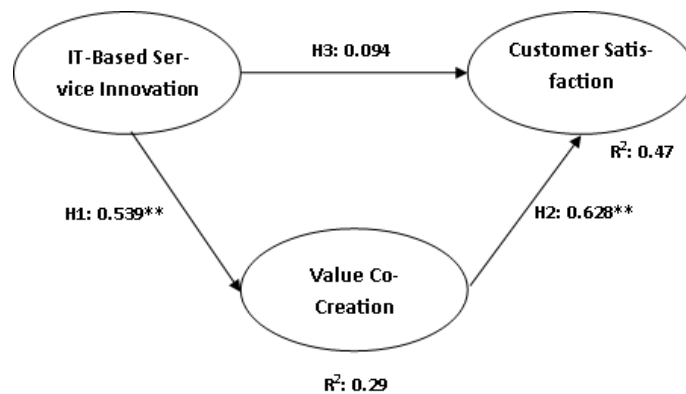


Figure 2. Final framework with significance coefficient

Table 2. Structural Model Result

No	Causal Relation	Hypothesis	Standardized β coef	T-value
H ₁	ISI -> VCC	Supported	0.539**	1.534
H ₂	VCC -> CS	Supported	0.628**	11.555
H ₃	ISI -> CS	Not supported	0.094	13.105

** p<0.01

Table 3. Effect Size of Constructs

Constructs	Value Co Creation	Customer Satisfaction
IT-Based Service Innovation	0.539	0.433
Value Co-Creation		0.628

Hypothesis (H₁) that establishes the relationship between service innovation and value co-creation is supported ($\beta=0.539$, p-value <0.001), Hypothesis (H₂) that illustrates the relationship between value co-creation and customer satisfaction is supported ($\beta=0.628$, p-value <0.001). However, the direct effect between service innovation and customer satisfaction is not significant ($\beta=0.094$, p-value = 0.132). Therefore, Hypothesis (H₃) is not supported. It means that value co-creation is fully mediating the relationship between service innovation and customer satisfaction because only the indirect effect that supported, while the direct effect is not significant. The value of coefficient determination (R²) of the endogenous construct, indicates that service innovation explained 29 percent of the variance in value co-creation, while service innovation and value co-creation explained 47 percent of the variance in customer satisfaction.

The next assessment is the effect size of relationships (f²) between construct variable which can be seen in Table 3. Effect size between 0.25 and 0.15 is considered low, while between 0.15 and 0.30 is considered medium, and above 0.30 is high [26]. The last assessment is the predictive relevance (Q²) for the endogenous construct that should be above zero [25]. The Q² value of customer satisfaction is 0.292 and for value co-creation is 0.145, which means that the exogenous construct has predictive relevance over endogenous constructs.

DISCUSSION

The results showed that value co-creation fully mediated the relationship between IT-based service innovation and customer satisfaction. IT-based service innovation could serve as a platform that enables the actors in the system to co-create value. This mechanism of value co-creation leads to customer satisfaction. It means that value co-creation underlies the relationship between IT-based service innovation and

customer satisfaction. Service innovation that is supported by IT, enables efficient and effective value co-creation practices [8]. The empirical results indicate that travel booking platform as a form of IT-based service innovation leads customers and service providers to co-create value. Dialog, access, risk assessment, and transparency had significant factor loadings on value co-creation construct, which indicated that Traveloka as the intermediary platform between customers and service providers plays important roles in enabling these four elements to engage customers in co-creation activity. Therefore, utilizing ICT in the tourism context is important to serve both customers and service providers need to exchange resources.

Moreover, the results show a significant relationship between value co-creation and customer satisfaction. Thus, to increase customer's satisfaction level towards the service, better collaboration between customers and service providers is needed. On the other hand, the direct relationship between ICT-based service innovation towards customer satisfaction is not significant. It indicates that if service provider develops technology-based service innovation only, it does not directly make customer satisfy. Instead, the service provider should pay attention to the customer participation aspect and innovate a platform that could help customers to better engage in the system with technology utilization. In this study, that aspect is represented by the value co-creation concept by Prahalad and Ramaswamy [9], which is the DART model. Thus, the service innovation that service providers develop should fulfill the four elements of DART.

The research findings indicate the importance of technology and value co-creation to increase customer satisfaction. Traveloka becomes an example in the tourism context where technology could facilitate users' value co-creation to enhance service offerings towards customers. The findings suggested that service providers in the tourism industry should utilize technology in making innovation. Adoption of technology in tourism activities can increase competitive advantage becoming a Smart Tourism destination [27].

Since value co-creation plays a significant role in increasing customer satisfaction, this study suggests that technology utilization is not only to cope up with the Smart Tourism trend but also to have better engagement with customers in the tourism activities. Thus, tourism service providers should come up with an innovation that could facilitate customers to collaborate in creating value. For example, service providers, particularly in Indonesia, could adopt the Traveloka mechanism and also correspond to the DART model in building service innovation to facilitate customer collaboration and interaction that enable by IT, such as a mobile platform where customers could customize their own tourism activity that offered by service providers.

CONCLUSION

The results supported hypotheses 1 and 2, which show the relationship between IT-based service innovation to value co-creation and value co-creation to customer satisfaction. Meanwhile, hypothesis 3 showed a direct relationship between IT-based service innovation towards customer satisfaction is not supported. It shows that value co-creation fully mediating the relationship between IT-based service innovation and customer satisfaction. Based on the findings of this study, service innovation should engage customers in co-creation activity to increase their satisfaction. Therefore, service providers should aware that facilitating customers in value creation is important, and technology could become the means to facilitate it. Service providers should ensure that the new innovation they created is accessible for customers to participate and following the DART model could become the first step in implementing value co-creation in service innovation that is offered to customers.

This study has several limitations that require further investigation. The first one is this study only considered the customer side as the impact of value co-creation and did not address the impact on service providers. Therefore, it is recommended to analyzed the consequences of value co-creation for the service providers for further study. The second limitation is the model in this study gives room for improvement, which could be extended by adding new construct that elaborate factors that determine value co-creation and also further implication towards customer loyalty and bigger scope towards tourism sustainability. The third limitation is the basic information of respondents is used to know

who is the respondents of the questionnaire. Future study also can identify which tourist characteristics that are more willing to engage in value co-creation. Another limitation of this study is, it is only focused on technology-based service innovation. Therefore, identification regarding non-technological service innovation from a value co-creation perspective also can be assessed.

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Developing Sangiran Archaeological Site as Tourism Destination: Social Expectations and Governmental Policy's Constraints

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Abstract

Sangiran is an archaeological site that was established as a cultural heritage by Indonesia and was recognized as a world cultural heritage by UNESCO. Since the 1930s, Sangiran local people have become familiar with the visitors who investigate the site. In 2009, the Ministry of Education established Conservation Office of Sangiran Early Man Site (*Balai Pelestarian Manusia Purba Sangiran-BPSMPS*). Later in 2010, the Indonesian government released the Law 2010/No. 11 about Cultural Heritage for all Cultural Heritage around Indonesia. Both BPSMPS and the law bring changes in Sangiran. This research aims to expose the social expectation and governmental policy constraints after the BPSMPS and the Law 2010/No 11 that has been implemented for ten years. This research was conducted by critical ethnography. Findings of this research are, a) Sangiran local people feel disadvantages and distrust by the implementation of Cultural Heritage Law, yet they adapt and obey the law; b) two expectations should be synchronized, on one other side, the first tourism development must be accelerated, and the second is the implementation conservation principle must be reinvented; c) clear policy related to every stakeholder's roles must be formed to avoid sectoral ego and clash among stakeholders. It must be secured and maintain to synergize to any type of resources there.

Keywords: conservation, cultural heritage law, heritage tourism, Sangiran, social expectation.

INTRODUCTION

One of the most prominent sectors for Indonesia's economy and prosperity is the tourism industry. It is regarded as pivotal for the national economy since it contributes to local well-being, such as creating job opportunities and bolstering local culture [1]. While studies related to it - based tourism and ecotourism are abundant. Otherwise, research related to cultural heritage is relatively rare.

Meanwhile, heritage tourism that frequently depends on living experience and history of building in the past of a cultured heritage territory is highly in demand [2]. The power of attraction of heritage tourism relies on the utilization of tangible and intangible in the past as tourism resources [3]. The practices of heritage tourism also could be performed in dual directions. First, it helped to conserve and develop the value of the site, both for the local community and tourists. Second, it promotes economic revenue, mostly for local society and national interest [4].

For Indonesia, Sangiran Site is one of the blended tourism industries among heritage, culture, and tourism. Since 1977, after stated as cultural heritage [5], Sangiran Site gradually grew

into heritage tourism. Well known as the place where the early man had ever lived, scientist proposed that missing link that was postulated by Charles Darwin, exist here. It was proving the homo sapien existence puzzle in evolutionary theories located in Sangiran.

Hominid fossils such as *Pithecanthropus erectus* ranged from 400 thousand to 1.5 million years old was found in this location. UNESCO perceives that Sangiran has value and unique worth since it has the soil sequences that unravel the earth profile back until 2.4 million years ago.

As heritage tourism, Sangiran could also be developed based upon the concepts the community tourism. Many traditions, myths, stories, and life experiences can be offered to tell and promote. Shortly, Sangiran offers a story, history, culture, life experience, and kind of archetypes.

In the surrounding Sangiran area, some local people live side by side to the ancient human and giant bones from mammoths. Previously, they perceive the bones were remains part of mythical monstrous creatures. They called the bones as *balung buto*. The myth related to balung buto was frequently retold and passed to the next generation by the elders until the first Dutch researchers came to the site in the 1930s [6]. Since then, *balung buto*, as a term referred to fossils found there, begin to recognize, and slowly it fades along with the growth of Sangiran as a research and tourism destination. At the same time, they begin to understand that *balung buto* has economic values.

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The most prominent development of Sangiran as heritage tourism was marked by the establishment of a modest Sangiran museum in 1988, which modernized into four clustered museums in 2011. The Biggest cluster is the center Museum located in Krikilan Village, Sragen.

The other two clusters are supporting museums located in Ngebung Village and Bukuran Village in Sragen district, and the last one is supporting museums located in Dayu, Karanganyar district. From then until 2016, Sangiran museum gathers more than 250.000 local and international visitors, with Rp. 1 billion average revenue each year [7]. In 2018, Sangiran museum management expecting 1000 tourists will visit Sangiran daily [8].

Ideally, heritage tourism could develop the local economy and cut down on poverty [9]. In this case, the museum is represented as the centre for heritage tourism. Since the museum exists, local people who live nearby improved their income. Profession and jobs grow varies from the tour guide, homestay and food stall owner, crafter, souvenir sellers and other related to tourism [10]. Furthermore, the development of tourism makes an impact in all physical, economic, or social [11].

Various studies related to Sangiran encompassing development, potential, and the prospect have been conducted from archaeological, historical till tourism studies. The latest study was from Sugiarti *et al.* [12] who proposed a model for all stakeholders that should participate to optimize Sangiran as a world heritage asset through education and recreation. However, it also stated that due to economic reasons and struggle, people could violate the Law and sell the fossils [12]. Previously, Mulyantari in 2016 analyzed the potential of the Sangiran site as a tourism destination. This research also found that local people are a vital part of tourism development. It also stated that the Law 2010/No. 11 about Cultural Heritage must be enforced to avoid the fossil stolen in Sangiran [13]. It was proposed that the conservation of Sangiran should synchronic with Law no 11/ 2010 of Cultural Heritage and local government law and regulation [14].

Problems related to the implementation of cultural heritage Law were mentioned by Raharjo, who has researched several cultural heritages in Indonesia [15]. One of the problems is the Law introduces several new variables,

which make more complex problems in cultural heritage sites. For example, conservation should also center on the physical environment element, not specifically concerned with the ancient relics only. On another side, many people who live around the area can't be neglected at all. Inter-relations between environment and people raise a social problem too.

Another new system was also introduced by this Law, where the cultural heritage will be ranked in three levels: National, provincial, and city/district. This policy has implication for financial aid and assistance for it. Sragen district frequently did not engage in provincial policy. Meanwhile, this Law implemented nationally in all cultural heritage in Indonesia [15].

Studies related to the implementation of the Cultural Heritage Law has been conducted by numerous scholars. Most studies examined whether Law no 11/2011 effective or not. Prasetyo in 2018 stated the law hasn't worked effectively since the law enforcer who has strong knowledge related to cultural heritage are only a few. Moreover, the public awareness related to this law is low [16].

Harjanto *et al.* also stated that this Law was not socialized enough and mostly the cultural heritage was lack of human resources [17]. Some implementation of the Cultural Heritage Law also asynchronous with the implementation of the regulation below this law which make the coordination between governments institutions become hard [18]. It also happened in Sangiran, since the Sangiran site was developed under supervision by three government institutions: Ministry of education through the establishment of Conservation Office of Sangiran Early Man Site (*Balai Pelestarian Situs Manusia Purba Sangiran - BPSMPS*) in Sangiran Museum, The government of Jawa Tengah province, and District tourism office of Sragen and Karanganyar.

As stated earlier, mainly since 2009, studies related to Sangiran development are diverse. However, most of the studies haven't portrayed the two problems that will be encountered when the Sangiran site developed as a heritage tourism destination. Those are related to encouraging economic vitality of community by gaining profit; and Sustainability of Sangiran site into tourism industry which both has to deal with the strict implementation of the Cultural Heritage Law.

Most of the study also rarely portrayed the actual expectation and constraints from Sangiran local people who already live at the site from

generation to generation, after the implementation of Cultural Heritage Law 2010/No. 11, and after the BPSMPS was established in Sangiran. Therefore, this study was conducted to identify the changes in Sangiran after ten years of Cultural Heritage Law implementation and after the BPSMPS was established. We examined the relation and interrelation in Sangiran and the emerging expectations of Sangiran stakeholders, which are limited by the Cultural Heritage Law implementation. The findings of this study tried to portray Sangiran condition and minimize the *out of sync* potential mostly between the local people who live in Sangiran Site, the provincial government, national government and other stakeholders who are concerned in Sangiran site.

MATERIAL AND METHOD

This research used a qualitative approach. It probes people’s knowledge, experiences, and situations in their natural setting [19]. This study applied the critical ethnography. Generally, it is considered as one of the effective ways to grasp social reality. Studying a village could be assumed as closely eyeing the microcosm of human culture [20]. The objective of critical ethnography is to unravel the relations of power by participating comprehensively in a research environment. Researchers could oversight the situation of unequal relations of power in the cultural setting [21]. Critical ethnography also could be used as a method to discover the constraints, injustice, or even inequality of power [22].

Data Collection

There are two kinds of data used in this research: primary and secondary. Primary data was collected during in November and December, 2020 through two Focus Group Discussions (FGD).

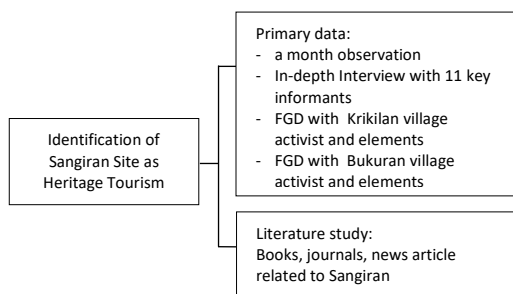


Figure 1. Method of Collecting Data

Around three hours of FGD was held in the Krikilan village meeting hall. Researchers also conduct a similar FGD in the Ngebung village

meeting hall. Both FGD attended by a variety of informants: Head of Villages, a representative from local youth organization, local woman activist, Public Servant, handcraft man, and homestays owner.

Primary data was collected to catch up with local people daily activity covering perception, myth, and a tradition that they are believing, and economic activity that they are deserving. To enrich the data, secondary data were also collected during this research. The data obtained through literature study from books, journals, internet sites, news, and so on.

RESULT AND DISCUSSION

In this session, four segments will be presented. First, we described the variety of potentialities in the Sangiran site from its people, culture, and nature. Second, the pattern of relations and social relations that constitute society. It portrays a kind of interaction that can be seen to notice the difficulty or possibility to cooperate and collaborate. Third, social expectations that encourage the Sangiran stakeholders have shared value related to Sangiran as an International tourism destination. Fourth, governmental and policy constraints which affecting Sangiran Site development. Below is the result from observation, in-depth interview, FGD, and literature review.

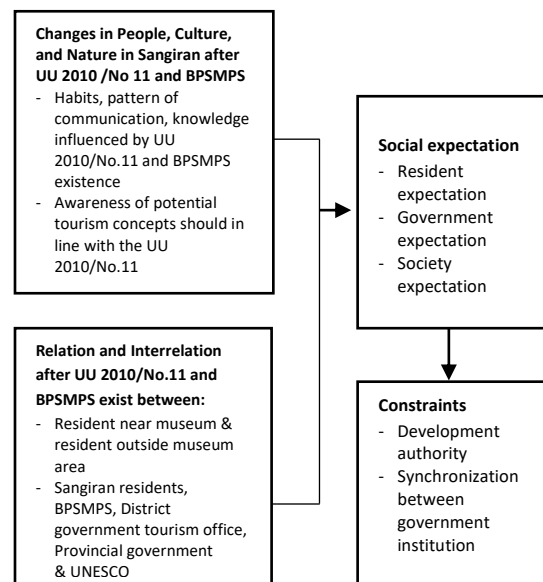


Figure 2. Results of collected data

Changes: People, Culture and Nature

Sangiran site located in two districts, Sragen and Karanganyar, in Central Java province. This location is very close to Solo city, as central of Javanese Culture. People who live in Sangiran

behave in line with Javanese norms and ethics, which give priority to live in a peaceful and harmonious community in togetherness, honesty, tolerance, patience, and so on [23].

Viewed from the structure and functional premises, environment was perceived as a dominant factor in determining the attitude and behavior of the person in the society [24]. In fact, the center of the Sangiran site is located in the Sragen district, where one of the main problems is poverty for the ones who live in the infertile land [25].



Figure 3. The irrigation circling Sangiran Site normally drought in the dry season

This environment affected people who live in the area has not almost supported the need of daily life. Some of them survive as a farmer who relies on rainfed, some of them choose to work outside Sangiran as labour, merchant, businessman, and so on. SPD, the former Head of Ngebung Village, Sangiran mentioned soil condition was changed in rainy season. Landside often happens and naturally brings up the buried fossils. In previous times, fossils will just show up in scattered places after raining, and people who found them will keep them or sold them illegally to the collector. However, after the implementation of cultural heritage law, this habit is faded and disappeared gradually.

The message warns people for reflecting on Cultural Heritage Law No. 11/2010 enforcement could be seen throughout the Sangiran site. The article states that cultural heritage must be protected. The public is restricted to harm, stealing, remove, restore or keep everything found on the site [26] are printed and installed in the form of a warning board surround the radius 56 km square of the Sangiran area. People who live in the site area after the law no 11/2011 established must obey the law whether they want it or not. WDD (Head of Krikilan Village, Sangiran), explained after the implementation of the law, local people are on disadvantages and distrust. They now cannot remove or even

change their own land only because it is located inside the heritage area site.



Figure 4. Warning sign and punishment threat related to cultural heritage conservation placed throughout Sangiran

Sangiran land is characteristically barren with slopes condition. If one of the owners of the land wants to flatten out his land, he could be subjected to law articles. However, Widodo said that even though the law has been implemented, he will defend his people's rights since not all of his people conceive it properly.

Yet if they violate the law, they will be punished. The same situation was also confirmed by SPD in Ngebung Village. He said, as long as it is inside Sangiran's stake, everyone must oblige the law. Like any other law, this law is implemented coercively to the people. It makes tension and distrust between people and BPSMS.

This situation is well understood by BPSMPS. According to ISB, Head of utilization section BPSMPS, there are several tensions, especially related to people perception. ISB said many of them thought that BPSMPS prohibits the local people from doing various activities in their own land. If they want to flatten the hill, they could ask recommendation from BPSMPS. BPSMPS will allow or not allow the activity after assessment to avoid damaging the land as cultural heritage.

"We are responsible to ensure the authenticity and genuine cultural heritage keep safe," Head of utilization section BPSMPS.

The existence of BPSMPS and the implementation of law was shifting the paradigm of conservation and tourism in Sangiran site. Moreover, BPSMPS actively socialized the cultural heritage law and monitoring Sangiran site condition. On another side, local people argued that they want a chance to fashion their environment. According to them, people could do any kind of activities to change their environment, for instance making a new house,

roads, public facilities, and other infrastructure, so outsiders perceived that Sangiran also making progress and growth compared with other villages in Sragen.

In the past ten years, from 2009, people have become more aware that their action takes notice not to violate the law. RTM, one of homestay owner stated nowadays Sangiran local people mostly refers to BPSMPS in various problem related to soils utilization and development. Also, every time any fossils are found, more people choose to inform BPSMPS to get financial compensation rather than keep it or sell it illegally to avoid punishment. BPSMPS and the law of cultural heritage become absorbed in Sangiran local people's minds through conversation and the theme of daily communication.

With this awareness, nowadays, local people try to focus on developing tourism while avoid dealing with Law violations. Based on our source in FGD, there are still many potentials in Sangiran other than museum. On an outer side of the Sangiran museum area, some local people devote their time to make a living of life dynamic while securing tradition by making traditional crafts such as batik and coconut shell craft, traditional snacks, a local dance, play a *lesung* music, and performing a *wayang* or shadow puppet, and developing new tourism attraction.

Relation and Inter-Relation in Sangiran

Other factors that have significant implications and consequences for Sangiran site development as a tourism destination are the pattern of relations and inter-relations among its stakeholders. In this sense, it could be portrayed more precisely by specifically focus to uncover those who get benefit from the Sangiran site the most and how it affects the Site's existence.

First, the nearest local people who live to the museum be able to create economic activity. They make souvenirs, build a unique house for a homestay, guiding assistance, open kiosk, facilitating park areas, and other things that will be needed by tourists. Meanwhile, the local people who live far from museum perceive that those who live around Sangiran Museum as the center of interest get the most benefits from Sangiran since they meet the visitors first, they can interact directly and offer many things to visitors.

Therefore, those who live far from Sangiran Museum feel that Sangiran existence has

minimum advantages for them. Consequently, some are apathetic, ignorant, and isolated toward what is happening to the Sangiran site.

PWT, one of the oldest fossil founders who live in Bukuran Village said that even though he has experiences and knowledge in developing the Sangiran site and is involved in many types of research, he feels left behind and abandoned. Therefore, he has no interest in Sangiran development.

MT, one of the villagers near Manyarejo Village, 5 km from the main museum in Krikilan village also said while he's happy that the museum becomes well developed, he did not really bother about the tourism or the conservation. He only cares about the infrastructure development, such as road renovation and another route access in his village.

Second, in Sangiran, since 2009, Indonesia's government, through the Ministry of Education, activate Balai Pelestarian Situs Manusia Purba Sangiran (BPSMPS) in Sangiran Museum. The main duty of BPSMPS is to protect, develop, and utilize the ancient site.

BPSMPS reports the recent condition of conservation in Sangiran site regularly to UNESCO since the Sangiran as world cultural heritage was monitored. BPSMPS also socialized the Law of Cultural Heritage 2010/No. 11 and its consequences, educate the local people related to cultural heritage and fossils.

Based on the observation and interviews, Sangiran local people feel that BPSMPS is the representative of the government. Therefore, they have high expectations as well as anticipation towards BPSMPS. However, the Head of utilization section BPSMPS stated that he could not do as much as local people expected since the BPSMPS are in the third echelon under the Ministry of Education that has the authority to develop and utilize the site for the sake of conservation only.

For tourism, the Sangiran site is under the district government tourism office. While for infrastructure Sangiran site is under the regional and provincial government. According to ISB, BPSMPS is rather a newcomer in Sangiran compared to native local people who already stay in Sangiran from generation to generation. Moreover, most of BPSMPS employees came from outside the Sangiran area. Therefore, this situation is often criticized by local people [27]. Thus, many tensions can explode relations among stakeholders and local people.

Social Expectations in Sangiran Site

Based on the primary data conducted from observation, in-depth interviews, and FGDS, it could be concluded that Sangiran local people hold various expectations related to Sangiran development. One of the expectations that often voiced is the development of infrastructure that supports tourism. Sangiran local people also hoped they could count on the government to support the package program for visitors, construct routes, and some places in Sangiran that must be visited.

In the FGDs, it was revealed that most Sangiran local people who are involved in Sangiran tourism are already accustomed to various FGDs and programs. Whether it is conducted by BPSMPS, universities, government, or other institutions to unravel problems and develop Sangiran. According to one of Krikilan Village officials, while most of the local people pessimistic that the government and other institutions could help, they also understand that each institution has its own limitation in authority to execute every plan, especially if it clashed with other institution authority. Therefore, Sangiran local people prefer to be self-supporting in developing tourism in their area. For example, Krikilan Village, which didn't want to be dependent on Museum, decided to develop a tourism village [28].

Based on FGD, there are differences in terms of expectation and readiness between the two villages, which are closest to the center of the Sangiran site. The Krikilan villagers who live near the main Sangiran museum are the most prepared and experienced to be independent. In Krikilan Village, there are saltwater spring, *tingkir* sanctuary, and various arts and culture potential waiting to be developed. Homestay, restaurants, and souvenir shops are already run well. Tourism Aware Group (*Pokdarwis*) and local youth organizations also actively make activities related to tourism development.

Respondent ARS, a Sangiran Village official, said although tourism in Krikilan is ready to develop, they still want to be guided by the experts, whether it is from government, academician, or practitioner. Meanwhile, representatives of youth organizations, homestay owners, art studio activists reckon that there are too many groups in Krikilan Village, which run independently and are not unified among them. Therefore, their expectation is on how these groups could work in synergy and involved all

elements in the village to avoid the seeds of jealousy and conflict potential.

Thammajinda [29] studied that generally, people in village areas that become tourist destinations often compare themselves to others. In one case of community-based tourism location in Thailand, the community is mainly busy comparing their income than comparing what efforts have been done. This situation is what Krikilan villagers want to avoid.

Meanwhile, local people in Ngebung Village, which is located around 3 km from the Sangiran main museum, are not as ready as Krikilan Villagers. In the FGD, the village's apparatus said that the community in Ngebung is still getting along well. They really expect they could develop the culinary, souvenir, and home industry. However, they still need guidance and assistance from BPSMPS and the regional government.

One of the Ngebung local people (AR), explained that they want Ngebung to be as prosperous and progressive as Krikilan village. He dreams that a tourism concept that will be planned in Ngebung village could be bundled into one tourism package with other museum clusters in the Sangiran site. He argued that the Ngebung community also wants to make progress and make money from tourism in Sangiran. They see that Krikilan make a progress themselves without giving the opportunity to other areas in Sangiran.

The expectation of Sangiran tourism development is in line with the provincial government's expectation. Governor of Central Java, Ganjar Pranowo, explicitly express to integrate four prominent tourism destinations in his governed area into one package program [30]. One of them is Sangiran in line to Karimunjawa Island in Jepara, Dieng Hill in Wonosobo, and Borobudur Temple in Magelang. This expectation rather deviates from what BPSMPS imagine.

Respondent ISB, as BPSMPS official, described the main reason why BPSMPS placed in Sangiran is to conserve accordingly to the articles in Cultural Heritage Law 2010/No 11. One of the principles of conservation is keeping the original site unchanged. However, since BPSMPS came later than the Sangiran local people, he argued that BPSMPS cannot be too strict in implementing the law. If an area cannot be secure, the worst choice is to document the site before it is completely gone.

Governmental and Policy's Constraints

One of the main keys in tourism management is the government, mainly because of its responsibility in regional development related to providing the conditions that must exist for sustainable tourism [31]. Apart from the government interest, according to Andriotis [32], local authorities also have a role in developing tourism. Its roles include:

1. To become the main coordinating body for strategic planning of the local tourism industry
2. Own, operate, and promote their own tourism resources and infrastructure
3. Promote their local areas as destinations and, by implication, private sector tourism products and services.

In Sangiran, the issue of development authority is crucial because it concerns who or which institution has the right to develop the site as a tourist destination. This relation of interests must be explained clearly. The relation of the interests includes UNESCO, the Ministry of Education through BPSMPS, the government of Sragen and Karanganyar district, and the Provincial Government of Central Java.

According to Aryanti and Setyowati [33], Sangiran development is also inseparable from the existence of sectoral egos of government institutions. For example, the construction of a tower of view by the Sragen Regency government has actually opened a polemic with the party that manages Sangiran.

Then there was also the district government rejection to the Governor's Decree No. 430/197/2014 and the Minister of Education and Culture Decree No. 019/M/2015 concerning Sangiran geographic space units. A previous study described that management and utilization in Sangiran sites often become the object of conflict. It creates conflicts of interest between the local people and the government, as well as between the regional government and the central government [34]. To synchronize and unite this relationship is also not simple because it involves budget. When it comes to budgeting, the process often has to be circular and vicious. Such power relations once again need to be elaborated and formulated into a clear policy.

CONCLUSION

The existence of BPSMPS and the implementation of Cultural Heritage Law 2010/No.11 for the past ten years in Sangiran

transforms various aspects of Sangiran's local people's lives. It raises any kind of tension, and it has fragmented into prejudice. It implied to the knowledge related to cultural heritage and the awareness related to responsibility conserving the site. The implementation of Cultural heritage law often becomes burdensome for Sangiran local people since it is coercive. Local people cannot avoid the law enforcement consequences even though it disadvantages and distrusts them. This law constrains local people in develop and utilized their own land. It is the opposite of Cultural Heritage Law 2010/No.11 aims that one of the objectives of this law is to increase the social welfare among people who live surround the cultural heritage area. herefore, the Sangiran local people should develop tourism in Sangiran, that obeying the law.

Each of party who have interest in Sangiran has their own expectation which may collide with one another. The expectation of tourism development may collide with the conservation principle that must be applied in World Heritage Site. In this case, both expectations must be fulfilled and synchronize to create the ideal heritage tourism.

Other than the constrain from the Cultural Heritage law, Sangiran development also obstructed by the government's seriousness and synergy. Therefore, a clear policy related to every stakeholder role in Sangiran must be formed.

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A Critical Assessment of Community-Based Tourism Practices in Nglanggeran Ecotourism Village, Indonesia

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Abstract

This study investigates the strategic managerial practices to overcome the developmental challenges of CBT in the Nglanggeran Ecotourism Village in Yogyakarta, Indonesia. It evaluates, in particular, the CBT impacts on community economic well-being, socio-cultural development, and environmental sustainability. A qualitative case study approach based on semi-structured interviews with key stakeholders involved in the planning and development of the village was employed to assess the benefits and challenges of CBT practices and their compatibility with sustainable community development. Results indicate that despite new employment opportunities and an increase in environmental conservation efforts, CBT planning and development in the village led to unequal distribution of economic benefits induced by conflicts within the community, uneven participation opportunities of the local community in tourism, and incompatibility in fulfilling individual's need for sustainable community development.

Keywords: CBT Practices, Ecotourism Village, Sustainable Community Development.

INTRODUCTION

The concept of Community-Based Tourism (CBT) has arisen as a prominent term in developing countries' tourism that centres on the involvement of the host community in planning and maintaining tourism development to create a more sustainable ecotourism industry [1]. It is argued that the development of CBT in developing countries is mostly initiated by the community, although also supported by external aid both for technical or financial support [2,3]. On the other hand, the development of CBT in ecotourism raises questions related to its managerial practices, including increasing social unrest, lack of local tourism business knowledge and training, and pseudo-participation of the local communities in the tourism planning [4,5]. CBT, as part of the sustainable community development agenda, occasionally ignores the heterogeneous state of the local community consisting of individuals with various economic, socio-cultural, and environmental needs, which can result in a lack of community control to meet individual needs [6,7].

Community-based development in the Indonesian tourism context is directly shaped by the international agenda [8]. Historically, Indonesia grew its international tourism industry since the late 1960s with assistance from the World Bank and other international support

[8,9,10]. In 2012, the Indonesian central government launched a new strategic plan for sustainable tourism as a basis for tourism development. This new strategic plan directly enhanced the community-based development agendas in several major tourism destinations in Indonesia, including Yogyakarta [11]. The plan encouraged tourism village development as one of the national tourism development projects in Indonesia with regard to community empowerment and environmental sustainability [12]. Yogyakarta, with its natural and cultural resources, appeared as an ideal area to plan a tourism village that could enhance local community empowerment [13,14,15]. In the same vein, the Nglanggeran Ecotourism Village was developed in 1999, and within a few years received the award of the best ASEAN sustainable tourism village in South-East Asia [16]. However, despite the prominent and efficient model of management of local tourism, the new CBT village strategy has induced socio-cultural, economic, and environmental impacts in the local context that need to be further assessed.

To this end, the overall aim of this study is to investigate the economic, social, cultural, and environmental dimensions of the benefits and challenges of CBT development in the context of Nglanggeran Ecotourism Village in Yogyakarta. It evaluates, in particular, the strategic managerial practices to overcome the challenges of CBT development in the village, in particular the CBT impacts on community economic well-being, socio-cultural development, and environmental

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sustainability. By examining CBT impacts across these four dimensions, this research provides a critical evaluation of whether CBT practices in the context of the village meet the sustainable community development criteria and lead to local planning and development.

Community-Based Tourism in Benefiting and Challenging Community

A range of disciplines has used community-based approaches in extending their development-related discussion, for example, environmental conservation [17], urban and rural development [18], and tourism [19,20]. In the tourism context, CBT can be perceived as an example of a bottom-up planning approach [4] and emerged as a prominent strategy in poverty reduction, focusing on ownership and the decision-making power of the local community resulting in some positive impacts on the local community [21]. A number of previous studies have debated the impacts of CBT in terms of economic impact [22], socio-cultural impact [23,24], and environmental impact [3]. CBT practices can be beneficial for the local community by enabling more community opportunities for participating and gaining benefits from tourism activities, reducing economic leakage, and increasing the environmental sustainability awareness of both locals and visitors [2]. The higher the community participation level, the more benefits are received by the local community [22]. Local community involvement in tourism activities can also result in the increase of a more even income distribution from tourism activities towards the local community [19].

In contrast, the development of CBT can also create some challenges for the local community, including the potential increase in peasant differentiation and unrest, unequal local community involvement in the decision-making processes, and the restructuring of work and of time that is involved in introducing a new activity [4]. Matters of criticism of CBT include the need to put CBT as a community's shared knowledge assuming community as a homogenous entity [25] to address the power relations within the community as well as varied capital of each individual in the control of local tourism development [1,26] as means to secure personal benefits from tourism, questioning what influences the individuals' ability to engage in tourism [7,26].

In practice, CBT has often benefited the more powerful within a community and failed to involve all residents [27], which may cause the local community to develop a negative attitude towards tourism that significantly influences the profitability of the industry [28]. In that case, CBT can encourage unequal benefits distribution as the benefits from tourism activities are mostly received by some local elites and individuals who have dominant power in deciding the development direction of tourism [7]. Furthermore, the tourist industry's conceptualisation of community may ignore the heterogeneous state of the community and how *community* groups can act out of self-interest rather than for the collective good [29], leading to outcomes that build exclusive *club capital* instead of inclusive social capital [1]. CBT is also assumed to be a *high-cost* project in which local empowerment is perceived as adding to the cost of doing business or as irrelevant to the earning of profit [30]. It can result in community irritation and changing the 'openness attitude' of residents towards tourism for not being involved in the tourism development surrounding their areas [31].

Culturally, CBT practices that promote local traditional cultural resources may lead to a higher commodification of culture. Commodifying local cultural resources potentially generate more income for the local community through transactional activities in providing cultural attractions for tourists [32]. These commodification practices enhance the community's identity re-building through *culture touristification* processes [33]. This economic-driven cultural activity can enhance the appearance of a new identity of the community in the context of *tourism cultures* [34]. However, commodifying local cultures as tourists' attraction can result in the loss of sacredness of the community's cultural practices and beliefs. Culture commodification can generate new roles for artisans and objects based on the economic tendency in tourism development activities [35,32].

On the other hand, the commodification of culture can influence how a community perceives its culture as a commodity, changing community's living patterns in utilising their cultural products as a new economic resource [13,36] that can change visitors' perception of authenticity of the toured objects and the host-guest relationship [37,38] and reduce tourists' experience and satisfaction [36]. This results in a

cultural clash between local communities and tourists and appears as one of the most important challenges in managing and planning the cultural dimension of community-based tourism in rural areas [26].

Tourism and Sustainable Community Development

Empowerment of local people, self-reliance, and social justice are increasingly considered important elements in contemporary debates about sustainable development [39]. Therefore, it is important to look at a form of sustainable community development that balances economic benefits from development with political, cultural, and environmental tensions within communities [40] through assessing five sustainable community development principles: economic self-reliance, ecological sustainability, community control, meeting individual needs and building a community culture [41]. Economic self-reliance aims to increase the internal strength of a community by enhancing its supply of local wealth to fulfil community needs and retain community wealth through local-based development resources. Collective self-reliance works to build the internal strengths of a community and is a strategy to avoid exploitation and domination of one party over another. Local-based development should be ecologically sensitive, considering the inextricable relation of ecology as an important part of human nature, and consider the sustainable use of ecological resources [40]. Tourism as a community development tool should emphasis the larger scale productive activities in its development practices by emphasising the importance of environmental conservation [3].

The community control aspect of sustainable community development principles emphasises the ability of a community to gain more power and control over its development decision-making [42]. Community control, therefore, depends on the power-sharing within community members based on bonding, networking, and coalition building [40]. Enabling a community to gain greater ability in shaping its own future and meeting the individual needs, therefore, appears as the main objective of tourism development practices [44]. The strategy to rebuild and revitalise a community should consider the emotional and physical well-being of its individuals as the main factors impacting a community's long-term social, economic, and spiritual health [42]. Moreover, through enabling

cooperation with other stakeholders such as government and academics, community can be the main controller of their own development progress [24,43]. The multiple stakeholder approach in developing a tourism village enables the local community to gain equal opportunities in deciding their own developmental direction [14].

Lastly, community cultural identity building emphasises the development practices that sustain community identity, purpose, and culture to achieve common community objectives [34]. A common identity, purpose, and culture appear as the basis of a communities' ability to sustain itself over generations [41]. In contrast, tourism development can transform a community's identity influenced by how tourists perceive them, which potentially influences their perception of being a rural resident and living a rural life [32]. By transforming the community's identity, tourism can provide a new platform through which identity can be managed, represented, and rebuilt [34]. This new identity formation is typically grounded in the representations of local cultures, traditions, and values of heritage that have little to do with the socio-economic conditions of tourist destinations [45].

RESEARCH METHODOLOGY

This research employed a qualitative case study focus [46] commonly used to consider tourism impacts on community development as a social phenomenon [47]. The case study method can be used to assess community tourism development practices as the method enable deep examination of a specific social phenomenon using the particularity of the selected case [46]. The researchers used a within-site single case study approach with one selected location [48] to explore the potential and challenges of CBT in the village, its social, cultural, and economic impacts, as well as the compatibility of CBT practices with sustainable community development principles. A single case study can be used to critically assess and test a well formulated theory [46], and the Nglanggeran Ecotourism Village provided a unique account as the first Geopark site in Indonesia certified by UNESCO (2017) and the best tourism village in South-East Asia [16].

Data Collection

In-depth semi-structured interviews using thirteen open-ended questions with twelve participants were employed to gain detailed

insights into CBT practices and tourism development in the village. Participants were selected and interviewed in July 2017 using a purposive sampling strategy as key stakeholders involved in the planning and development of the village, encompassing the head of the tourism organisation, the marketing coordinator, the secretary of the tourism village management, the coordinator of the development of the local community tourism organisation and the coordinator of the activities of local community tourism organisation. To ensure fair local community participation in tourism activities, the local community tourism organisation created some groups consisting of local community members. These groups are responsible for managing specific tourism development tasks based on their abilities and competency, for instance, the farmers' group is responsible for managing agritourism activities, the culinary group for managing the local culinary products and hygiene, and the homestay group for organising and maintaining a high standard of homestay for the tourists. Structurally, these later groups are under the supervision of the local community tourism organisation. Table 2 describes the informants and their occupation roles in relation to the tourism management of the Nglanggeran Ecotourism Village.

The study employed a theory-driven thematic analysis [49] methodology to analyse the data which splits the process into three stages. At the first stage of analysis, the issues (the economic, socio-cultural, and environmental impacts of tourism) related to the CBT benefits and challenges in Nglanggeran Ecotourism Village were decided and designed. Codes from the theoretical framework (CBT impacts on the local community and sustainable tourism development principals) were then generated through review and rewriting and applied to categorise the raw information to determine their reliability. The codes resulting from stage two were applied to the raw information in a third stage. The researchers then interpreted and connected the coded data in the context of the conceptual framework to generate the main themes (such as employment opportunities and increase in environmental conservation efforts induced by CBT) that are detailed in the subsequent sections. Results were finally compared with empirical data as a means to make the findings and conclusions credible.

RESEARCH RESULT

CBT in Impacting Community Economic Aspects

CBT development in the Nglanggeran Ecotourism Village directly generated the development of new productive-economy enterprises such as local homestays, traditional culinary services, and the production of art and cultural performances, souvenirs, and handicrafts. It also enabled some new job opportunities in guiding and organising tours, security services, and promotional activities. Although the benefits varied as they depended on the actual participation of community members, CBT was argued by the head of local community tourism organisation to increase the community members' monthly income by about IDR 800.000 - IDR 1.500.000, almost equal to a monthly standard salary. Taking into account CBT was only a modest alternative source of income at the beginning of its development, this new revenue was considered a considerable amount of income by local community members. As stated by a homestay provider:

"In the beginning, we only relied on income from agricultural products. Now, with the actual practices of tourism, it does not mean that we quit being farmers. We can still run our farming activities, but they have to be integrated with tourism activities."

However, considering the diverse amount of income individuals received from their participation in tourism activities, the role of human capital in determining job provision in the village produced uneven wealth distribution within the community that created conflicts within the community. As stated by one of the local tour guides, having less opportunity for participating in tourism activities induced some internal conflicts in the village:

"We consider that every community member has different capabilities so we cannot directly involve them in every tourism activity. They receive different income that depends on the participation of each individual in the activities. Some people would say that it is unequal, even some others become angry and protest."

Additionally, several external investors from Surabaya and Jakarta in Indonesia aimed to buy the locals' lands because as they were seen as an opportunity for developing tourism enterprises such as homestays and restaurants. The local communities in Nglanggeran Tourism Village were resistant in retaining their land as they realised that the ownership of their land and properties were important in supporting local tourism development.

CBT: Impacting Social Life of Community

After being introduced in late 2008, CBT in Nglanggeran Tourism Village directly impacted social relationships among community members. The coordinator of activities of the local community tourism organisation argued that the management of the tourism village aimed at including all community members to actively contribute to tourism development by involving them with tasks compatible with their managerial abilities:

"We can maximise the level of local community participation and local development as each task is managed by 'capable' locals. We also held regular pieces of trainings with local community members to give them basic knowledge regarding tourism development as a means to maximise benefits and limit the negative impacts of tourism."

CBT development contributed to reducing the number of local community members working outside the village as more job availability also decreased the numbers for juvenile delinquency and unemployment, increased the sense of togetherness and harmony of the local community, and raised the security in the area. Presently, there are only a few local community members who work in foreign countries as labourers. More job availability also reduces the juvenile delinquency level as they can use their time for working in tourism activities instead of being involved in criminal activity.

CBT practices also encouraged community participation in tourism including night activities, for example, walking to the top of the mountain, night gatherings, and bonfire performances as well as seeing night art performances such as *Wayangan* (leather puppet performances) that usually last until midnight. However, these activities disturbed the resting time of some community members, as stated by the head of the village government officials:

"Some people in the village were complaining to me when there are some performances in the night which disturb their resting time. I am aware of the negative responses of some communities, and they potentially can lose their sense of welcome along with the further development of tourism activities."

Moreover, the uneven participation opportunities resulting from the way the local community tourism organisation hired local community members based on their competencies, knowledge, skills, and abilities enhanced uneven job distribution, leading to conflicts within the community. Not all community members can accept that the

benefits of tourism activities in the village cannot be received instantly and are not easily accessible for some members of the village. We thus must mediate some conflicts within local community members. A local tour guide state that:

"We found that making all community members participate equally in the industry is a hard thing to do, but we should make a greater effort in that direction."

An additional social challenge of CBT also emerged regarding the difficulty to make the community understand CBT as their *shared knowledge*, resulting in low development progress. Community members have their own perspectives of tourism development activities in this village. Some individuals do not want to be involved in tourism activities as, for them, their current activities such as farming and gardening can generate more income. Regardless of the local tourism organisation efforts in persuading some community members to be involved in tourism activities, the consensus around the development objectives seems hard to achieve in that every individual of the community had different perspectives for the development of tourism in the village. It was highlighted by the secretary of the local community tourism organisation, who considered this situation as an obstacle in ecotourism village development:

"We tried to persuade them by continuously holding public meetings and workshops as well as personal approaches for those who were still reluctant to participate. Most of them can now actively contribute to tourism development in this village although there are some individuals who still refuse to be involved in tourism activities."

Through continuous personal development and local-based training, the local community tourism organisation managed to have more local community members actively contributing to tourism village activities.

CBT and the Dynamics of Community Cultural Aspect

In the need to deliver more *authentic experiences* and based on the consideration that > 80% tourist visiting Yogyakarta are motivated by cultural attractions offered [50], the community resurrected their ancient arts and culture performances as tourism attractions and educated their children in their performance. Such learning-teaching activity induced a form of knowledge transfer and expanded the collective memory of an ancient culture that was projected

to sustaining the community's culture for further purpose.

However, some informants detailed that tourists' culture could also possibly bring negative impacts towards the local community's culture. A member of a local youth organisation stated that the community members were aware of acculturation and cultural shock provided by tourism activities:

"Tourists bring their own cultures which are different to our culture and custom, for instance, how they are dressed that is totally different to our custom and culture. We are aware that it can influence the community's culture, particularly for our young generation."

Interestingly, the tourism culture directly influenced the local community perspectives in strengthening their identity as a homestay provider emphasised the cultural opportunities created by such tourism culture:

"We can positively respond to it by strengthening our own culture. We can give an understanding to the tourists of what should or should not be done when they do activities referring to our culture and local wisdom. Surprisingly, the great willingness from tourists to accept our cultural rules and norms shows our willingness in conserving our culture and retaining our identity."

Commodifying the locals' cultural practices into tourism attractions encouraged the community's collective memories resulting in stronger local identity within cultural assimilation processes between host and guest. In attending the cultural attractions, the tourists were also forced to be active participants in the performances to enhance the *traditional experience* they got from visiting the village.

CBT and Its Environmental Impacts for Locals

The head of the farmer group of Nglanggeran Ecotourism Village argued that at the beginning of tourism activities in Nglanggeran, tracking and walking activities provided for tourists decreased the number of endemic fauna such as long-tailed monkey (*Macaca fascicularis*) and Javanese eagle (*Nisaetus bartelsi*), as well as the harming natural environment because of the rubbish brought by visitors.

"Tourism activities decreased the number of Javanese eagles and long-tailed monkeys who have been living here for a long time, even the eagles have disappeared and cannot be seen anymore. We also get a lot of rubbish coming from irresponsible visitors. We decided to change our development strategy. We established an ecotourism area based on our environment and community developments' interests. We use our environmental resources as tourist

attractions with sound consideration for environmental sustainability in the area. We offered conservation activities as tourists' attraction to gain more environmental understanding for locals and tourists."

CBT practices in the village directly enhanced the conservation efforts of the local community. Along with tourism development and the rise of concern for environmental sustainability, the organisation provided conservation activities as attractions offered to tourists. By branding themselves as an *ecotourism village*, the local community tourism organisation increased the prices of attractions and targeted more mature visitors (25-50 years old) with high income and high purchasing power from the big cities of Java as the new market segment, as revealed by the development coordinator of the local community tourism organisation:

"We consider that the village's visitation number has increased year by year so it could damage the natural environment surrounding the village. We decided to increase the ticket price and target high-income visitors as our new market. By using these strategies, we were able to decrease the tourists' number by 21 % and 27 % in 2015 and 2016 respectively and multiply income up to IDR 100.000.000 (£5277) and IDR 180.000.000 (£9499) in 2015 and 2016, respectively."

This new segmentation strategy deployed by the local community tourism organisation directly influenced the visitation number and income the organisation received.

Projecting CBT Development through Sustainable Community Development Lens

Existing practices of CBT in Nglanggeran Ecotourism Village encouraged the local community to be more independent economically. The income individuals received from tourism activities directly supported their abilities to fulfil daily needs. Presently, all service providers, including homestay providers, culinary providers, and tour guides in Nglanggeran Village, are locals. Community members have more opportunities in developing new products based on local resources, such as chocolate and batik (traditional Javanese clothes), and to be more independent in gaining economic benefits from tourism that supported their daily needs through CBT development.

In terms of environment conservation aspect, by enabling the development of CBT in the village, all respondents argued that the conservation efforts in Nglanggeran Ecotourism Village were increasing. The local tourism

organisation also puts on conservation activities as tourist attractions considering the *added economic value* of *eco* and *green* terms, as stated by the coordinator of development of local community tourism organisation:

"We realise that 'eco' and 'green' terms are an important tagline in promoting environmental-based tourism in the village. However, we also have a responsibility to provide comprehensive explanations regarding environmental resources and the benefits of ecological conservation to make the tourists more aware of the importance of protecting the environment."

The transformation of the village induced by tourism also enhanced the community's positive participation in sustainably developing their village. Conservation activities directly increased community members' environmental concern, as stated by a homestay provider:

*"We are more aware of the need for having a proactive attitude towards environmental sustainability in the village. We created the **Clean Friday** tagline along with the local youth organisation to make it mandatory for community members to regularly, once in a week, clean their surrounding environment so the view of our village will always be good in the eyes of the tourists."*

Conservation activities included in their tourism packages offered to visitors, for instance, planting trees and releasing and spreading fish seed in the river, directly increased environmental concern within community members. Besides, all activities and enterprises in Nglanggeran Tourism Village are based on local ownership in that local community members directly control their assets, determining the *long-term welfare of a community* [41]. The local community tourism organisation also accommodates community members' aspirations, critiques, and evaluations regarding tourism development in the village by providing regular meetings (*Selasa Kliwon Forum*) for evaluating the progress of tourism development in the village. The organisation also had several modes of cooperation with external parties, for example, NGOs, local regional government, academics and tour operators. A local tour guide further argued that these external relationships essentially supported the community development effort:

"We have cooperated with many stakeholders including UNESCO in developing the management plan of this village as a part of Gunung Sewu Geopark site assisted by academics from University Gadjah Mada. We also received funds from the Indonesian Ministry of Tourism to build new facilities including

*toilets, signage, and building a **Joglo** (Community Centre) as a hub for community activities. We also cooperated with tour operators mainly from Yogyakarta, Jakarta, and Bali to promote our natural and cultural attractions."*

Collaborations between local community tourism organisations with these tourism stakeholders external to the village were intended to develop the village's tourism attractions and community members' capability in managing tourism development. Considering the various motivations of stakeholders involved in tourism development, the local community tourism organisations made clear the extent to which the stakeholders could cooperate with them, as stated by the head of the farmers' group:

"We understand that each stakeholder has his or her own importance for cooperating with us. We always negotiated each project before agreeing to cooperate. It is fine if the projects are beneficial and do not provide any negative impacts on the local community. All the projects can support the development of tourism by assisting us in creating a management plan and helping us in building new facilities so that the tourists can use them."

The success of the collaborations between various stakeholders thus depended on how the community-controlled the progress of tourism development in the village. Also, the success of CBT depends heavily on to what extent CBT can enable the locals to meet their individual needs. The local community tourism organisation in Nglanggeran Ecotourism Village encouraged the development process of the village by classifying and clustering community members into several groups. This attempt caused internal community conflicts as it meant individuals with less or unmatched cultural capital could not efficiently participate in tourism development, as revealed by the head of local youth organisation:

"Some individuals cannot be included in tourism activities because they have no skills in managing specific tourism activities. They are low educated individuals. We try to persuade them to do easy tasks such as securing the parking area but they claim it is not enough to make a living. They did some protests resulting in conflicts within community members but we managed that situation using dialogue and mediation."

Moreover, several community members have protested as the practices of tourism development largely only focused on two hamlets (Nglanggeran Kulon and Nglanggeran Wetan), which implied that the three other hamlets' community members were receiving

fewer benefits from tourism development, as argued by the head of the village government officials:

"The benefit distribution is unequal within the five hamlets. Most members of the Local Community Tourism Organisation are from Nglanggeran Kulon and Nglanggeran Wetan. There are only a few individuals from three other hamlets who are contributing to tourism development which means CBT cannot meet each individual need within the community."

Issues related to fulfilling individual's needs in the village, therefore, appeared as the result of unequal distribution of benefits within community members, and a need to potentially enhance individuals' self-fulfilment by evenly distributing benefits within the community.

In the cultural context, CBT practices directly increased the effort to bring back obsolete art and cultural performance, including traditional dances, traditional Javanese music, rites, and traditional ceremonies that enhance the re-building of community identity and culture. As revealed by the local tour guide, CBT practices have cultural impacts on their ancient art and cultural activities:

"Art and cultural attractions become tourist attractions in this village. That means our culture is being recognised by tourists. They are even interested in following the art and cultural activities. It is the time to show them our identity. Tourism can be beneficial in strengthening our identity."

In the cultural aspect context, all respondents interviewed stated CBT practices directly increased the effort to revive art and cultural performance such as traditional dances, traditional Javanese music, rites, and traditional ceremony. Increasing demand for a more authentic form of cultural tourism in the village made the community aware of their cultural assets. However, several changes were made to some art and cultural activities which impacted their 'sacredness'. They usually shorten the duration of religious rites without deeper religious practice because we consider that tourists are coming from many different religious backgrounds.

DISCUSSION AND CONCLUSION

CBT development in the village increased the local income that directly benefited some members of the local community. Such a situation inevitably created an uneven distribution of opportunities to participate in the planning and development of tourism due to the wide range of roles and profiles within the

village. As power relations can determine community members' involvement in tourism activities [6], the job distribution and community involvement in the village thus highly depended on the individual's social capital. The local community tourism organisation as an overarching body of tourism development activities directly encouraged a situation in which the power relations between the organisation and high-competence individuals determined the *successfulness* of development outcomes [2]. This institutional arrangement in which the local tourism organisation appeared as the main regulator of development [51] resulted in community conflicts that were mainly caused by uneven participation opportunities between individuals and benefits they received from tourism development. Therefore, the local power relationship in the village was potentially *fractional* [26] separating those who lacked social capacity and capital from development [29] from the ones who were able to participate. Thus, CBT practices in the village indirectly marginalised some individuals in the village who had lesser social and cultural capital and therefore not able to participate and gain benefits from tourism activities.

It is important to notice that in achieving maximum profits through the development of CBT, community empowerment through tourism can result in taking more time [6]. In the Nglanggeran Tourism Village, the practices of CBT are mainly driven by economic motivation such as job creation and income generation which in turn can potentially challenge the local tourism organisation in enabling equal distribution and empowerment of all members of the village. Similar to a previous study that examining the empowerment of the local community through CBT in four rural communities in Peru [39], CBT practices in the village encouraged the community's economic self-reliance by providing and creating more local employment opportunities alongside the growth of CBT in the village. It also generated more social problems including uneven participation opportunities between local community members in regard to the control of CBT.

The community found obstacles in harmonising their perspectives about tourism planning and development, such as having some local community members who did not aim to follow tourism development because of their willingness to retain their existing livelihood practices. Occasionally, the whole community

participating equally in the planning and management of the village was perceived as time-consuming and costly. Additionally, the transformation of community livelihood from a farming and agriculture-based economy into tourism was rejected by some individuals in the village from Doga and Karang Sari hamlet, potentially diminishing the development of CBT in the related areas.

Culturally, some ancient community's cultural assets were commodified through the development of CBT in the village by including them as tourism attractions. Such cultural commodification generated more income for the local community through transactional activities. On the other hand, the commodification of cultural performances influenced how the community perceived its culture as a commodity that potentially resulted in the loss of their cultural sacredness. It leads to diminishing their attractiveness for tourists that resulted in fewer tourists attracted to the area and fewer economic benefits that the community could gain from tourism activities.

From the environmental conservation perspective, CBT practices in the village were successful in increasing the environmental conservation efforts, such as the *Clean Friday* initiative. The local community tourism organisation took the right to control the visitation along with including the environmental cost in their pricing. Although the pricing strategies used for cultural performances were increased to limit the number of visitors in the village, as well as re-planting trees and vegetation surrounding the tourism village area, the total revenue from tourism activities got increased.

The effort to assess the compatibility of CBT development practices in Nglanggeran Tourism Village with sustainable community development additionally raises a question regarding cultural identity development in the village. By enabling cultural transactions between hosts and guests, mutual interactions between the supply and demand sides of tourism can generate a tourism culture in the village as a new distinctive emergent culture that is shaped by local communities and shapes the local tourism context [34]. The local community's culture of the Nglanggeran Tourism Village is slowly transforming itself into a tourism culture which in turn potentially becomes the new local community identity. Some local community members performed regular traditional

ceremonies such as *Kenduri* to fulfil the tourists' desire for authenticity by providing a *tourism version* of traditional dances that were regularly performed in several traditional village ceremonies. The community also perceived that their traditional clothes convey specific meanings. Therefore, they use them as a tour guide *uniform*, encapsulating a new community *tourism* identity emerging with local tourism development.

Practically, to overcome the developmental challenges of CBT in the village, in particular, the CBT impacts on community economic well-being, socio-cultural development, and environmental sustainability, local tourism planners could consider community participations' operational, structural and cultural limits [52] when developing CBT in the village. The present development stage of CBT in the Nglanggeran Tourism Village is compatible with the *spontaneous participation* phase [53] in which several community members appear as the main actors for development with some of them having a deeper understanding of tourism planning and development than others.

In achieving sustainable development, local-level participation is important to be considered, but such participation potentially encourages a shift of power from local authorities to local actors [53]. Moreover, *true local control* desired by local communities is difficult to be realised in the village considering that CBT practices are only managed and organised by *a group of people* with regard to their social and cultural capital in the village. In the future, using the research result as a basis, a series of educational training sessions in managerial aspects of the environment and visitor management of CBT experience in the village could be initiated by the local government to give equal basic training in tourism for the local community, particularly for those who lack social capacity and capital from tourism development. In that regard, further research would be required to critically examine whether such a model of CBT in various other Indonesian village tourism destinations leads to a critical and emancipatory approach for sustainable community development.

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Tourism SME's Competitive Advantages through ICT Based Community : The Role of GenPI in Eastern Indonesia

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Abstract

This article aims to describe the role of the tourism community in the utilization of ICT to market regional tourism destinations integrated with an increasing competitive advantage in Tourism SMEs. The perspective used is Community-Based Tourism Marketing (CBTM) and Resource-Based View (RBV) in the context of Collaborative Advantages (CA) towards the relationship of the tourism community with the regional tourism industry. This study was done in a qualitative manner using a case study approach. The data was collected through in-depth interviews, observation, and document studies. The regional tourism industry had a sustainable competitive advantage in terms of activities and resource profiles such as asset ownership, capabilities, and dynamic capabilities. This finding states that the regional tourism community at the district and provincial level encouraged the competitive advantage of the regional tourism industry through intensification of marketing the tourism industry products in advantageous collaborations.

Keywords: Competitive Advantages, Eastern Indonesia, GenPi Community, ICT, Resource-Based View, Tourism SME.

INTRODUCTION

The Ministry of Tourism and Creative Economy in Indonesia brings a new paradigm to digital-based tourism development. Indonesian Enchantment Generation (*Generasi Pesona Indonesia* - GenPI) was formed as a forum for collaboration between the community and stakeholders in the tourism sector. Institutionally, the GenPI formation at the national and regional level aims to market the tourism potential in Indonesia using information and communication technology (ICT) to increase the competitive advantage of Small and Medium Enterprises (SMEs) as the economic drivers in tourism sector. However, the limited accessibility of digital information and transportation support infrastructure has become a barrier to tourism development, especially in border areas which are categorized as the frontier, outermost, and least developed regions, which are often referred to as 3T (*Terdepan, Terluar dan Tertinggal*) regions. Therefore, this has become such a consideration for the authors to have an in-depth examination of the role of the GenPI in North Maluku Province in enhancing competitive advantages in Morotai Island Regency, North Halmahera Regency, and West Halmahera Regency.

In terms of geographical aspects, the research locations are in the 3T regions. However, the investment climate of the tourism sector attracts the attention of several capital owners to build a tourism business in the form of resorts or cottages. For example, there are Bahehena Resort in West Halmahera Regency, Buho -Buho Resort in Morotai Island Regency, and Meti Cottage in North Halmahera Regency. In addition, the marketing of the local tourism potential is carried out by the GenPI formed in Morotai Island Regency, North Halmahera Regency, and West Halmahera Regency. The GenPI activities at the district level are supervised by the GenPI at the North Maluku Province level, indicating that the GenPI plays an important role in increasing competitive advantages in the resort and cottage businesses in the 3T regions in Indonesia.

The context of North Maluku tourism in the digital era is interesting to be studied scientifically, especially about the role of the GenPI community in marketing the potential of regional tourism using ICT. Meanwhile, it is also increasing the competitive advantage of Small and Medium Enterprises in the tourism sector (Tourism SMEs) as an effort to face the limited tourism support infrastructure challenges in the border region between Indonesia and the Philippines. Information, Communication, and Technology (ICT) played an important role as a stimulus for competitive advantage in SMEs while increasing the capability of institutions in Indonesia. Meanwhile, it also showed that the ICT also played an important role in the tourism industry because it accommodated information on tourism products to the public effectively and efficiently, such as

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accessibility, information visibility, product availability, and customer satisfaction in the form of testimonials [2]. In the tourism context, there are gaps in the previous literature, especially on the study of the role of local communities in utilizing ICT voluntarily to market the regional tourism destinations, while at the same time encouraging the competitive advantages of the tourism industry in the 3T regions.

The community-based tourism approach has become relevant to the context of community livelihoods in North Maluku. There were a form and level of spontaneous community participation in the Morotai Island Regency in developing tourism objects [3]. Furthermore, the participation of the tourism observers community in North Halmahera Regency that marketed the local tourism destinations voluntarily also used the ICT [4]. It indicates that the community of tourism observers at the level of North Maluku Province and the Regency level markets the regional tourism products on social media voluntarily and periodically to encourage sustainable competitive advantages through intensification of marketing the tourism industry products [5,6,7]. For this reason, this article uses a perspective by Dallen Timothy [8,9] and Cevat Tosun [10-14] to describe community participation in tourism marketing [15,16].

In the context of the competitive advantages of the regional tourism industry, this article uses the perspective of Resource Based view (RBv) by Jay Barney [17-20]. It was to describe the competitive advantages of the tourism industry through resource profile and tourism industry activities, in this case, are Meti Cottage in North Halmahera Regency, Moro Ma Doto Resort in Morotai Island Regency, and Banehena Resort in West Halmahera Regency. Meanwhile, the competitive advantages can be identified through asset ownership (assets), capabilities, and dynamic capability in the tourism industry [21]. It explains the existence of mutually beneficial collaboration between the community of observers of tourism and the tourism industry in each district. Therefore, this article also outlines the process of mutually beneficial collaboration between the community and the tourism industry to increase competitiveness through digital campaigns on social media.

The collaboration between stakeholders in the tourism sector shows a mutually beneficial

relationship. A previous study found that collaboration between local government and the tourism industry could increase the number of tourist visits and the quality of tourism business services [22]. Furthermore, it was emphasized that the mutually beneficial collaboration between the tourism industry and local government might improve the community's economy through the income from tourist spending when visiting [23]. In addition, a study showed that mutually beneficial collaboration was also established between fellow entrepreneurs in the tourism industry, thus encouraging service quality with superior competitiveness [24]. It shows that the collaboration between stakeholders in the tourism field could lead to prosperity and equity through a sustainable economy [24,25].

Researches on the role of the GenPI community in optimizing the marketing of regional tourism destinations have been seen from various perspectives, as well as the perspective of community development and empowerment [16,26]. Furthermore, it was found that the form of participation of the GenPI community in marketing tourism destinations in Indonesia was manifested in the digital tourism sector campaign through the ICT done voluntarily [27]. It shows that the GenPI plays a crucial role in marketing the regional tourism destinations [28,29]. Since 2018, scientific studies on the GenPI community have been popular for the authors to describe the community involvement in ICT-based tourism marketing.

Considering the popularity of scientific studies on the involvement of the tourism observer community in tourism marketing with a case study in the GenPI community in utilizing ICT, this article outlines the dynamics of a mutually beneficial collaboration (Collaborative Advantage). The study is in-depth in the perspective of Community Based Tourism Marketing (CBTM) and Resource-Based view (RBv) between the community and the tourism industry in the 3T regions as an effort to achieve sustainable competitive advantage.

The study of tourism in North Maluku Province becomes urgent among the determination of Morotai regency as a national priority tourism destination. This study becomes important for portraying the development of regional tourism in the 3T region, especially the sustainability aspect of the tourism industry's competitive advantages. This study examines the superiority of the tourism industry through the tourism community in three regencies, namely Morotai Island Regency, North Halmahera Regency, and West Halmahera Regency.

MATERIAL AND METHOD

This research was conducted from August 2018 to 2019. A qualitative method was used with a case study approach in the 3T regions in eastern Indonesia. Specifically, it was located in North Maluku Province, consisting of Morotai Island Regency, North Halmahera Regency, and West Halmahera Regency (Fig. 1).

This research specifically focuses on accommodation managers in the tourism sector such as Banehena Resort, Meti Cottage, and Moro Ma Doto Resort. The selection of research locations and key informants were also considered the existence and activities of the GenPI community, as well as the condition of the resorts in terms of their activities and resource profiles, such as asset ownership, capabilities and dynamic capabilities. Thus, the theoretical relevance to the context of the research location might strengthen the results and discussion of this study for the benefit of regional tourism development.

Data Collection

The data collection process was done in several stages. In the pre-research stage, the authors conducted a review of information related to the existence of accommodations in the tourism field that had utilized digital technology for marketing purposes. The information was obtained online, covering the information of the research locations. Based on the relevance of the context and content of the study, the authors determined three tourism accommodations as key informants, including managers of Moro Ma Doto resort in Morotai

Island Regency, Meti Cottage in North Halmahera Regency, and Banehena Resort in West Halmahera Regency. In addition, the GenPI in each research location was also involved to obtain valid and credible information.

The author traveled overland to Mawea Village and crossed to Meti Island using a traditional boat (*Ketinting*) to conduct observations and interviews with the managers of Meti Cottage. After that, the researchers traveled overland to the Port of Gorua Village, then crossed to Morotai Island using a ship, and then proceeded overland to Buho-Buho Village to interview the manager of Moro Ma Doto Resort. Next, the researchers traveled overland to Jailolo in West Halmahera Regency then headed to Bobanehena Resort to conduct interviews with the Bobanehena Resort manager. The researcher also coordinated with the management of the Indonesian Enchantment Generation (GenPI) to obtain information relevant to this research topic. The obstacle in the process of data retrieval is access to each of the research locations that must travel by land and sea so that it requires time and energy and has a high risk.

Data processing using triangulation techniques. The results of observations and in-depth interviews with managers of the tourism industry, as well as the results of interviews with GenPI officials, were compared to obtain credible and relevant information. A comparative is an approach used to see the competitiveness in each tourism business and the role of the GenPi community in encouraging the growth of the competitiveness of the tourism industry in North Halmahera Regency, Morotai Island Regency, and West Halmahera Regency.

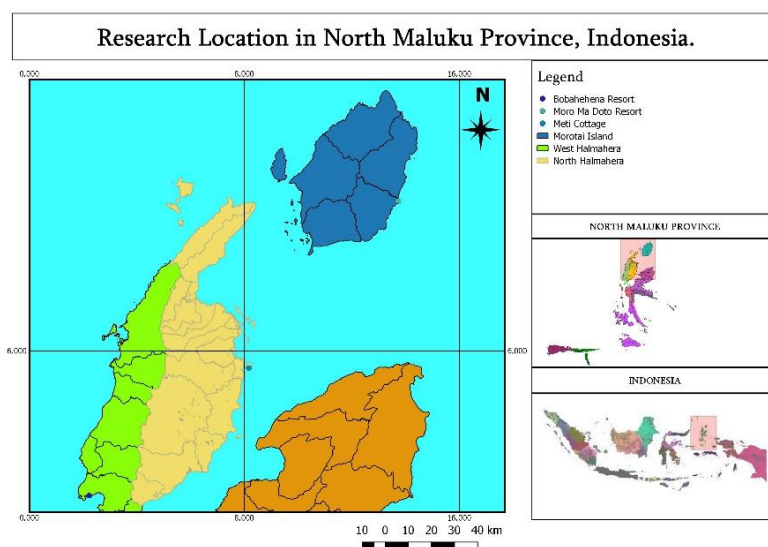


Figure 1. Map of Research Location
(Source: Digitalization Result of Geospace Indonesia Satellite Image using QGIS 3.8 Application)

RESTULTS AND DISCUSSION

The discussion is divided into two sub-topics as follows. First is the role of GenPI in Eastern Indonesia in the perspective of community-based tourism marketing and mutual collaboration; and second is tourism Small Medium Enterprises (SMEs) in the perspective of resources. These two concepts are the elaboration of the title of this article to outline the competitive advantages of Tourism SMEs, especially in Moro Ma Doto Resort, Meti Cottage, Banehena Resort with the GenPI community that utilizes digital technology to market the regional tourism potential. The mutual benefit collaboration between the tourism industry and the community encouraged the achievement of sustainability.

The Role of GenPI in Eastern of Indonesia: Community-Based Tourism Marketing and Collaborative Advantages Perspective

Community-based tourism marketing is becoming more popular among millennials who drive the growth of creative industries in the Industrial Revolution 4.0 era. In the context of tourism in remote and rural areas, marketing and management of tourist destinations tended to utilize the local communities. It was to identify various factors, such as climate change, the carrying capacity of a destination, and environmental education, which influenced destination management and marketing sustainably [30,31]. The tourism development affected the economic growth of local communities through the creation of jobs that could increase per-capita income and alleviate unemployment or poverty problems in an area [32]. Therefore, the community in rural areas was accommodated in every tourism development program to improve lives and prosperity. Furthermore, tourism development in rural areas always resulted in changes [33]. During the transition period for the tourism development in an area, the collaboration between the local government and communities determined the sustainability of local tourism.

The government had a crucial role in increasing the community access to tourism development in an area [34]. Therefore, Timothy and Cosun [15] argued that the government acted as a catalyst for tourism development that mobilizes community access to participate in the planning, implementation, and evaluation of tourism development.

Furthermore, failure to implement the concept of community-based tourism was caused by the lack of collaborative advantage between stakeholders [7]. Thus, power and empowerment played an important role in the dynamics of the implementation of a community-based tourism approach, especially in efforts to optimize the marketing of tourist destinations [35]. On the other hand, the community played an important role in the marketing of regional tourism, especially in rural areas [36]. Therefore, the results of previous research on placing the community in a central position in the marketing of regional tourism was a form of empowerment while also improving the welfare through the tourism sector.

Community-based tourism marketing had been popular in Indonesia since the GenPI formation. Previously, studies on ICT concerning tourism were still dominant in the managerial aspect as part of the marketing management of the tourism industry [30,37,38]. Along with its development, the use of ICT in the operations of the tourism industry was seen as a competitive advantage resource, specifically the hospitality industry and transportation services [39,40]. The technological developments in the Industrial Revolution 4.0 era encouraged the public to utilize ICT as instruments capable of encouraging the development of SMEs [14,42]. Thus, it could be seen that the scope of product marketing is no longer limited by conventional means, but was increasingly broad when using digital technology.

In Indonesia, the GenPI was an extension of the government as well as a forum for creative communities who collaborated to market the tourism destinations on a national, regional, and local scale to increase tourist visits to the area. A previous study showed that West Nusa Tenggara Regency had formed a Tourism Awareness Group (*Kelompok Sadar Wisata - Pokdarwis*) for the management of local tourism destinations [43]. They have synergized with the GenPI Community to optimize the marketing of tourism destinations using ICT in the form of videos and photos then uploaded and shared to social media users. It was also found that the GenPI community synergized with the Pokdarwis and voluntarily participated in the community capacity-building programs in the ICT-based tourism marketing. It showed that institutionally, the role of the GenPI was more dominant in the utilization of ICT in the marketing of tourism destinations to attract tourists to visit Indonesia [6].

The synergy between the tourism observers community, *Pokdarwis*, and GenPI Community in

the management of tourism destination marketing shows a mutually beneficial collaboration [27]. Specifically, the GenPI synergized with the local government at the provincial, regency, district, and village levels to market the tourism sector [44]. The GenPI also synergized with the private sector, including the local tourism industry, in mutually beneficial collaborations [45]. It indicated that the tourism observers' community could work together with the public and private sectors to promote the marketing of tourism destinations in Indonesia. The synergy between stakeholders in the tourism field in terms of marketing tourism destinations using ICT could expand the connectivity between individuals through social networking in virtual spaces.

The study of community-based tourism marketing strategies in collaborative advantages had been so popular, especially about the sustainable competitiveness of the tourism industry in rural areas. Samad [46] found that globalization had triggered changes in the economic direction, which should be taken seriously to maintain sustainable businesses in the tourism sector. Therefore, the competitive advantage in the performance of the tourism industry needed to be improved. Laode [47] showed that the competitive advantage of the tourism industry was determined by management strategies such as differentiation, innovation, partnership, promotion and marketing systems, service quality, and empowerment. However, the role of community in ICT-based tourism marketing in the 3T regions was interesting to study scientifically [29].

The GenPI in North Maluku Province had an important role in coordinating the activities of the GenPI at the district level. The formation process of GenPI was done voluntarily and based on spontaneous participation and common perceptions of various parties to encourage the growth of the tourism sector in each district. Many young women and men who are concerned about the environment, social, and economic community joined the GenPI in Morotai Island Regency, North Halmahera Regency, and West Halmahera Regency. Their involvement in the activities to market the tourism destinations was able to mobilize the program of *sapta pesona* (seven enchantments) and *sadar wisata* (tourism awareness) to people who lived around the tourist destinations.

In the perspective of community-based tourism, Okazaki [5] developed a community-based tourism model that emphasized on social capital. He argued that the involvement of various stakeholders in the development of tourist destinations could strengthen social relationships influencing the success of achieving tourism development goals. Arnstein [48] believed that the spontaneous participation of young men and women in the GenPI community was such the highest level of participation from other levels of participation that placed the supervision function of tourism development on the community (manipulation, therapy, informing, consultation, placation, partnership, delegated power, and citizen control). However, Ashley and Jones [49] explained that the collaboration between various individuals in a community did not imply that it was free from the dynamics of organizational or institutional behavior including internal conflicts due to different interests [28,32].

In the perspective of a mutually beneficial collaboration. Vulnerable conflicts might occur in the process of collaboration, not always mutually beneficial but achieving the ultimate goal of collaboration was important for mutual benefit. Therefore, the conflicts should be controlled [34]. It was believed that facilitators also played an important role in controlling the conflicts of interest, making the collaboration between organizations or institutions to be beneficial and mutually beneficial [49,50]. Meanwhile, in relation to the GenPI in North Halmahera Regency, Morotai Island Regency, and West Halmahera Regency, their internal conflict became such a dynamic in carrying out community activities. Nevertheless, the facilitator (PIC) of the GenPI of North Maluku Province had optimized the coordination function so that he/she could supervise the internal conflicts.

In addition, the GenPI activities in marketing ICT-based tourism also benefited the tourism accommodation entrepreneurs. The image of tourism in Indonesia was getting better because of the digital tourism campaign mobilized by the GenPI [51]. In the context of tourism marketing in the Morotai Island Regency, North Halmahera Regency, and West Halmahera Regency, the GenPI played a very important role in introducing authentic tourism potential in their respective regions. Various accommodation entrepreneurs in the tourism sector were benefited because they had handled the destination marketing, making their focus of tourism accommodation business management was only to improve the quality of

tourism products in accordance with the preferences of foreign and domestic tourists.

Supporting infrastructure that evenly distributed to Eastern Indonesia could slowly overcome the challenges of the 3T regions [39,40]. North Maluku, as an archipelago, required digital connectivity to share information effectively and efficiently. Infrastructure development in the form of expansion of internet access network and sea toll as well as expansion of the road access might encourage the progress of regional tourism. The activities of the GenPI in each regency had been more flexible with the support of internet infrastructure. In addition, the accommodation entrepreneurs in the tourism sector were also benefited from the development of land and sea transportation infrastructure supporting the local economic activities. It was believed that the collaboration between stakeholders in the inclusive development of the tourism sector could accelerate regional tourism development [41,52]. Therefore, in addition to the community and entrepreneurs in the tourism sector, the regional government through tourism policies and institutions might help optimizing the tourism development programs which could provide alternative livelihoods for the local communities.

It can be seen that the GenPI community in Eastern Indonesia was such a catalyst for tourism development as a regional government partner in optimizing the tourism potential in the 3T regions. From a perspective of community-based tourism, the GenPI did not only play an important role in marketing the tourism destinations, but also in the awareness campaign of *sadar wisata* (tourism awareness) and *sapta pesona* (seven enchantments). In addition, their activities also helped the tourism accommodation entrepreneurs such as Moro Ma Doto Resort, Banehena Resort, and Meti Cottage. Thus, the collaboration between the GenPI in each district with their tourism industry entrepreneurs in the research location reflected a form of mutually beneficial collaboration.

The challenge in ensuring the sustainability of GenPi activities is the Regional Tourism Office's support to synergize in various tourism promotion activities. GenPI in North Halmahera Regency is dominated by millennials who have skills in photography and videography, music and are even active in environmental

conservation activities. GenPI is the motor that moves young people to participate in regional tourism development through their respective hobbies. GenPI will synergize with various tourism industry managers, such as newly developing resorts and cottages in North Halmahera Regency, to improve the image of comfortable, safe, and attractive regional accommodation to visitors. Thus, the collaboration between the regional GenPI and various stakeholders will be mutually beneficial.

GenPI in North Halmahera was declared after the 2019 North Halmahera festival (Fig. 2). It was inaugurated by the Regent, Frans Manery, and witnessed by the Head of the Tourism Office, Syahril Djurumudi, on August 17, 2019.



Figure 2. GenPI in North Halmahera Regency
(Source : GenPi of North Halmahera, 2019).

Based on the results of interviews with the chairman of GenPI in North Halmahera Regency (CN), it can be seen that GenPi in the regency plays a role in accelerating digital promotion to introduce various regional tourism potentials through campaigns on social media. Thus, the level of foreign tourist visits to the regions will increase and provide benefits for tourism industry entrepreneurs and the community.

"GenPI in North Halmahera has just been formed so that our program still needs to be discussed with the team. However, we have done some documentation, such as making videos and taking pictures of several regional tourism activities, then publishing them on social media. We hope that the digital tourism campaign will be able to improve tourist visits to the area so that it is beneficial to local communities as well as various stakeholders such as resort and cottage entrepreneurs in North Halmahera."

The results of this study indicate that GenPI in North Maluku Province also plays an essential role in increasing the competitiveness of the tourism industry through digital tourism campaigns. The existence of GenPI in the North Halmahera district received a positive response from the local government. Through the synergy of interests to optimize tourism promotion in North Maluku

Province, GenPI in Morotai Island and GenPI in West Halmahera Regency are also moving to campaign for regional tourism digitally. Through GenPI in North Maluku Province, the millennial movement can create a memorable and attractive image of local tourism for tourists to visit tourism destinations on Morotai Island, North Halmahera Regency, and West Halmahera Regency.

Competitive Advantages of Tourism Small Medium Enterprises (SMEs) in Eastern Indonesia in Resource Based View (RBV) Perspective

The competitive advantages of tourism entrepreneurs in the research location were not only influenced by various dynamics of the mutually beneficial collaboration with the GenPI, but they were also determined by the quality assurance for quality tourism product services based on the preference of foreign and domestic tourists. In the context of tourism development in the Morotai Island Regency, North Halmahera Regency and West Halmahera Regency, the existence of the tourism industry was not only dominated by the local communities. Some tourism accommodation businesses were examples of foreign tourism investment, making the development process of tourism business could not be separated from the social dynamics between the entrepreneurs and local communities.

The development of tourism accommodation business in each regency was growing rapidly along with the status of Morotai Island Regency as one of the National Tourism Destinations. In addition, the tourism in West Halmahera Regency was also growing rapidly along with the inclusion of Jailolo Bay Festival in the 100th National Tourism Event Calendar set by the Ministry of Tourism and Creative Economy. Meanwhile, North Halmahera Regency, with various tourism potentials in the coastal, inland, and archipelago areas, became an attraction for foreign tourists when attending various festival activities in West Halmahera Regency and Morotai Island Regency. It showed that North Halmahera Regency was an area that had the benefit of a multiplier effect or trickle-down effect from the development of tourism in the surrounding areas.

Each region had its own tourism potential that attracted foreign and domestic tourists. Further, the accommodation service providers

in the tourism sector were still limited in terms of quantity and quality. This study reveals that in the RBV, there were three resorts or cottages with sustainable competitiveness, including Moro Ma Doto Resort in Morotai Island Regency, Banehena Resort in West Halmahera Regency, and Meti Cottage in North Halmahera Regency presented in the following Table 1.

Table 1. Resource-Based View

Tourism Industry	Value	Rareness	Imperfect Imitability	Substitutability
Moro Ma Doto Resort (Morotai Island Regency)	Y	Y	Y	Y
Banehena Resort (West Halmahera Regency)	Y	Y	Y	Y
Meti Cottage (North Halmahera Regency)	Y	Y	Y	Y

Source: Processed Data, 2019.

Table 1 shows that the tourism industry, in this case, Moro Ma Doto Resort in Morotai Island Regency, had sustainable competitiveness [53]. Each accommodation service provider in the tourism sector had its own values, rareness, imperfect imitability, and substitutability. The existence of accommodation service providers in the tourism sector did not solely rely on financial benefits but also paid attention to the social and cultural conditions of the local community by involving local people as workers. In addition, the environmental conditions around the business location were also a priority in realizing the *sapta* (seven enchantment) *pesona* and *sadar wisata* (tourism awareness) program.

In the context of the competitiveness of the Morotai Island tourism industry, Moro Madoto Resort's excellence lies not only in its service products, namely, high-quality and high-value room rental prices (IDR 3,000,000 - IDR 5,000,000) but also in a strategic resort located in the hills facing the Pacific Ocean. The attractions offered by Moro Madoto Resort are surfing, diving, and adventure to the nearest tourist attraction. Meanwhile, the employees involved in the management of Moro Madoto Resort are the people of Buho-Buho Village. They have been given training in their respective fields (surf guide and gardener, housekeeping, kitchen, project crew, driver, and engineering). The following picture is a Moro Madoto Resort employee photo taken after the interview process with Berthy Patipelohy as the resort's operational officer.



Figure 2. Moro Madoto Crew
(Source : Field Documentation, 2018).

The Moro Madoto Resort's gain benefits without neglecting local social and cultural aspects. Several criteria (such as value, rareness, imperfect-imitability, and substitutability) become a resource to compete in the local tourism market to become superior compared to other resorts (Magic Bay, Daloha Resort, and Metita Resort on Morotai Island). Even though Moro Madoto is a private resort, several activities such as romantic candlelight dinners, meetings, parties, and BBQs can be done by contacting the resort manager for reservation.

Based on the results of observations and interviews with the management of Moro Madoto Resort (Berthy Pattipeilohy), it can be seen that there are values and uniqueness that are difficult to imitate and are sustainable:

"We build an exotic accommodation infrastructure according to international standards, as demanded by the global market, namely foreign tourists. We empower the people of Buho-Buho Village to become permanent employees. We provide training on hospitality and excellent service skills and hotel standards for employees to carry out their duties properly. The empowerment of the people of Buho-Buho Village aims to alleviate poverty by creating jobs in the tourism sector to reduce unemployment. The uniqueness of Buho-Buho Village is that the local community has been familiar with surfing activities for a long time. It is thought that surfing activities have been introduced after the second world war ended. Some of our employees who are part of the Buho-Buho Village community are very proficient in surfing so that they can guide tourists who stay at Moro Madoto Resort when they want to surf. Not only Surfing but diving skills also attract guests to form a close relationship between guest and host."

Marketing of Moro Madoto Resort service products has been carried out online (www.moromadoto.com). The existence of

Moro Madoto Resort has triggered infrastructure development in the form of electric power and communication networks for sustainable tourism on Morotai Island. Even so, the early stages of development of the Moro Madoto Resort did not run smoothly due to private land acquisition, which required a long time. Intensive socialization to the people of Buho-Buho Village is one of the keys to the success of Moro Madoto Resort as a tourism industry. It means to educate and empower people to improve family welfare.

In the context of the competitiveness of the North Halmahera tourism industry, Meti Cottage has some criteria (such as value, rareness, imperfect-imitability, and substitutability) that make it superior to several other tourism industries (Kupa-Kupa Beach Resort and Bar, Ta'aga Paca Resort). Meti Cottage is a tourism industry engaged in the accommodation sector. The building infrastructure is designed by adhering to the principles of environmental sustainability. Therefore, the materials used are recycled from plastic waste, glass bottles, and polished tree branches to make an attractive interior. Based on the results of interviews with Meti Cottage managers (A and M), it can be seen that the selection of investment locations on Meti Island is not only profit-oriented but also has a mission to empower island communities:

"The people on Meti Island are my concern for investing here. We try to empower local people to escape poverty. Starting from the Meti Cottage program's socialization, We are open to people who want to work as employees in our cottages. We treat workers like their own families. We provide incentives, and invite them to take a trip outside the area to see the condition of tourist attractions in Bali. After that, we train them according to excellent service standards. We focus on investing in human resources. For us, workers are the heart of the sustainability of this cottage. Their loyalty will determine how far this business goes. Service quality will slowly be improved, provided they are genuinely committed to advancing these cottages together."

Meti Cottage sets a standard price that is more affordable when compared to Moro Madoto Resort. However, the marketing of Meti Cottage products does not use a personal website, but other platforms (TripAdvisor, Traveloka, Pegi-Pegi, etc.). The cost of service products is around IDR 300,000 - IDR 1,000,000 according to consumer preferences. Apart from running a business, the manager of Meti Cottage also carries out some educational activities, namely English language training for children on Meti Island, which is held in the Meti Cottage camping area. The presence of Meti Cottage on Meti Island encourages

infrastructure development such as electricity and cellular communication networks and the internet. Thus, consumers with a background of employees of government agencies and universities who want to hold a meeting or training at Meti Cottage receive adequate support facilities. Apart from accommodation facilities, sea transportation access in *Ketinting* boats that connects Mawea Village with Meti Island makes it unique. Guests are offered the experience of riding a *Ketinting* while enjoying the natural beauty of the surroundings.



Figure 3. Meti Cottage
(Source : Field Documentation, 2018)

The management of Meti Cottage is inseparable from various controversies over the archipelago's livelihoods. Misunderstandings between managers, local transportation service providers, and village communities are challenges in the early development stages. Even so, interpersonal communication based on the socio-cultural community of Meti has become a strategy to overcome various problems. The socialization carried out by the manager regarding the principles of sustainable development, the concept of tourism awareness and charm, slowly increases public awareness not to carry out dangerous activities such as fish bombs, vandalism, or the habit of littering.

The existence of Meti Cottage can increase community participation in development in the tourism sector. The relationship and integration of community interests with the tourism industry entrepreneur Meti Cottage cannot be imitated and has values that are rarely found in other locations. This uniqueness makes Meti Cottage superior and sustainable in North Halmahera Regency, instead of Kupa-Kupa Resort and Ta'aga Paca Resort.

In the context of the 3T regions, the existence of accommodation service providers could increase the local revenue and attracting foreign and domestic tourists. It led to a positive impact on the local economic growth

indirectly. It was proved that the tourism sector simultaneously contributed to the national income [54]. Meanwhile, Hermawan [55] found that the development of tourism in remote areas, including rural areas, might also improve the local economy. Furthermore, the accommodation service entrepreneurs substantially contributed to the development of regional tourism [56]. Thus, it could be seen that the tourism development in the 3T regions was slowly contributing to the efforts to achieve economic equality while also alleviating poverty.

The economic activities of the tourism industry in the 3T regions were important to analyze the potential of competitive advantage. If the tourism industry in the tourism accommodation services had a sustainable competitive advantage, then its tourism development would provide benefits for the survival of local communities. The absorption of local labor could help unemployment while providing alternatives for the sustainability of the livelihoods of local communities. It showed that tourism had a positive impact on social, economic, and environmental conditions. Therefore, the Resource-Based View (RBV) approach was used by the authors to analyze the sustainability of the competitiveness of Moro Ma Doto Resort in Morotai Island Regency, Banehena Resort in West Halmahera Regency, and Meti Cottage in North Halmahera Regency.

The Resource-Based view (RBV) was proposed by Barney [57], who critically discussed the basic assumptions of the industrial organization approach as a strategy to achieve competitive advantages. He believed that the assumption of homogeneity and mobility of resources became such an obstacle in achieving competitive advantages [58]. Therefore, it was replaced with heterogeneity and immobility of company resources to achieve competitive sustainability. In the context of tourism development, the competitive advantages in Barney's perspective included several aspects, such as values, rareness, imperfect imitability, and substitutability (Fig. 4).

Figure 4 shows the perspective of Barney [17], which can be used to analyze the condition of the tourism industry in the 3T regions, especially in North Maluku Province at Moro Ma Doto Resort in Morotai Island Regency, Banehena Resort in West Halmahera Regency, and Meti Cottage in North Halmahera Regency based on their values, rareness, imperfect imitability, and substitutability. Based on the analysis using RBV, it can be seen that the development of the tourism industry in each district had sustainable competitiveness.

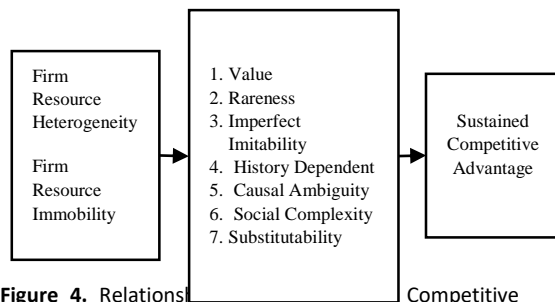


Figure 4. Relations Competitive Advantages. **Source:** Barney [17,53]

Tourism SME's Competitive Advantages through ICT-based Community in Indonesia

The GenPI was identical with the publication of tourism destination management activities to increase tourism visits by utilizing the ICT. Thus, the GenPI could be characterized by the use of digital technology to market tourism activities in Indonesia. The GenPI existence and activities were beneficial for the tourism development in Indonesia. Through digital campaigns on social media and online news, the accommodation service entrepreneurs in the tourism sector were facilitated in terms of promotion. It was showed that the technology adoption in marketing activities could improve the performance of tourism businesses [59]. Besides, social media was also found as one of the most useful technological software in tourism destination marketing strategies [60]. It underlined that the synergy of GenPI with tourism marketing reflected the mutually beneficial collaboration.

The use of ICT as a tourism marketing tool had been such a focus of previous researchers. The collaboration between tourism entrepreneurs with the GenPI was considered mutually beneficial. The formation of tourism marketing collaboration by the tourism destination management and entrepreneurs was a strategic step to accelerate the development goals [31]. Further, the collaboration between stakeholders that was getting smoother was also caused by the ICT development [61]. On the other hand, it was found that it created a Penta helix model empowering the communities for economic and environmental sustainability [25]. Therefore, it could be concluded that the mutually beneficial collaboration in tourism marketing was an important issue to achieve tourism sustainability.

The development of tourism in Indonesia as a part of developing countries faces challenges continuously in the era of the ASEAN Economic Community (AEC) and the Industrial Revolution 4.0. Therefore, distribution equity of infrastructure development was very beneficial for the equity of tourism development throughout the archipelago. The implementation of communication infrastructure development policies in Indonesia was outlined through the Ringing Village program, which was able to expand internet network access to all regions in Indonesia [62]. It showed that the government had an important role in expanding the digital connectivity of the GenPI community in campaigning for the potential of tourism in various parts of the country. Thus, easy access to information through the internet was a form of investment in human capital to increase the equity of access capability and mobility to information in Indonesia.

Another infrastructure development needed was the expansion of sea toll access for distribution equity of goods to develop the national economy [63]. Various infrastructure development programs were an effort to prepare human resources to face the challenges of the AEC and Industrial Revolution 4.0. For these reasons, the government had an important role in increasing the tourism development by establishing the infrastructure while empowering the tourism communities.

The competitive advantage of the tourism industry in Indonesia also encouraged the community's creativity. In its development, the creative economy in the tourism field was mobilized by the community in the form of tourism and creative economy observer community. The creative community played an important role in tourism development through unique and authentic strategies [64]. It indicated that the marketing strategy in accordance with the characteristics of Resource-Based view (RBV) by Barney [53] that was integrated with the characteristics of the tourism and creative economy observer community through the use of information technology. The competitive advantage of the tourism industry in Indonesia required collaborations among various stakeholders integrated with the goals of sustainable tourism development.

CONCLUSION

The result of this study shows that the role of the tourism community in the utilization of ICT to market regional tourism destinations is integrated

with an increasing competitive advantage in Tourism SMEs. The regional tourism community at the district and provincial level encouraged the competitive advantage of the regional tourism industry through intensification of marketing the tourism industry products in advantageous collaborations.

Otherwise, a Resource-Based view (RBv) could be used to observe the competitive advantage of the tourism industry in the 3T (outermost, frontier, and least developed) regions, especially in North Maluku Province, including Morotai Island Regency, North Halmahera Regency, and West Regency. Based on the results of the RBv analysis, it was found that the Moro Ma Doto Resort, Banehena Resort, and Meti Cottage were tourism industries with superior and sustainable competitiveness in each district. Meanwhile, the competitive advantage could be achieved because of the synergy of the GenPI at the district level that helped the marketing of regional tourism destinations by utilizing ICT – both on social media and online news – to increase the foreign and domestic tourist arrivals. It indicated that there was a mutually beneficial collaboration between entrepreneurs and communities in the field of tourism.

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Local Government and Community Efforts in the Development of Kalaodi Agrotourism, Tidore Archipelago City, Indonesia

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Abstract

This research aimed to examine the development of Kalaodi Agrotourism, the development of tourism facilities in the Kalaodi Agrotourism area, and the development of human resources in the tourism sector carried out by local governments and communities. This research used a qualitative descriptive approach, and it used an interactive model as the data analysis technique. The results showed that Kalaodi had many kinds of tourism wealth, specifically, in the form of nature, agro, and cultural tourism. The Kalaodi community had the will and enthusiasm to develop tourism objects in their area. There were various public transportation facilities such as roads, good sanitation, electricity facilities, and communication facilities even though Kalaodi was a village located far from the central government and urban areas. In addition, the Kalaodi community had developed human resource development programs, such as the creation of literacy houses, the formation of art galleries, English language training, and home industry product development training. In developing agrotourism, the collaboration between the local government and the community is needed, both in the development of tourist objects and tourism support facilities.

Keywords: Development, Kalaodi Agrotourism, Tidore

INTRODUCTION

Kalaodi is a small village, which by the administration is an urban village located in Tidore Subdistrict, Tidore Archipelago City. Topographically, Kalaodi is an area with hilly and valley topography. This area is located approximately 700 meters above sea level, and approximately 4 km from the center of the city and the government, and approximately 6.7 km from the capital of the subdistrict [1].

Kalaodi community village is surrounded by community plantations of clove, nutmeg, durian, *malinjo* (*Gnetum gnemon*), bamboo, and others. These annual plants thrive and become the leading source of life for the Kalaodi community. The nature of Kalaodi is inseparable from its geographical existence, which is geographically located on Tidore Island, in North Maluku Province. In general, the North Maluku region has a tropical climate type. The dry season, which occurs from December to March, and the rainy season, which occurs from May to October, are caused by the southeast monsoon, and the transition season occurs in April and December. In general, North Maluku rainfall is 2,570-3,050 mm per year or an average of 2000 mm, therefore this area is classified as type A

climate or wet climate. In the classification of agro-climatology, areas like this are included in the E1 zone, wherein one hand, wet months occur within three months per year, and on the other hand, dry months last less than two months [2].

Specifically in the Tidore Archipelago City region, the maximum average temperature is 31.3°C, the minimum average temperature is 21.2°C, the average humidity is 83.5%, the average solar radiation is 67.5% per year, and the average air pressure is 1001.9 bar [2]. With this kind of weather conditions, the Tidore Archipelago City area is very fertile, makes it easier for the community to grow crops and produce a variety of agricultural and plantation products as a source of livelihood. Kalaodi is rich in agricultural and plantation resources because this region is located on Tidore Island, which has a good climate for agriculture. With this favorable climate, the land of Kalaodi has grown a variety of agricultural and plantation products, which enriched the agricultural resources.

Therefore, the Government of Tidore Archipelago City by Regional Regulation No. 25 of 2013 concerning Tidore Archipelago Spatial Plan for 2013-2033, and Regional Regulation No. 9 of 2015 concerning the Regional Tourism Development Master Plan (RIPPARDA) of Tidore Archipelago City for 2015-2030, making Kalaodi as one of the regional agrotourism objects. To achieve these policy expectations, real programs and activities are needed by the government and the community [3,4].

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However, in its work program and activities, the Department of Culture and Tourism of the Tidore Archipelago City has no planned activities for the development of Kalaodi Agrotourism. It can be seen in the work plans and activities of the Department of Culture and Tourism of the Tidore Archipelago City. Ideally, local governments should have programs and activities that are specifically related to the development of Kalaodi Agrotourism as a form of implementation of local policies in the tourism sector. Among the approaches that can be taken by local government in developing regional tourism destinations is to strengthen the regional innovation system in the tourism sector [5].

Based on this phenomenon, in general, this research aimed to examine the development of Kalaodi Agrotourism carried out by local governments and communities. Specifically, this research aimed to examine the development of Kalaodi Agrotourism, the development of tourism facilities in the Kalaodi Agrotourism area, and the development of human resources in the tourism sector carried out by local governments and communities.

RESEARCH METHODS

Study Area

This research was conducted in Kalaodi Village, Tidore Archipelago City, North Maluku Province. Economically, agriculture and plantations are the main sources of livelihood for the Kalaodi community. The Kalaodi community has also developed a home industry that produces various snacks and souvenirs with local characteristics and flavors. Socially and culturally, the Kalaodi community is peaceful and one with nature, with various local wisdom. Based on regional policies,

Kalaodi is one of the agrotourism objects in Tidore Archipelago City and a regional leading tourist attraction [3,4]. The main problem of this research is development of Kalaodi agrotourism carried out by local governments and communities.

Data Collection

This study used a qualitative descriptive approach, and data sources were obtained using human instruments, events, and documents. The qualitative method is an instrument used to investigate phenomena or events that occur in everyday life that are considered attractive, whether in individuals, groups, communities, and organizations. With qualitative methods, the researcher gets a holistic and systemic, and integrated overview of the context under study, including social arrangements, ways of working, and the underlying rules, both explicit and implicit [6]. Data collection was carried out through interviews with key informants, observations in the Kalaodi agricultural area, and documents related to Kalaodi agriculture.

Data Analysis

The data analysis technique used was interactive models, with the following stages: data condensation, namely the process of selecting, simplifying, or changing data arising from written notes in the field, interview transcripts, documents, and other empirical materials. Furthermore, display data is the process of describing data and information in research reports that provide the possibility of concluding. The next stage is the drawing/verifying of the interpretation activity, namely finding the meaning of the data that has been presented [6]. All data used in this stage comes from interview data, observations, and documents of Kalaodi agrotourism development.



Figure 1. Map of Kalaodi Urban Village Area (Source: Kalaodi Urban Village Office, 2018)

RESULTS AND DISCUSSION

Development of Kalaodi Agrotourism Object

Conceptually, efforts should be made in developing tourism objects. Tourism development is essentially an effort to develop tourism objects and attractions in tourist destinations. The real form and results of these efforts are natural beauty, diversity of flora and fauna, diversity of traditions and culture, as well as historical heritage [7].

Related with components in the development of tourist destinations, there are elements in the development of tourist destinations, including the attractions [8]. Attractions of tourism objects are one element or component in the concept of tourism. The development of tourist destinations is the physical development of tourist attractions [9]. In the framework of developing tourism, what must be built are tourism objects and attractions, which include attractions that are usually based primarily on natural, cultural, or artificial wealth, such as events or which are often referred to as special interests [10].

In general, the development of attractions in Tidore Archipelago City is not in accordance with regional policy expectations. For the development of Kalaodi Agrotourism, the local government does not have a specific program and activity planning. The problem faced by the region in the development of tourism is the budget problem. With a limited budget, the local government is forced to carry out priority programs and activities to develop tourism objects. Based on empirical reality related to the development of attractions, the government of the Tidore Archipelago City prioritizes the development of attractions in *Tugulufa Beach* and *Ake Sahu Beach*, as well as Tidore anniversary cultural events.

Although it has not received the local government's attention, the village government and the Kalaodi community have the enthusiasm to develop and improve the area as an agrotourism object under the spirit of regional policies. From the side of the urban government, for example, the government commits to developing tourism objects in its area. For example, the Kalaodi Urban government has always programmed and proposed every *Musrembang* (planning and development meetings) activity to develop supporting facilities for the *Luku Celeng Waterfall* tourist attraction. The discussion included the construction of access roads to

waterfalls and the construction of a *gazebo* around the waterfall.

In addition, the urban government conducts a forest protection program around the waterfall by reforestation. Another effort to protect the forest around the waterfall carried out by the urban government is working together with Traditional Leaders and the community to enforce customary rules on the prohibition of tree logging around the waterfall. On the other hand, the Traditional Leaders and the Kalaodi community also carry out the traditional rituals of *Paca Goya* and obey the traditional rules of *Bobeto*. The traditional rituals of *Paca Goya* and the traditional rules of *Bobeto* are the wisdom of the community regarding forest and nature protection.

The traditional ritual procession of *Paca Goya* and *Bobeto* was carried out by the customary leaders of the Kalaodi community, who are commonly called *Sowohi*. On the day of the ritual, the Kalaodi community led by *Sowohi* walked to the place for the ritual called *Goya* (Fig. 2). In that place, traditional food, is served and prayer rituals are led by *Sowohi*. After the prayer is read by *Sowohi*, then continue with the ritual of eating traditional food which is carried out in a wise and sacred manner. In the procession of the *Paca Goya* and *Bobeto* traditional rituals, the entire Kalaodi community is involved (Fig. 3).



Figure 2. Procession Walks Towards the *Paca Goya* Ritual Place by the Kalaodi Community (Source: Kalaodi Urban Village Office, 2018)



Figure 3. Traditional Food Eating Procession in the *Paca Goya* Ritual Event by the Kalaodi Community (Source: Kalaodi Urban Village Office, 2018)

In addition to the commitment of the urban government, the community also has the same spirit. The effort and enthusiasm of the Kalaodi community to develop and improve agrotourism in the regions are quite high. The people keep and protect nature and the surrounding forests by applying the *Bobeto* customary rules and with great enthusiasm to attend and follow the *Paca Goya* traditional ritual. Collaboration between the government and the community in developing a culture to become a tourist object has beneficial values for the community and also as a medium for the development of tourism facilities [11].

Not only that, the people have been developing a variety of home industries that produce a variety of unique snacks with raw materials originated from agriculture and plantations. The community also empowers home industries that produce a variety of souvenirs made from Kalaodi forests. Another effort undertaken by the Kalaodi community to develop its agrotourism is by conducting the *Festival Buku Se Dou Kalaodi*. The festival has several agenda of events that have educational value and it also acts as a tourist attraction. Among the agenda of the activities contained in the event are cultural seminars, performances of arts and typical culture of Kalaodi, exhibitions of traditional technology of agricultural production processing equipment, typical food and snacks of Kalaodi, and community handicrafts.

Another effort made by the Kalaodi community to develop tourism in the village is through the younger generation's activities by forming art galleries. The art studio was formed by *Karangtaruna* (Youth Organization) of Kalaodi Urban Village, with the name *Buku Se Dou*. This reality shows that the young generation of Kalaodi also has the spirit to develop their village. The activity indirectly contributes to developing tourism in the village. Conceptually, the business carried out by the Kalaodi community is an effort to develop tourism objects. The objects and the attractions include the usual attraction based primarily on natural, cultural, or artificial wealth, such as events or what is often called a special interest [8,10]. The dynamics of the development of tourist villages were caused by several factors: availability of human resources, the potential of tourist villages, and tourism awareness of tourist village communities [12]. Among the strategies to create tourist attractions are

educating local people in tourism management, developing tourism products, and promoting tourist objects [13].

The activity carried out by the urban government and the Kalaodi community indirectly supports the local government's policy to develop the village as an agrotourism attraction. Agrotourism is the community-based tourism activities that utilize the agricultural business [14]. Agrotourism or agricultural tourism can be interpreted as a series of tourist travel activities that utilize the agricultural location or sector from the beginning of production to obtain agricultural products in various systems and scales to expand knowledge, understanding, experience, and recreation in agriculture [15].

The local government must appreciate the Kalaodi community's awareness of building their village to develop tourism because active support and participation from the community of all stakeholders are needed in the concept of tourism development. To develop industrial and tourism infrastructure, all parties need to work together with like-minded stakeholders in government and industry [16]. Cooperation between stakeholders, such as the government, the industrial sector, and the community that creates tourism products and services are needed. Thus, it can attract tourists to visit tourist destinations.

One of the keys to the success of tourism development is the importance of community participation and involvement in all stages of development implementation. The community must be involved in the planning, implementation, monitoring, and evaluation stages. Communities involved in each stage of development are expected to convey ideas and thoughts as well as their interests. The existence of the community must be an equal, guaranteed, and effective partner. The partnership should guarantee the involvement of the community and other stakeholders in a framework for managing tourism that is under the vision and character of the local community [17].

Development of Tourism Facilities

In the concept of tourism, tourism facilities are basic needs that must be available in tourist destination areas. Apart from being a tourist necessity facility, tourism facilities are a supporting factor in developing and improving tourism. Thus, tourism facilities are supporting facilities of a tourist destination that are needed to serve tourists' needs in enjoying their tour.

Conceptually, the components of tourism facilities that must be available in tourist destinations in tourism development are Accessibility, which includes transportation system support that includes: transportation routes and modes of transportation used to reach tourist attractions; Amenities, which include supporting tourism facilities, which include: accommodation, restaurants and food, restaurant and retail; Supporting infrastructure, namely all types of public facilities in the form of physical infrastructure such as ports, airports, train stations, terminals, and electricity and water supply facilities, and toilets; Supporting facilities (ancillary services), namely the availability of supporting facilities used by tourists, such as banks, telecommunications, hospitals, souvenir shops, and other leisure facilities [10].

Using the above concept, the most important facility that must be available and provided within the Kalaodi Agrotourism development framework is accessibility or road access to Kalaodi; amenities or availability of accommodation and restaurants; electricity, telecommunications, clean water, and toilet facilities. The importance of the availability of tourism facilities is so that tourists can access and enjoy tourist attractions safely and comfortably.

In developing Kalaodi agrotourism by using the concepts mentioned above, the Kalaodi village meets the standards of the concepts. In the accessibility component, for example, access to the Kalaodi village is very easily supported by paved road facilities with excellent road conditions. Access to the Kalaodi village has been supported by land transportation infrastructure, a paved road that has connected every hamlet in Kalaodi village [18].

Kalaodi is geographically located 4 km from the central government, and the distance from the capital of the subdistrict is approximately 6.7 km, at an altitude of approximately 700 m. However, in terms of accessibility, it is not isolated [1]. There are various transportation modes used by tourists to visit the Kalaodi village, such as *ojek* or hired motorcycle, city transportation, and rental cars. Access to the Kalaodi village can be done through two channels the eastern route through the Cobodoe Jati Urban Village, East Tidore Subdistrict, and through the western route with

its entrance through the Ome and Foboharu Urban Village, North Tidore Subdistrict.

In addition to accessibility, amenity, or availability of accommodation (lodging) and restaurant is one of the facilities that must be present at a tourist destination. Kalaodi Agrotourism Village has no lodgings and restaurants. However, Kalaodi community initiatively provides and makes their homes homestays because foreign tourists are visiting and staying overnight at Kalaodi.

Facilities and other important facilities that must be built and provided in the construction and development of tourism are electricity, telecommunications, clean water, and toilet facilities. The availability of supporting public facilities in the tourism system in the form of electricity, telecommunications, clean water, and toilets is a supporting need for tourists. Related to this, in the regional context, based on data from BAPPEDA of Tidore Archipelago City [19], various public infrastructure facilities are available that are the needs of the people of Tidore Archipelago City, and also as a support for tourism development in Tidore Archipelago City. Various public facilities that have been provided by the regions within the framework of regional development include the provision of clean water, telecommunications, hospitals, banks, electricity, and others.

In the Kalaodi case, clean water facilities have been provided in 13 units of reservoirs built by local governments [1]. The reservoirs of clean water have been utilized by the community as a source of household health needs. In addition to the public clean water facilities, there are clean water storage facilities that are built privately by the community to meet their daily needs in each house.

Other important public facilities that must be available in a tourism destination are electricity and telecommunications. Kalaodi, as explained earlier, is geographically over 700 meters high, and the distance from the government center is approximately 4 km, but that does not make Kalaodi village isolated from the communication and electricity facilities.

The concept of tourism development implies that the tourism system requires supporting public facilities. Supporting public facilities that must be available at tourist destinations includes clean water, telecommunications facilities, electricity, banks, and other public facilities In the framework of tourism development, the components that must be built include the following infrastructures. First is supporting infrastructure, namely all types

of public facilities in the form of physical infrastructures such as ports, airports, train stations, terminals, and electricity and clean water facilities, and toilets. Second is ancillary services, namely the availability of supporting facilities used by tourists, such as banks, telecommunications, hospitals, souvenir shops, and other leisure facilities [10].

In the framework of tourism development, carrying capacity is the availability of public facilities in the area of tourism objects visited in the tourist destination. Therefore, tourism infrastructure needs to be built in accordance with the location and condition of the tourist attraction concerned. Public facilities that are prepared for the needs of tourists in tourist destinations consist of electricity, water, telecommunications, banks, pharmacies, hospitals, gas stations, shopping centers, and so on [20].

The most important thing is the availability of supporting public facilities in a tourist destination area to establish a good image and opinion of the tourist destination. The formation of a good image and opinion of tourists towards a tourist destination is an important strategy in tourism development. It is also an effective promotional media. To create and maintain a positive image of tourists towards tourist destinations, what must be maintained in a tourist destination is environmental cleanliness, the quality of tourism infrastructure. With good environmental quality and availability of infrastructure and good tourism facilities, it gives a sense of security and comfort to tourists. On the other hand, with a sense of security and comfort, it will form a positive opinion from tourists about the tourist destination. Thus, assessment and positive opinions from tourists is an effective promotional media [21]. To attract more visitors and increase their satisfaction, increase their perception of the destination image by making improvements to facilities [22].

Development of Human Resources

Human resources are one of the resources in regional economic development. Human resources include skilled labor with an entrepreneurial spirit and institutional resources [23]. Human resource development in the context of tourism development is a primary need. The development of human resources in tourism can be done with a formal

education and training approach. Formal education and training are carried out on government officials, tourism industry entrepreneurs, employees in the tourism industry, and the people who are in the tourism area [24]. Efforts to develop human resources are to support the development of tourism in the area.

Referring to the concept of human resource development in tourism mentioned above, the region that has conceptualized itself as a tourist destination must prepare its human resources. Kalaodi has become one of the leading tourism objects in the region as regulated in Regional Regulation No. 9 Year 2015 concerning the Regional Tourism Development Master Plan (*RIPPARDA*) of the Tidore Archipelago City for 2015-2030, the development of human resources, especially in the field of tourism becomes a necessity. For this reason, the development of human resources in the Kalaodi community is included in the framework for the development and improvement of Agrotourism in Kalaodi that needs to be carried out.

The development of human resources in tourism must be done synergistically between the government and tourism business actors and the community in the tourist destination. The synergy between the activities of tourism stakeholders in the development of human resources in tourism is important because each stakeholder has its role in the development and improvement of tourism. One element that supports the interest of tourists to come to a tourist destination is the community around the tourist attraction who will welcome the presence of tourists and will provide services needed by tourists [20]. Therefore, the community around attractions needs to know the various types and quality of services needed by tourists.

Thus, human resources have an important and strategic role in tourism development. Industrially, human resources in tourism development are a driving force for the continuity of the tourism industry. On the other hand, the key position in the existence of human resources in tourism development acts as the main actor who creates products and services, which is one of the main factors determining competitiveness in the tourism industry [9].

The government as regulator and facilitator must prepare policies and regulations as a legal umbrella for development in the field of tourism. In addition, the government must also facilitate business people and the public to invest and expand regional tourism wealth. On the investment side, investors invest in developing the

tourism industry and are interested in creating a variety of tourism products and providing tourism services in their travels. Institutionally or personally, the people who live in the tourist destination synergize with the government and other stakeholders to create human resources. If the human resources of the community in the tourist destination are well available, it will help the government and other stakeholders develop and improve regional tourism.

Related to the development of human resources in the field of tourism, the Kalaodi community has realized the importance of these problems. Kalaodi community awareness in developing human resources as a concrete action to prepare the village as a regional agrotourism attraction has been present. The Kalaodi community has taken concrete actions to prepare themselves as a tourism destination, such as forming an art studio and conducting training activities on developing home industry products developed by the community such as chips, bamboo matting, and other products. The home industry development activities carried out by the Kalaodi community can be seen in Figure 4.



Figure 4. Kalaodi Community Activities to Make Bamboo Matting (Source: Kalaodi Urban Village Office, 2018)

Referring to this reality, it can be explained that the development of human resources, especially in this research, shows that the Kalaodi community has carried out human resource development activities as a rare endeavor for the development and improvement of tourism in the village. The Kalaodi initiative to develop human resources through training activities in mastering English, establishing literacy houses, and forming art galleries is indirectly a form of attention for tourism development in the village.

The attention of the Kalaodi community is a form of participation and support, as well as a

form of a sense of responsibility towards local government policy in tourism development. Development at the ideal level should be the joint responsibility of the government and the people so that there is no claim that the government has the sole responsibility for development. Development is to empower the community individually and in groups to develop their potential so that they can utilize the resources they have for a better life [25].

The Tidore Archipelago City government also carries out efforts to develop human resources in the field of tourism through the Department of Culture and Tourism through training activities. Among the training in human resource development conducted by the Department of Culture and Tourism is homestay managers' training [26]. In the context of tourism development, the development and improvement of human resources have an important and strategic role. Industrially, the existence of human resources in the development of tourism functions as a driving force for the continuity of the tourism industry [9]. On the other hand, the key position of the existence of human resources in tourism development acts as the main actor who creates products and services, which is one of the main factors determining competitiveness in the tourism industry.

Thus, the development of human resources in the context of tourism development is a primary need. The development of human resources in tourism can be done with a formal education and training approach. Formal education and training are carried out on government officials, tourism industry entrepreneurs, employees in the tourism industry, and the people who are in the tourism area [24]. Efforts to develop human resources are to support the development of tourism in the area.

CONCLUSION

Kalaodi has a lot of tourism potential. This wealth underlies the local government in the regional policy to make Kalaodi one of the leading tourism objects in the region, especially agrotourism. However, there are no programs and activities created by the local government to develop and improve Kalaodi Agrotourism. Nevertheless, the community and the Kalaodi urban government are still trying to develop the natural and cultural wealth that has become an area of agrotourism.

Kalaodi, as a village, is located far from the central government, but in general, the availability of various public facilities has been built and provided by local governments. The provision of

various public facilities is conducted to develop all sectors and areas of development in the area, including the tourism sector.

To develop tourism objects in the area, various components of the Kalaodi community carry out human resource development activities. Among the human resource development activities undertaken by the Kalaodi community are the creation of literacy houses, the formation of art studios, English language training, and home industry product development training.

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Patronage Buying Motives of Milkindo's Tourists

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Abstract

Agritourism with the concept of animal husbandry has its own uniqueness as a tourist destination. Among Agritourism at Malang City, Indonesia, with the concept of animal husbandry, only Milkindo stated their place as integrated dairy farming for recreation and education. The purpose of this study was to determine the relationship of patronage buying motives consisting of tourist sites, tourist location atmosphere, facilities at tourist sites, price & service quality to the decision process of tourists visiting tourism of the Milkindo Integrated Dairy Farming Recreational and Educational Tours. One hundred Samples were selected on a non-probability sampling with an accidental sampling approach. Quantitative Data is analysed by Partial Least Square (PLS) analysis. The result of this study is shown that facilities at tourist sites is the one variable that has a significant positively effect on the decision process of tourists visiting tourist sites, while the tourist location, tourist location atmosphere, and service quality don't have significant effect on it, meanwhile price has a negative but not significant effect. The findings show that the theory of motive theory of tourist's patronage buying motive toward Milkindo can be used as a basis for assessing attractions other than agritourism. In addition, it can be translated with different geographical and demographic conditions, because the study is only in the city of Malang, Indonesia.

Keywords: Agritourism with Farming Concept, Patronage Buying Motives, Tourist Visiting Behaviour.

INTRODUCTION

Agritourism with the animal farming concept has its own uniqueness as a tourism destination. There are 3 (three) locations in Malang City and surrounding areas built as recreational destinations, which are Mega Star (horse farming) at Batu, Nusa Pelangi and Milkindo (dairy farming). Among those agritourism with the animal farming concept, only Milkindo stated their place as an integrated dairy farming for recreational and educational tours. The integrated farming concept is a sustainable system that does not stand alone and believes that everything produced will return to nature as their principle. It means every waste produced will be reused into something valuable [1].

In integrated farming concept that developed in many countries has a zero-waste production system as its orientation. It means every waste produced from cattle and plants will be recycled and reuse into the cycle production cycle [2]. Those interesting concepts of Milkindo are created to attract tourists to visit and spend their leisure time to have a vacation activity with their family in this area.

The explanation above makes the reason why Milkindo becomes the subject of this study. Also, based on the observation that the researcher did, the latest problem on Milkindo was ineffective promotions carried out by their Management

which made the declined in the number of tourists. The issue happened by lacking detailed information owned by Milkindo's Management on what things actually attracted Milkindo's tourists. By obtaining clear information about what factors make the tourists interested, and emphasizing it as a promotion tool to attract new potential tourists, then we will find an effective way to do promotion.

Every vacation activity, to meet the needs of life, motivated by different reasons. Thus, it is important to understanding tourist's motivation, especially for social and cultural reasons. It is because those things will affect tourist's preference for the type of tour they want. Various types of tourism products and services offered by tourism destinations nowadays were led to various choices faced by potential tourists.

Since there is no official promotion from Milkindo, word-of-mouth information is the reason for tourists' decision to visit Milkindo. However, different tourists will have different experiences, so the satisfaction level of tourists will also differ. In general, every tourist will tell their satisfaction and dissatisfaction experience to other people. So it creates a fluctuation effect on the amount of the tourist visiting the tourism destination indirectly. Thus, to meet tourist's demands and needs that' always change and demanding, the management of Milkindo has to manage each element about Patronage buying motives professionally.

Research needs to be done to determine the indicators of Patronage buying motives that need

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to be prioritized by Milkindo's management to influence the tourist visiting behavior on Milkindo. The result of this research was expected to predict the change of tourist preferences so that Milkindo will be able to compete in the tourism industry. Previous research defined consumer behavior in tourism as the study of why people buy the products and how they make their decisions [3]. Each tourist has different behavior in deciding to choose a tourism destination. Other research explained buying decision conducted by a consumer is a conscious activity as a response to a problem [4].

Several studies with different instruments that explained purchase patterns and customer motivation were differentiated into two motives. The first is product motives, which cover all reasons or interest so that someone buys a product, and the second is motive to buy from the dealer who sells the product or a place of purchase (patronage motive). This motive is a consideration for consumers buying in a certain place. Pertiwi [5] argued that patronage buying motives are the reasons why a consumer chooses to shop at a store. In this study, the researcher replaces the stores with a tourism destination which is Milkindo, as integrated dairy farming.

The elements of Patronage buying motives explained by previous researches were simplified into five elements [6,7]. This consideration is based on the reason that some elements of the Patronage buying motives have almost the same meaning. So that, five elements of *patronage buying motives* in this research are: (1) tourist location, (2) ambiance at tourism destination, (3) facilities at tourism destination, (4) price at tourism destination, (5) service quality by human resources at tourism destination. As a rule, the closer area is to its likely markets, the more desirable it is and the more likely it to have a high demand [8].

Most tourists judge a tourist destination based on what is visible from a tourist attraction, such as architecture from the outside, which ultimately can make tourists decide whether to visit these attractions or not [9]. It also depends on the perception of each tourist whether the tourist destinations are right for them or not.

Another important thing that can influence purchasing behavior is the quality of the ambiance around the tourism destination or ecological design at the tourist location. Tourists will feel comfortable staying longer in a tourism destination if the ambiance at the tourist destination could give a happy and feel

comfortable feeling during their tourism activities. In addition to the density of visitors, the seller of food and beverage around the tourism destination is also a component that determines whether the ambiance is comfortable in the tourism destination. Thus, the relationship between people has reciprocal effects that can be positive or negative.

If tourists doing the tourism activities, which starts from leaving from their home toward tourism destination, surely need a various thing, such as transportation facilities, food, drinks, recreational facilities, even lodging. Offers must be available in sufficient quantities following the requests of visitors who come to the destination [8]. Each facility offered by a tourism destination can influence tourist's visiting behavior [6,7].

Other variables that also important to be considered in choosing a tourism destination are price, value, product variation, quality, cleanliness of tourist attractions, and the friendliness of employees who serve tourists while they are at tourist attractions [6]. Pricing is often used as a competitive advantage tool in tourism in several ways to try and influence consumers in their purchasing patterns [3]. Various prices between holidays and weekdays, or between peak-season and off-season, are some of the company's strategies toward price to tourists. Each visit to a tourism destination also depends on the time owned by tourists to visit. Usually, many people travel on weekends or school holidays, or national holidays.

Finally, employees are instruments that also greatly affect the store's image [6]. Tourists as consumers tend to wish that company employees can help if they need help (helpful), friendly, and polite (courteous). This condition will make a tourist spend more time at the tourism destination because they are served by employees nicely. If the tourist stays longer in tourism destination, they will tend to spend more on their money. Likewise, the quality of the human resources as a manager is required to be professional to manage the tourism destination nicely. It is because every good service tends to create and even maintain tourist satisfaction. Tourist satisfaction is one of the keys to the final relationship with consumers and giving value to them [9].

The current discussion about patronage buying motives is more related to spending centers, including hypermarkets and malls. Based on previous research, motives for patronage purchases to malls, retail stores, and other

shopping centers are very diverse, including social motives, personal motives, searching for motivation, searching for motivational experiences, prices, interior design, intrinsic and extrinsic motives, excitement, utilitarian motives, looking for variations, hedonic motifs, and others [10,11,12]. Studies on motives of patronage buying in the shopping center were also done by God in 1997, Ruiz in 1999, Dennis *et al.* in 2001, and Nicholls *et al.* in 2000 and 2002 [13]. But still few previous researches about patronage motives buying to discover tourist decision making toward visiting tourism destination. So the aims of this study were to determine whether: 1) there is an effect of tourist location toward tourist visiting behavior process significantly, 2) there is an effect of atmosphere at tourism destination toward tourist visiting behavior process significantly, 3) there is an effect of available facilities at tourism destination toward tourist visiting behavior process significantly, 4) there is an effect of price at tourism destination toward tourist visiting behavior process significantly, 5) there is an effect of service quality by human resources at tourism destination toward tourist visiting behavior process significantly.

MATERIAL AND METHOD

The object of this research is the Milkindo Integrated Dairy Farming Recreational and Educational Tours. Samples were selected on a non-probability sampling with an accidental sampling approach. Accidental sampling, also known as grab or opportunity sampling, is a form of non-probability sampling that involves taking a population sample that is close at hand rather than carefully determined and obtained. In this research, the researcher finds a person who visits Milkindo by randomly selecting passers-by using a questionnaire. The population is unknown, so the number of samples in this study was based on the formula for calculating samples in unknown populations as follows [14].

$$n = \left(\frac{Z_{\alpha/2} \sigma}{e} \right)^2 = \left(\frac{(1,96) \cdot (0,25)}{0,05} \right)^2 = 96,04$$

Thus, the samples taken in this study were rounded up to 100 respondents. Data collection is done by field survey method, with 5 points scale questionnaire instruments. The collected data is processed and analysed using Partial Least Square (PLS) analysis using SmartPLS software version 3.2.8. The Independent variable summarized in Table 1 is Patronage buying motives (X), based on Stanton and Shadish [7]. It

was divided into 5 (five) parts, i.e. tourist sites (X_1), tourist location atmosphere (X_2), Facilities at tourist sites (X_3), Price (X_4), Quality of Service (X_5). While the dependent variable based on Pertiwi [5] and Ramadhan [15] is the variable decision process of tourists visiting tourism sites (Y).

RESULTS AND DISCUSSION

Based on the structural model shown in Figure 1, it is known that the R-square value of the relationship between Patronage buying motives and the decision process of tourists visiting tourist sites is 0.712. That means 71.2% of the decision process of tourists visiting tourist sites is explained by patronage buying motives consisting of Tourist Locations, Tourist Location Atmosphere, Facilities at Tourist Sites, Price, and Quality of Service. Meanwhile, 28.8% is explained by other independent variables that are not considered in this study.

The tourist site's coefficient towards the decision process of tourists visiting tourist sites is 0.082, with t-stat $0.584 < 1.96$ (Fig. 2). It shows that tourist location doesn't have a significant positive effect on the decision process of tourists visiting tourist sites. So the first research hypothesis (H_1), which states that the effect of tourist location on the decision process of tourists visiting tourist sites is significant, was rejected. The decision process of tourists visiting tourist sites will indeed increase with the ease of transportation, but the increase is slight. However, this result is not in line with previous research [16]. It's because the location in Milkindo not that far from the Malang city, that still can reach by public transportation even private car.

The tourist location atmosphere path coefficient towards the decision process of tourists visiting tourist sites is 0.196, t-stat $1.178 < 1.96$ (Fig. 2). It shows that the tourist location atmosphere has a positive but not significant effect on the decision process of tourists visiting tourist sites. So the second hypothesis (H_2): the effect of the tourist location atmosphere on the decision process of tourists visiting tourist sites is significant, was rejected. The decision process of tourists visiting tourist sites will indeed increase with each increase in tourist location atmosphere, but the increase is slight. The result is the opposite of Kiswanto [17] because the atmosphere of Milkindo was not demanded to be clean, as one of the indicators stated. The only thing needed in Milkindo that affects visiting decisions is facilities exist in Milkindo.

Table 1. Operational Definition of Variables

Variables	Indicators	Items
Patronage buying motives (X)	Tourist sites (X ₁)	Tourism location strategy (X ₁₁) Ease of transportation in reaching the location (X ₁₂)
	Tourist Location Atmosphere (X ₂)	Pleasure with the atmosphere of the tourist location (X ₂₁)
		Freedom to carry out tour activities (X ₂₂)
		Security while on location (X ₂₃)
		Location cleanliness (X ₂₄)
	Facilities at tourist sites (X ₃)	Compatibility of the design / layout of facilities (X ₃₁)
		Infrastructure design / layout (X ₃₂)
		Completeness of the feasibility of physical facilities (X ₃₃)
		The feasibility of physical facilities (X ₃₄)
		The entertainment appeal presented (X ₃₅)
	Price (X ₄)	Suit the price of admission with tourist purchasing power (X ₄₁)
		Suitability of price variations with the needs of tourists (X ₄₂)
		Suitability of the price of the products at the tourist site (X ₄₃)
		Quality of Service (X ₄₅)
	Service Quality (X ₅)	The attraction of the appearance of officers at tourist sites (X ₅₁)
Reliability of services provided by officers to tourists (X ₅₂)		
Officer responsiveness to tourist complaints (X ₅₃)		
Courtesy and friendliness of officers to tourists (X ₅₄)		
Decision Process of Tourists Visiting Tourism (Y)	Need for a vacation (Y ₁)	
	The desire of tourists in finding additional information (Y ₂)	
	Tourist compare with other tourist locations (Y ₃)	
	Attract tourists and choose attractions (Y ₄)	
	Frequency of tourists visiting (Y ₅)	
	The frequency of tourists planning to visit tourist sites (Y ₆)	
	Satisfaction obtained by tourists (Y ₇)	

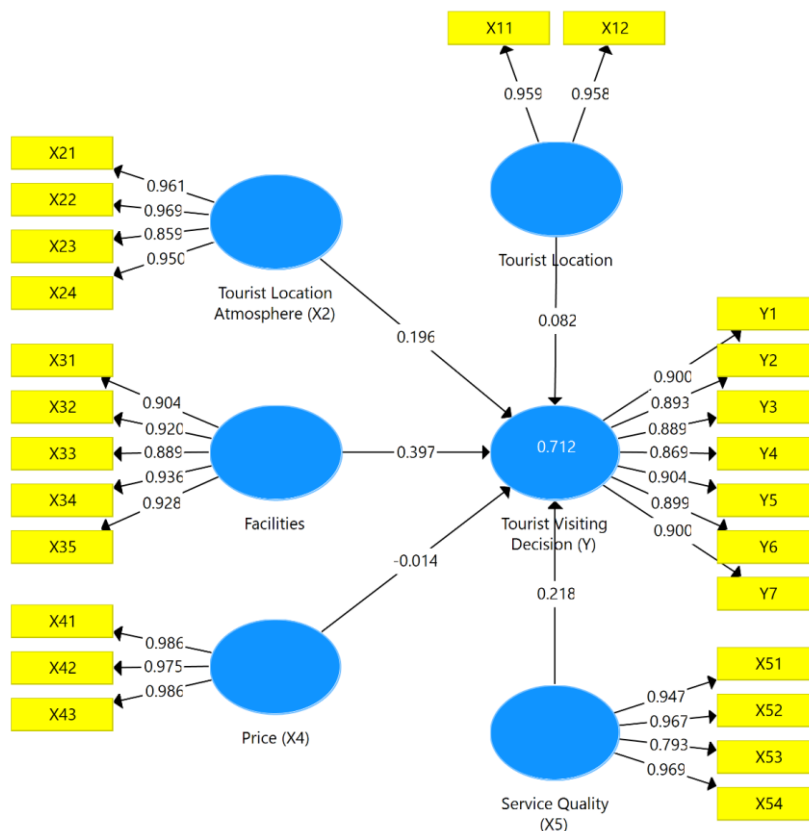


Figure 1. Structural Model

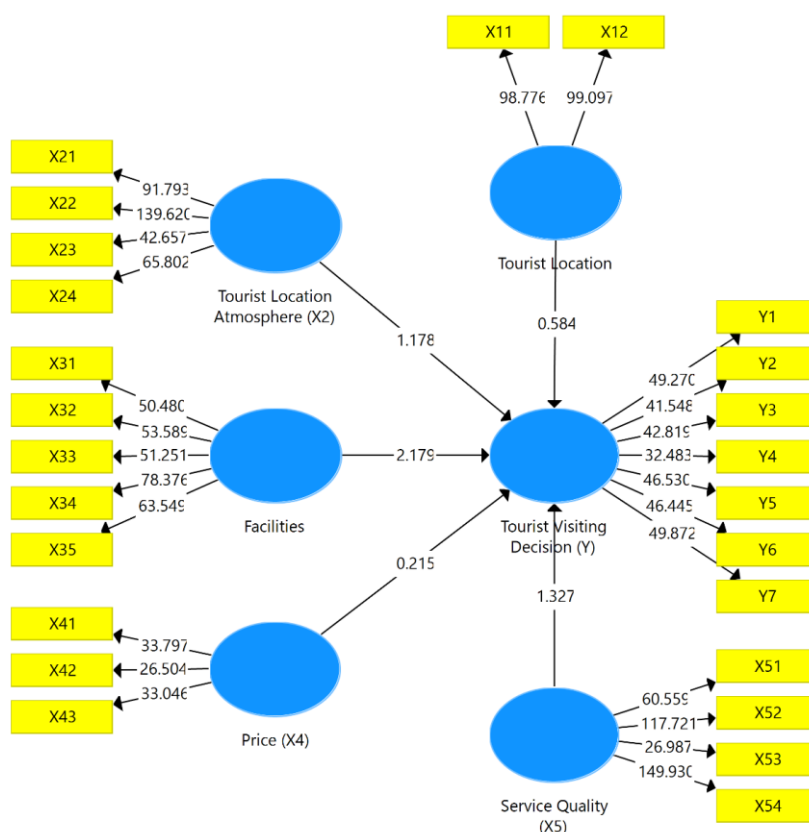


Figure 2. Bootstrapping Output

Facilities at tourist sites path coefficient towards the decision process of tourists visiting tourist sites is 0.397, t-stat 2.179 > 1.96 (Fig. 2). It shows that facilities at tourist sites affect the decision process of tourists visiting tourist sites, in which the direction of the effect is positive and significant. So the third research hypothesis (H₃), which states that the effect of Facilities at tourist sites on the decision process of tourists visiting tourist sites is significant, is accepted. This research is supported by a previous study that stated facilities have a positive effect significantly toward decision visiting tourism [17]. The decision process of tourists visiting tourist sites will increase dramatically with each increase in facilities at tourist sites.

The price path coefficient towards the decision process of tourists visiting tourist sites is -0.014, t-stat 0.215 < 1.96 (Fig. 2). It shows that price has a negative but not significant effect on the decision process of tourists visiting tourist sites. So the fourth research hypothesis (H₄), which states that the effect of price on the decision process of tourists visiting tourist sites is significant, is rejected. The decision process of tourists visiting tourist sites will decrease with each increase in price, but the decrease is slight.

This result is in line with previous research that stated price has a negative effect but not significant [16].

The service quality path coefficient towards the decision process of tourists visiting tourist sites is 0.218, t-stat 1.327 < 1.96 (Fig. 2). It shows that service quality affects the decision process of tourists visiting tourist sites. This effect is positive, but it is not significant. This result is not in line with a previous study [16], because in Milkindo, the tourism attraction did not need excellent service to make tourists satisfied. The attraction in Milkindo focuses on how the animal could give a valuable lesson about the process in livestock. So the fifth research hypothesis (H₅), which states that the effect of price on the decision process of tourists visiting tourist sites is significant, is rejected. The decision process of tourists visiting tourist sites will increase with each increase in service quality, but the increase is slight.

At the indicator level, based on the value of t-statistics, it is known that ease of transportation in reaching the location is stronger enough in reflecting tourist locations than tourism location strategy. The strongest indicator that reflects the tourist location atmosphere is the freedom to

carry out tour activities, while the weakest is security while on location. The indicator that most strongly reflects facilities at tourist sites is the feasibility of physical facilities, while the weakest is the compatibility of the design/layout of facilities.

Indicators of the suitability of price variations with the needs of tourists are slightly weaker in reflecting prices compared to suit the price of admission with tourist purchasing power and the suitable price for the product at the tourist site. The courtesy and friendliness of officers to tourists indicator is the strongest indicator that reflects service quality, while the weakest is the officer responsiveness to tourist complaints. The strongest indicator that reflects service quality is satisfaction obtained by tourists, while the weakest is attract tourists and choose attractions.

Patronage Buying Motives which have a variable such as location, atmosphere, facilities, price, and service quality of employees/personnel, have proven that only facilities variable has a significant effect toward tourist decision on visiting Milkindo. These results are supported by recent studies [5,17]. It explained that facilities have a big effect on tourist's decision to visit tourism destinations, in which the direction of the effect is positive.

Based on our observation, the facilities provided by Milkindo are quite diverse. It is ranging from a soccer field as a children's playground, a mini-park, an *Instagram able* photo booth, a rabbit park, a cowshed, a milk factory, a horse stable that provides horse riding facilities, a trampoline arena, a mini train, an archery arena with a water balloon as a target, clean and spacious toilets, pray room, plenty of chair for rest, and the last is the food court area.

Meanwhile, the location variable is proven to effects the tourists' decisions to visit Milkindo positively, although it is not significant. It was opposite to a previous study [17] that stated the location had a positive and significant influence on tourist visiting decisions. Milkindo has a location near Malang City, so it can be easily reached by the people of Malang City and surrounding areas. The exact location of Milkindo is in Kepanjen, which could be reached within one and a half hours.

The atmosphere variable has a positive effect on tourists' decision to visit Milkindo, although this effect is slight. The results of this study are not in line with a previous study [18] which explained that the atmosphere of the tourist

attractions influences the decision of tourists visiting these attractions. According to the results, the strongest indicator of the atmosphere felt at Milkindo is where every tourist freedom to carry out tour activities.

The vast place and location of well-scattered animal cages make tourists feel the freedom to be able to see livestock in Milkindo. However, this does not make Milkindo's atmosphere a significant influence on tourists visiting the place.

Besides, the price variable has been proven as a negative but not significant effect on tourists' decisions to visit Milkindo. The results of this study are supported by previous research [16], which states that prices have a negative and not significant effect on tourist visiting decisions toward tourism destinations. In this case, price is not the main factor determining tourists visiting Milkindo. However, there is an interesting fact that the increasing price of entry tickets will reduce the decision of tourists to visit Milkindo. Interestingly, those states are not significantly affecting the behavior of tourists visiting Milkindo. The price of an entry ticket at Milkindo is affordable at IDR 25,000 with a milking tour package, feeding cows, and getting 250 ml ready to drink cow milk.

Service quality variable affects tourists' decisions to visit Milkindo, but the effect is not great. A different result from previous research [15] stated that service quality significantly influences tourist decisions to visit tourist attractions. The indicator of the service quality variable that has the strongest influence is the level of politeness and friendliness of employees who interact with tourists. This can be seen when the group of tourists first entered Milkindo. Tourists are immediately welcomed by a tour guide and directed into a room with AC, LCD, and projector as a facility. Every tourist was invited to see the integrated farming in Milkindo doing, starting from upstream to downstream.

In addition, tourists are invited to find out information about other livestock, besides cows, in Milkindo. After that, tourists are invited to see directly and feel milking from the cows and drink cow's milk after the process. Although the milk that tourists drink is not the result of a tourist's milking, still, it can create an interesting and unforgettable experience for tourists. After completing the cowshed, tourists will be invited to circle other cages, including goats, geese, sheep, and horses. Every service and explanation from the tour guide is delivered in a friendly and polite manner.

CONCLUSIONS

The result of this study showed that facilities at tourist sites are the one variable that has a big impact on the decision process of tourists visiting tourist sites, while the tourist location, tourist location atmosphere, and service quality affect the decision process positively but slightly. Meanwhile, the price has a negative but not significant effect. Several things are known to be Milkindo excellence. It includes the convenience of transportation in reaching the location, freedom to conduct tourism activities, the feasibility of physical facilities, the price of admission with tourist purchasing power and the suitability of product prices at tourist sites, the politeness and safety of relations to tourists, and satisfaction obtained by tourists. The findings show that the theory of tourist patronage purchasing motives towards Milkindo can be used as a basis for assessing attractions other than agritourism. In addition, it can be translated with different geographical and demographic conditions because the study is only in the city of Malang, Indonesia.

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Community-based Ecotourism Model for Development UNESCO Global Geopark: A Case Study of UGG Batur Bali, Ciletuh-Palabuhanratu West Java, and Toba Caldera North Sumatra

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Abstract

Geopark or the established UNESCO Global Geopark (UGG), such as Toba Caldera, Batur, or Ciletuh, in fact, will stimulate local economic development, such as through ecotourism, by monetizing the potential of their geo-diversity, bio-diversity, and local culture. It is argued that the ecotourism model that involving the local community has great potential in supporting the success of Geopark's sustainability. This study contributes as the best practice and guidance in managing the current UGG or developing the next UGG. Hence, this study aims to explore and describe the implementation of Geopark management following a community-based ecotourism model. Three cases study were carried out in UGG Batur, Ciletuh, and Toba Caldera. Some aspects were studied, including key stakeholders and their roles, mapping community involvement, and implementation of the CBE in managing the UGG. Focus group discussions were done with resource persons from five main sectors, namely academics, government, community, entrepreneurs, and the media. The results show that in most cases, the Geopark sites belong to the community or managed by the community, which is considered as a good condition for stimulating the CBE model. Applying the CBE model effectively requires key actors in the community with soft and hard skill competencies.

Keywords: Batur Lake Bali, Ciletuh-Palabuhanratu West Java, Community-based ecotourism, Community involvement, Geopark, Toba Caldera North Sumatera.

INTRODUCTION

Community-based ecotourism (CBE) has become a significant approach in protecting the environment while also promoting tourism [1]. It is because ecotourism will boost the conservation program of the specific area [2], such as for the geological heritage. At the same time, the local community involvement will create a positive impact for the improvement of the economic benefits for the community [3,4]. Jones and Scheyvens argue that, particularly in developing countries, CBE is a means to reconcile environment conservation (wildlife in Jones's term) with the economic development in a rural area [5,6]. Meanwhile, the tourism industry is considered a key contributor to economic development, as reported by the WTTC at the Annual Economic Report 2017: the role of travel and tourism in economic development is undoubted. Its role also including in creating jobs for many people throughout the world. More specifically, travel and tourism have a direct contribution of US\$2.3 million to economic development and 109 million jobs. Meanwhile, the indirect and the induced impact on the global economy was US\$7.6 trillion and around 292

million jobs. Those are equal to 10.2% of world's GDP and 1 in 10 of all jobs.

As a part of the tourism industry, ecotourism also grows significantly and becomes a relevant sector [7]. It is because the demand for wildlife or natural attraction has become more popular among tourists in the world. It is also a case for Indonesian tourist attractions. The following figure is drawn from the data published by Statistic Center in 2017, showing a percentage of business entities by the tourism attraction sectors. Water and nature tourism show the highest percentage, which indicates the highest demand in these sectors. Figure 1 indicates that water and nature tourism shows the largest business appeal and is followed by artificial tourism or man-made attraction, such as *a dreamland*. Meanwhile, Figure 2 shows a mapping of provinces that have different appealing characteristics. The first cluster shows provinces with characteristics of high attraction in Nature and culture tourism. The second cluster shows provinces with high water and natural attraction, and the third cluster shows a combination of amusement recreational park, nature, and water tourism.

The figures show that nature, water, and culture tourism have attracted business, involved either government or individual. Recently, community involvement has been considered growing in this tourism, which develops ecotourism [8].

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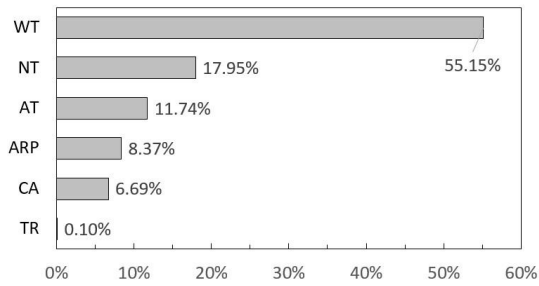


Figure 1. Percentage of business in by tourism sector (WT=water tourism, NT=nature tourism, AT=artificial tourism, ARP=amusement and recreation parks, CA=culture attraction, and TR=tourism region) (Source: Statistic Center, 2017)

One of the ecotourism types is a tourism attraction from the Geopark, which offers the beauty of the unified geo-diversity, bio-diversity, and local culture in geographical heritage areas, commonly a volcano's eruption. It is primarily known as UNESCO Global Geopark (UGG). It promotes sites of international geological value and is the basis of local, sustainable development (as explained in UNESCO official website, 2017). The UNESCO Global Geopark – UGG (2017) is an associate heritage geographical area that has a tremendous value and is managed to protect its value. It is not only to protect the heritage but also to educate society and sustain it. More specifically, it is an integration of geological, natural, and cultural heritage. The UGG unifies it to enhance the benefits of this heritage to conserve it.

Since the UGG is inherent in the area surrounding the local community, the community-based approach is the best way to encourage the development of UGG. More specifically, with the collaboration between the stakeholders and all relevant parties, including the regional government. In other words, UNESCO is stimulating a community-based approach while promoting the geological heritage area, and at the same time, also developing ecotourism.

This research proposes that in developing the UGG, the community-based approach is the best approach that can use by the local government. It is because the geopark is located within the community, which has a connection among people, nature, culture, and economics. This connectivity assures understanding we had to know in-depth knowledge and precisely all the three aspects of UGG: geo-diversity, bio-diversity, and local culture. Hence at the same time, developing UGG will also encourage the development of ecotourism.

Moreover, this research uses three UGG that is (1) Batur Lake, located in Bali; (2) Ciletuh-Palabuhanratu, located in Sukabumi, West Java; and (3) the new one is Toba Caldera in North Sumatra. Batur Lake is one of the popular international tourist destinations in Indonesia, specifically in Bali, which also a UNESCO Global Geopark. The area is a geological heritage that is coming from an eruption of Mount Batur.

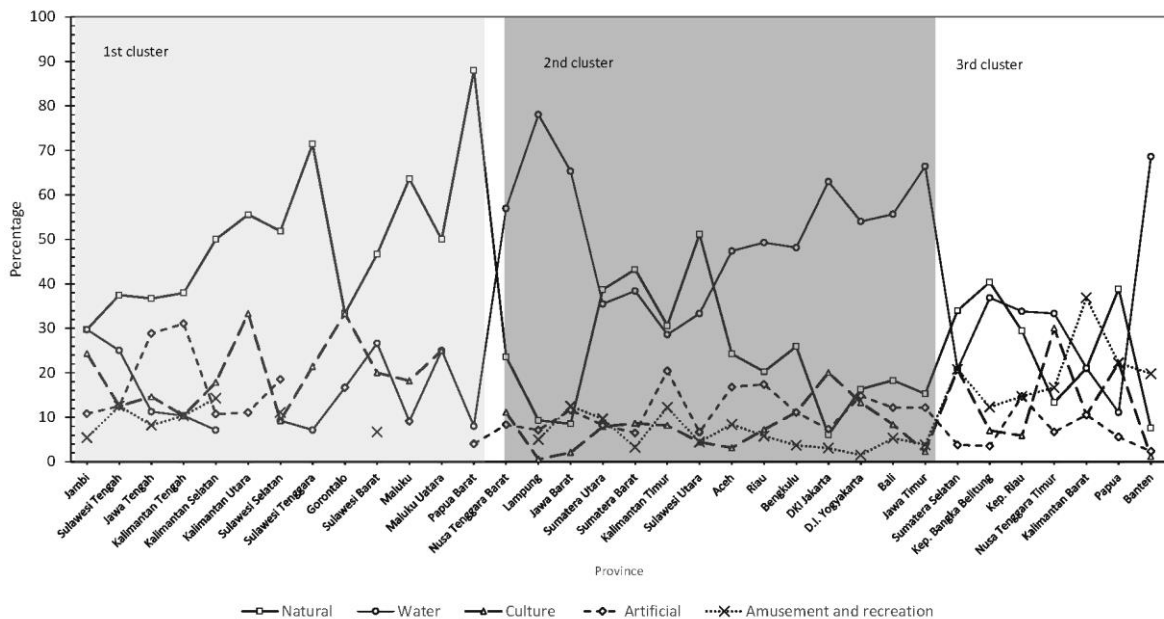


Figure 2. Percentage of business by tourism sector and provide (Source: Statistic Center, 2017)

As mention on the website, Batur UNESCO Global Geopark includes two volcanic calderas and presents a complete volcanic landscape with caldera walls, cones and craters, geothermal phenomena (fumaroles, hot springs), a lake, lava flows, pyroclastic flows, and tephra. The phenomenon of double-calderas with a crescent-shaped volcanic lake (7 km long, 1.5 km wide) and located 1,031 m a.s.l. was called the most beautiful caldera in the world. The uniqueness of the area's geology array is the volcanic origin, endemic flora and fauna, and aboriginal culture motivated by the Balinese Hindu religion. These are a perfect combination of different heritages of the Earth.

Meanwhile, Ciletuh-Palabuhanratu is the Unesco Global Geopark that contains eleven geological sites and is grouped into three geo areas, namely Cisolak, Jampang, and Ciletuh. The location has a 126,100 ha area or 1,261 km². Besides the UGG, some tourist attractions beyond this area are Cibanteng, Tangkubanparahu, Sukawayana Nature Reserve, Cikepuh Wildlife Reserve, Sukawayana Nature Park. Also, there are some facilities like an integrated military training area managed by KOSTRAD, a turtle conservation area in Pangumbahan, an air force exercise area on the Ujunggenteng Cave, Regional shrimp aquaculture in Mandrajaya and Ujunggenteng, and batik village in Purwasedar [9,10].

Toba Caldera (TC), as a new UGG in Indonesia, is the most magnificent caldera in the world and has a unique geological heritage. The landscape of TC is the result of a volcanic massive explosive volcanic eruption that formed the caldera. The basin of the caldera led with water forming a lake which occupies 90 x 30 km². In the middle of the lake is an island called Samosir Island. The caldera wall, which is commonly steep slopes, becomes a watershed. The surface elevation is about 2,000 m a.s.l. There are 15 geosites surrounding the TC with four geo areas, such as Haranggaol, Porsea, Sibandang, and Samosir.

The topography of the area around the lake is undulated hills (43%), mountains (30%), and plain (27%). The area of TC Geo area is estimated to have a population of 263.978 distributed in seven regencies, belongs to the North Sumatra Province. Settlements occupy the plains, where they practice their daily activities. This area is locally inhabited by Batak Toba, Simalungun, Karo, and Pakpak ethnics. We can argue that the development of UGG is the practice of sustainable tourism, which contains three

aspects: social justice, economic development, and environmental integrity. It means that UGG should have an impact on the wealth of the local community without broken natural resources. In that context, it is clear that UGG is in line with the development of sustainable tourism that maintains the balance of ecology and searches for sustain the bio-diversity, respect for local value, and at the same time, gives tolerance and multi-local understanding.

Therefore, the development of UGG has a critical agenda, which will leverage the ecotourism in the UGG area, and achieve the UNESCO'S agenda toward UGG that is a holistic concept of protection, education, and sustainable development. Also, it will leverage the local economy by enhancing the participation of the community in the development of tourism, specifically ecotourism. In the case of Toba Caldera, it is more specifically to bring back the popularity of Lake Toba. Since there is a declining trend of the number of visitors local and international comes to Lake Toba recently.

The objective of the study is to explore and describe the implementation of geopark management following community-based ecotourism. This objective is achieved by investigating the following situation. First, we explored the community involvement in managing and developing UGG Batur, Ciletuh-Palabuhanratu, and Tobal Caldera. Second, we described and identified the key stakeholder and their role in developing UGG. Third, we described the implementation of the community-based ecotourism model in the UGG.

Ecotourism Review

The development of park tourism and ecotourism has been considered an important effort in biodiversity conservation. The effort has connected the community, environment, and tourism. Some good practices have been exposed widely, such as wildlife tourism around Sariska Tiger Reserve India [11], and Hainan, China [8]. A direct benefit is not only perceived by the people around the tourism areas but also by other actors, including business owners and the government. Sekhar stated that among direct economic benefit, park and ecotourism also induced indirect benefit, such in the environment conservation, community development, and national pride [4,11,12].

Since the last two decades, ecotourism has become one of the major topics in the tourism industry [2,4,5,6,7,13]. More specifically, because

its focus is on the undisturbed natural area [7], wildlife conservation [5], biodiversity conservation [4], remote, natural and exotic environments [6] makes a specific segment of tourist give attention to this attraction. Stronza and Gordillo argued that ecotourism sustains the rural livelihoods, catalyzes new development, renews cultural pride, empowers local peoples, and protects biodiversity [2].

Wood stated that the United Nations designated 2002 as the International Year of Ecotourism [13]. The Commission on Sustainable Development (CSD) also mandated the United Nations Environment Programme (UNEP) and the World Tourism Organization to carry out activities for the year because the potentials of ecotourism are to benefit society as well as a burden if it is not well organized [13]. The goals of this program are to review the lessons learned in implementing ecotourism, to identify and promote forms of ecotourism that lead to the protection of critically endangered ecosystems. Meanwhile, it also shared the benefits of the activity.

Moreover, Wood argued ecotourism has a specific offering in the conservation program and becomes a growing niche market within the more massive travel industry [13]. In addition, ecotourism becomes an essential sustainable development tool. It is known that ecotourism's annual sales up to billions of dollars, so this specific tourism offering has the potency to take advantage of the tourism market overall. Also, ecotourism offers a different attraction than other segments of the tourism industry. More specifically, ecotourism is a tourist attraction as a result of sustainable development, such as conserving natural areas, educating visitors about sustainability, and benefiting local people.

Ecotourism is about aligning among environmental resources, community development, and tourism [14]. They argue the three critical aspects in the development of ecotourism, namely environmental, economic, and social sustainability. Hence, it is believed that ecotourism development invites further financial and political support.

Similarly, The International Ecotourism Society (TIES) in 2019 also concludes explicitly that the principle of ecotourism is uniting the conservatives, communities, and sustainable travel. It means that besides the natural aspects, the community has a significant role in developing tourist potency. It is in line with this research proposal that the tourism potency,

including the geopark as one of the forms of ecotourism, should be developed by the local community.

Because the relation of ecotourism with society is very close, as suggested by scholars, that ecotourism supports sustainability and economic development, it is widely recognized that the role of community is central to the development of ecotourism. As defined by TIES, ecotourism is responsible travel to natural areas that conserves the environment and improves the well-being of local people. From this definition, it is clear that the development of ecotourism will be more productive with the community-based approach. Specifically, Kiss [4] mentioned that:

"The attraction of community-based ecotourism is the prospect of linking conservation and local livelihoods, preserving biodiversity while simultaneously reducing rural poverty, and achieving both objectives on a sustainable (self-financing) basis."

The community-based approach to ecotourism has two main benefits. It was to promote both the quality of life of people and the conservation of resources [6]. In this context, we can say that from a development perspective, which considers social, environmental, and economic goals, the approach of responsible community-based ecotourism can 'meet the needs of the host population in terms of improved living standards both in the short and long term [15]. Besides, there is another perspective that somewhat differs from an environmental perspective. The perspective is high-light the ecotourism based on nature tourism that is sustainably managed, includes environmental education and supports conservation [6,16].

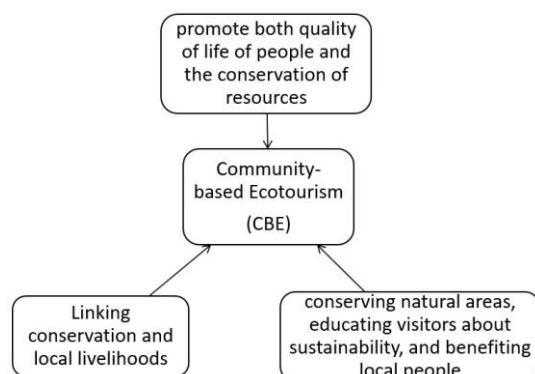


Figure 3. The theoretical framework of community-based ecotourism

From those perspectives, we can summarize in the framework, as shown in Figure 3. The

theoretical framework of Community-Based Ecotourism (CBE) developed as a summary from the approach of scholars. From the framework, we hypothesize that CBE has two major aspects, those are (1) promote quality of life by benefiting the local economy and (2) conserving natural resources.

Community-Based Ecotourism From The Perspective of UGG

In addition to these CBE, UNESCO gives a different approach to manage the attraction that related to somehow what we concern as an object or attraction of ecotourism, among others, biodiversity and local culture. UNESCO, more specifically Global Geopark, offers a new perspective of organizing and managing the environment as a tourism attraction, which is a geological heritage area.

UNESCO Global Geopark is a single, unified geographical area where sites and landscapes of international geological significance are managed with a holistic concept of protection, education, and sustainable development. A UNESCO Global Geopark uses its geological heritage, in connection with all other aspects of the area's natural and cultural heritage, to enhance awareness and understanding of critical issues facing society, such as using our earth's resources sustainably, mitigating the effects of climate change and reducing natural disasters-related risks. By raising awareness of the importance of the area's geological heritage in history and society today, UNESCO Global Geopark gives local people a sense of pride in their region and strengthens their identification with the area. The creation of innovative local enterprises, new jobs, and high-quality training courses is stimulated as new sources of revenue are generated through geo-tourism, while the geological resources of the area are protected ¹.

A Bottom-Up Approach

UNESCO Global Geopark is using a bottom-up approach in developing the geopark by empowering local communities and give them the opportunity. More specifically, the approach aims to develop a cohesive partnership to get the common goal of promoting the area's significant geological feature or outstanding geological beauty. By this approach, it is hoped that the process will involve all relevant local and regional stakeholders and authorities in the area (e.g., landowners, community groups, tourism

providers, indigenous people, and local organizations). This process also requires all the stakeholders to develop a comprehensive strategy to meet all of the communities' goals while showcasing and protecting the area's geological heritage. The stakeholders are a firm commitment by the local communities, reliable local multiple partnerships with long-term public and political support.

To become one of UNESCO Global Geopark, it must demonstrate the geological heritage of international significance. It is because the purpose of a UNESCO Global Geopark is to explore, develop, and celebrate the links between that geological heritage and all other aspects of the area's natural, cultural and intangible heritages. It is about reconnecting human society at all levels to the planet we all call home and celebrating how our planet and its 4,600 million years long history have shaped every aspect of our lives and our societies.

From those descriptions, we can summarize that UGG support and, at the same time, enhance community-based ecotourism. It is because the attraction of the UGG is closely related to the focus of ecotourism's object and attraction. Furthermore, also, the UGG approach to explore and promote the geological heritage area.

MATERIAL AND METHOD

A qualitative approach is applied in collecting and analyzing data, which includes triangulation of findings. A case study and observation method is done, with some key informants were interviewed. Following Yin [17], the case study is defined as an empirical inquiry that investigates a contemporary phenomenon within its real-life context, when the boundaries between phenomenon and context are not evident and in which multiple sources of evidence are used.

In this study, the phenomenon is the implementation of community-based ecotourism in developing Unesco Global Geopark, within the real-life context of Toba Caldera region, including their nature, community, and system. The selected cases are chosen to figure the phenomenon and the preparation stages of developing the UGG, including:

- a) UNESCO Global Geopark Batur Lake
- b) UNESCO Global Geopark Ciletuh-Palabuhanratu
- c) UNESCO Global Geopark Toba Caldera

The three locations of UGG were selected since some early information of community

¹ <http://www.unesco.org/>

involvement in developing the UGG is significant. Hence, those cases are relevant and valid in achieving the research objective.

We explored the three regions' development and the design of some pre-requisite of UNESCO Global Geopark and the role of the community involved in this process. The unit analysis for each case is defined as a process in the following aspect.

- a) The management of UNESCO Global Geopark Batur Lake
- b) The preparation team of UNESCO Global Geopark Ciletuh-Palabuhanratu from UPI (Universitas Pendidikan Indonesia-Bandung)
- c) The management of UNESCO Global Geopark Toba Caldera

In achieving those data collection, some informants are selected as key informants, selected from each region. The key informants include:

- a) Batur Lake: Manager of UNESCO Global Geopark, Head of The Tourism Office in Kintamani Bali
- b) Ciletuh-Palabuhanratu: Development team of UGG
- c) Toba Caldera: Manager of UNESCO Global Geopark, Head of Tourism Office Samosir, Head of Association of Hotels and Tourism Samosir

Data Collection and Data Analysis

Primary data collection was done by some depth interviews and focus group discussion, and also field observations. Meanwhile, secondary data was collected from their websites and published documents.

Descriptive analytics was done to disclose information and pattern from the cases. Thick description and examination of the process were also performed from some facts revealed by the informant.

RESULT AND DISCUSSION

The development of UNESCO Global Geopark (UGG) is essential, not only as a strategic effort in the conservation of nature but also as a national icon. Hence at that time, it will drive the economy, improve social life and environmental sustainability. According to UNESCO, Indonesia currently has four recognized geopark, which are Batur UNESCO Global Geopark, Ciletuh - Palabuhanratu aspiring UNESCO Global Geopark, Gunung Sewu UNESCO Global Geopark, and Rinjani-Lombok UNESCO Global Geopark. The

next global geopark will be announced by the UNESCO is Toba Caldera.

This study offered an argument that the community-based ecotourism (CBE) model is the fit approach for the development of the UGG. The cases are studied and discussed from the development of the Batur Geopark Bali, Ciletuh-Palabuhanratu Geopark Sukabumi, and Toba Caldera Geopark North Sumatera. Following the proposition of this research, UGG is built within the community that promotes the protection and sustainability of the environment. At the same time, it drives the local economy and improves the social life of the community, which is the focus of ecotourism.

The case study research approach is employed by arranging and identifying the development process of the Batur Geopark, Ciletuh-Palabuhanratu Geopark, and Toba Caldera Geopark. The approach examines the roles of some key actors in the CBE, namely the local community, government, and academican/scientist. By doing this, we proposed the community-based ecotourism model as a road map for the conservation of human ecology. This part will be divided into two sections, the description of the development of the three UGG Batur, Ciletuh-Palabuhanratu, and Toba Caldera. Furthermore, the second is the discussion about the model.

Batur UNESCO Global Geopark

The Batur UNESCO Global Geopark is located in the district of Kintamani, Bangli Regency, Bali Province. There are fifteen villages surround the area, which is primarily based on agriculture and tourism as their economic backbone. Their featured products are including sweet orange and coffee, wooden and bamboo carving. The Batur UGG turns into an object for nature conservation, education, and economic growth, and sustainability through tourism.

The stages of Batur become one of UGG in the world, according to DKS, Head of Batur UGG and DMA, Head of Geopark Museum, are discussed and summarized in Figure 4 below. The development of the Batur UGG, start from the initial setup until considered as UGG, involves six stages. The process involved some key actors from the local community, local government, business sectors, and scientists or academicians.

The figure indicated that the development process initially started with the capacity building for key actors. Some key actors were identified and invited to be involved in the development

process, namely local people, local tourism authority, tourism business people, and UNESCO. The capacity building has an objective to enhance the knowledge about the UGG so that all the key actors are ready to participate in the development process. Furthermore, the goal of the capacity-building program is to get an initiative awareness from the local key actors, particularly from local people in the prospective area, so they are ready and take part in the development of the UGG. This capacity-building program essential because it is needed to prepare the dossier as requested by UNESCO, mainly because one of the UGG approaches is a bottom-up approach. The involvement of the local tourism authority becomes a central driver, which is called *Kantor Dinas Pariwisata* (Office of Tourism Authority) of Kintamani District.

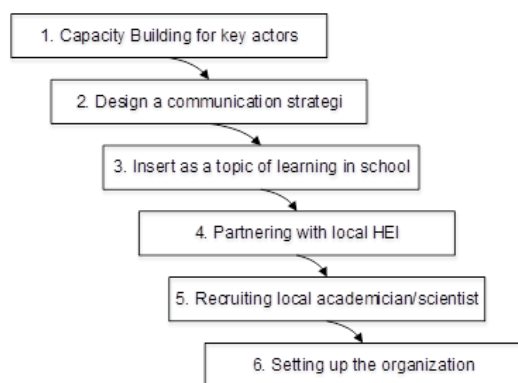


Figure 4. The Development Stages of Batur UGG

The authority office has the primary role in this process, especially in terms of managing the development of ecotourism as a consequence of UGG. Hence, the authority office builds and manages the process by involving local people in several ways, such as building local community group support called *Pokdarwis* (Tourism Awareness Group), a group of local people that aware of the tourism potency, and support the government specifically Office of Tourism Authority. There are 15 groups of *Pokdarwis* in the UGG zone. Each of the *Pokdarwis* group should create a specific program in every village called *Gerbangsigot* (local teamwork – *gotong royong*) that pursues to identify the issues or problems of tourism and how to solve it. The group has financial support from the local government.

Meanwhile, there is a program for tourism business people, which focuses on a marketing program for a fostering tourism village to have professional tourism management and develop a group called *Fordewi* that is a forum for tourism

village. It is not only local people and business people that have a strategic role. UNESCO itself need to participate in branding for the global market and the empowering with specific workshop.

The second stage is the design of a communication strategy with a focus not only on society but also (and this is the major one) on local people to have their attention and involvement in the program. Because the UGG is not conventional tourism, it is why we need to communicate intensively. Also, the communication can help the preparation for the UGG's dossier that is the identification geo feature and geo-cultural.

The third stage is the involvement of UGG in the curriculum of a local school. This stage is essential because the purpose of a UNESCO Global Geopark is to explore, develop and celebrate the links between that geological heritage and all other aspects of the area's natural, cultural and intangible heritages. Those purposes should be known by everybody, especially local people, more specifically students. For students, it is not only a piece of knowledge but also to give them a sense of belonging to the geological heritage and the understanding that they have a responsibility to keep and maintain it.

Besides spreading the knowledge through the school's curriculum, the fourth stage is building a partnership or collaboration with a local university and expecting their contribution as a geological and environmental scientist or advisor of the UGG. This partnership is essential because local scientists will support the process and will give scientific advice.

The last stage is setting up the organization to manage the daily activities of the geopark. It is a crucial aspect because geopark should be las long, and it is the mission to preserving the geology heritage and all surrounding it, so we need a specific institution. Besides having the responsibility to manage the geopark daily, this institution also has to manage and maintain the official website as one of the critical tools for educating and socializing the benefit of UGG. Figure 5 shows the Website of UGG Batur Lake.

As a tourism spot, the Batur UGG also develops the museum as a place to give knowledge and understanding about the mission of geopark to people, including students, society, and people from all over the world. The pictures of the museum of UGG Batur shown in Figure 6. Visitors are entertained by a beautiful and

comfortable surrounding. Site information is also provided, either around the museum and the lake (Fig. 7).

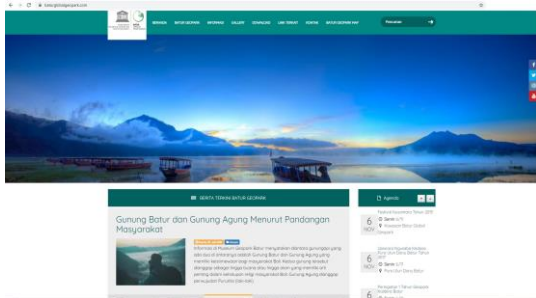


Figure 5. Website of Batur UGG (baturglobalgeopark.com)



Figure 6. Museum of Batur UGG
(Personal documentation, 2019)



Figure 7. Information's board of Batur UGG
(Personal documentation, 2019)

Ciletuh-Palabuhanratu UNESCO Global Geopark

Ciletuh-Palabuhanratu UNESCO Geopark consists of three main geographical areas, namely Ciselok, Jampang and Ciletuh-Palabuhanratu. The UGG occupied the area of 126, 100 Ha, including 74 villages and eight municipals. The development of the Ciletuh-Palabuhanratu UGG implements the official UGG approach, which is the bottom-up approach. Meanwhile, the authors use the Penta helix approach for exploring and discussing the geographical – biological, and Cultural of Ciletuh-Palabuhanratu UGG. The Penta helix approach identified five key actors, such as:

1. Academics, representing elements of the university, colleges, or research institutions
2. Community represents the people who live and stay in the region
3. Government includes representatives of the government from the lowest level in the village until the governor, as well as the central government institutions under the ministry
4. Entrepreneur representing the state-owned and private sector
5. Mass media

Those five key actors hold the same vision and mission in conserving natural resources and improve the economy of the surrounding communities. Ciletuh-Palabuhanratu Geopark's development program is the integration of those five key actors. It means including local communities, the local government of Sukabumi Regency, West Java provincial government, Balai Besar Konservasi Sumber Daya Air – BBKSDA Jawa Barat, Universitas Padjadjaran, Geological Agency, and Biofarma. They are representing the private sector and other institutions in the area of the geopark. National Geopark Ciletuh-Palabuhanratu already has a Geopark Management Bureau. This Bureau has the task to design and supervise programs carried out in the geopark, such as conservation, education, and community empowerment under the geopark motto. The unification of the Ciletuh-Palabuhanratu UGG is shown in Table 1.

Table 1. The Geo-bio and cultural aspect of Ciletuh-Palabuhanratu UGG.

Aspect	attractions
Geo-diversity	<ul style="list-style-type: none"> - Nature space - Fossil and unique stone - Islands - Caves - Beach
Bio-diversity	<ul style="list-style-type: none"> - National park - Suaka Margasatwa - Natural Conservation - Natural Park - Jungle Conservation - Turtle Conservation - Agriculture Plantation - Cultivation of Shrimp and Lobster Farms - Cultivation of eel sea
Cultural	<ul style="list-style-type: none"> - Customary - Village - Archeologi site - Colonialism Building - Legend/Mith Batik Village

Sources: Ciletuh-Palabuhanratu Geopark Management Bureau, 2019.

Figure 8 shows the geographical location of the Ciletuh-Palabuhanraturatu Geopark, which has been designated as National Geopark by the National Committee of Indonesian Geopark (KNGI) together with the Indonesian National Committee for UNESCO (KNIU) on December 22, 2015. Geopark has been extending and renames to become Geopark National Ciletuh-Palabuhanraturatu by the same committees on June 21, 2016, with the theme: "Subduction Fossil, Jampang Plateau, zone of magmatic movement".



Figure 8. Conservation area of Ciletuh-Palabuhanraturatu National Geopark

Specifically, the role of the community has been shown in some activities by PAPSI Community (*Paguyuban Alam Pakidulan Sukabumi*). The community group has a concern about the management of the tourism aspect in Ciletuh-Palabuhanraturatu [18]. Together with Bio Farma, a pharmaceutical company, PAPSI start to develop Ciletuh-Palabuhanraturatu to become a UGG. There are five aspects that PAPSI and Biofarma doing to develop Ciletuh-Palabuhanraturatu UGG that is social, political, and economic, cultural, and environmental [18]. Furthermore, the development strategy that they use are:

- facilitating the community to fulfill the legal requirement and to managing the tourism attraction, including protecting environment
- promoting the local small-medium enterprises in selling their products
- sharing knowledge about conservation and sustainable development
- Providing the equipment and facilitation

Toba Caldera (TC)

The initiative of Toba Caldera (TC) to become a UNESCO Global Geopark (UGG) has already

taken since 2012, in which TC become a member of Geopark Nasional. Since then, the TC focus on serious effort to become the next UGG in Indonesia. Following the government's reason in building Geopark, TC is built under the coordination of the local government that is the municipal of Samosir, one of seven municipal that surrounds TC (Fig. 9). The caldera itself meets the criteria of UGG as a geological heritage.



Figure 9. Geographical location of Toba Caldera

The process of TC development as UGG started with the identification of the potency of tourism based on the unification of the UGG, namely geo-diversity, bio-diversity, and culture (Fig. 10). The identification also focuses on the role of the community in the development process. The whole framework that we called a body of knowledge describes those stages (Fig. 10). As we can see from that figure, the center of the development is the unification of the UGG: Geo-diversity, Bio-diversity, and Cultural diversity. The foundation of the UGG development is the capacity building of the local community and government that will enhance the ten pillars as a support aspect.

The role of the community is essential since the geopark belongs to them. The involvement of the community is managed by the government tourism office. More specifically, in preparing

local people to give excellent hospitality tourism, and leveraging the knowledge of community towards the importance of Geopark on their life. This process is called the soft skill building aspect. To facilitate this process, the management of TC UGG builds a website. Not only for the local people but the website also for the future tourist. Moreover, this website is one of the pre-requisite for becoming the UGG.

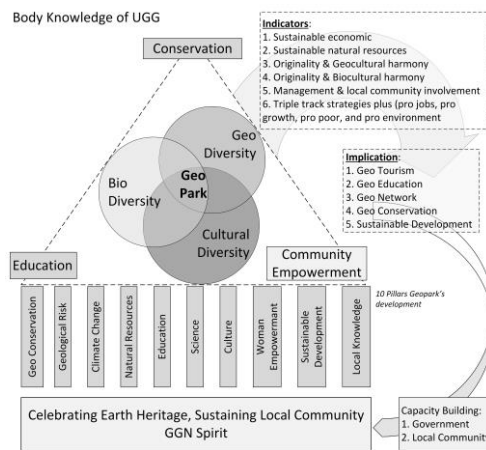


Figure 10. The body of knowledge of UGG (Source: CAREDS, 2016)

Community-based Ecotourism Model for the Development of UGG

Case studies result from Batur UGG, Ciletuh-Palabuhanratu UGG, and Toba Caldera, the bottom-up approach of the UNESCO direction in the development of the UGG is effective. The bottom-up approach is translated as an active role of the locals of the prospective area, including local government as an administrator, local entrepreneurs, local media, and indeed local community. The process may portray the goodness of fit of the community-based ecotourism model for the development of UGG. The effectiveness of the locals' involvement in achieving the mission of the UGG is proven by the case studies.

As we can see from all the UGG, the geological heritage has become an attraction of ecotourism. Table 2 below shows the offered attraction from the UGG that is related to ecotourism. The geo-sites are not only acted as an attraction of ecotourism but also the spirit of UGG that is promoting protection and sustainability.

Table 2. Geosites of UGG Batur, Ciletuh-Palabuhanratu, and Toba Caldera.

UGG	Geo-sites
Batur	Two volcanic calderas and presents a complete volcanic landscape with: <ul style="list-style-type: none"> - caldera walls, - cones and craters, - geothermal phenomena (fumaroles, hot springs), - a lake, - lava flows, - pyroclastic flows, and tephra
Ciletuh-Palabuhanratu	<ul style="list-style-type: none"> - A landscape of horse shoe-shaped plateau (amphitheater) which is open toward the Ciletuh-Palabuhanratu Bay (Martodjojo, 1984). The amphitheater shape has diameter of more than 15 km, believed to be the largest natural amphitheater form in Indonesia. - Melange and ophiolite rocks in the Geoarea Ciletuh-Palabuhanratu is very distinctive, unique, rare, and is referred to as fossil tectonics. Determination of the age of some rocks in the complex Ciletuh-Palabuhanratu done by Schiller in 1999. - Gabbro rocks around Sodongparat aged between 51-56 million years. Granitic components from sandstone of Ciletuh-Palabuhanratu Formation dated 134 million years old, while the basalt components in the melange known as 89.6 million years old, and andesite at Kunti island of 22.4 million years old. - In the highlands of the amphitheatre covered by sedimentary rocks such as sandstone, breccia and lava (part of the Cikarang Member of Jampang Formation) Upper Oligocene – Lower Miocene (about 25-15 million years) that sedimented in marine environment. The rocks are then suffered tectonic processes (uplifted and normal fault), resulting very large avalanche that form as horseshoe shaped which became known as the Ciletuh-Palabuhanratu amphitheater. - As evidence of the fault process is the presence of numbers of waterfalls along the walls of the amphitheater such as Curug Awang, Curug Cimarjung, Curug Sodong and triangular-shaped hills in some cliff of amphitheater.
Toba Caldera	Geo-area: <ol style="list-style-type: none"> 1. Haranggaol (3 Geosites) 2. Porsea (4 Geosites) 3. Sibandang (4 Geosites) 4. Samosir (4 Geosites)

Source: Author's findings

The community-based ecotourism model is shown in Figure 11. The case study of Batur UGG, Ciletuh-Pelabuhanratu UGG, and Toba Caldera comply with the Figure, which indicates that the development of UGG with community-based should focus on two significant aspects, namely soft and hard aspect. These aspects are defined as,

- a) Soft (knowledge, skill, and attitude). The soft aspects include the knowledge of tourism potency, the skill to manage the tourism business, and the attitude toward tourism services. This aspect is essential since that tourism-related to the service aspect.
- b) Hard (infrastructure, media support arrangement) and is involving the four main actors: local community, local government, education institution, and business actors or business association. The hard aspects are including the local infrastructure, media arrangement, and many more.

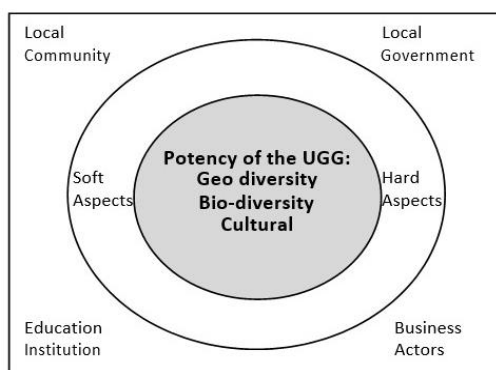


Figure 11. The community-based ecotourism model

Both elements are strategic support for the attraction itself, which is the unified geological heritage of UGG: geo-diversity, bio-diversity, and culture. Moreover, those aspects ran and managed by main actors in the tourism ecosystem, which are government, education institution, business, media, and of course, the community. Each actor in the CBE has a strategic contribution to developing, maintaining, and managing the ecotourism attraction. Table 3 describes the specific role of each actor.

The CBE is one of the implementations of community participation development. More specifically, the participation of the community in the development can be at the stage of the decision-making process, the planning process, the implementation process, and the evaluation and monitoring process. Tourism, especially ecotourism, belongs to the community because it

is offering – the attraction: nature, cultural, and human-made objects, the services – are in the community itself. Therefore, the development of ecotourism should be community-centered at all stages of development [3,12].

Table 3. The Role of Actors in Development of UGG process.

Actor	Role in Development of UGG
Local Government	arrange and design the tourism program and provide the budget
Media	arrange the communication strategy about tourism potency as a marketing promotion to attract many visitors.
Education institution	arrange and design a curriculum and school program to enhance the knowledge of tourism and specifically geopark; also, the character and the mindset building is the essential program
Business/ entrepreneur	building the standard operating procedure to pursue the quality service; it is specifically for the tourism business
Local community	Involve in a working group that works for the development of the tourism ecosystem

Sources: authors findings

CONCLUSION

The research shows that (1) the community surrounding UGG Batur, Ciletuh-Palabuhanratu, and Toba Caldera, is the main actor in developing the UGG. More specifically, their contribution is through the group what we called Tourism Awareness Group (*Pokdarwis*). Besides the community, the other stakeholders also have a significant contribution; (2) the case of three UGG in this research meet with the implementation of community-based tourism. Also, the development of Unesco Global Geopark brings out ecotourism. Two of Geopark's unified geo-diversity and bio-diversity are strongly related to the theme of ecotourism. Also, with the spirit of UGG, that is education, protection, and sustainability. Meanwhile, the third pillar of UGG, culture, is related to community-based tourism.

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An Analysis on Halal Tourism Potential: An Overview of the Educational Aspects and Number of Tourist Visits

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Abstract

The phenomenon of the Islamic economy recently is a principal part of the global economy. The brands and services with halal/sharia concept in many products have become increasingly trending in the global economy, including in the tourism industry. Opportunities for the development of halal tourism are widely open as the rapidly growing Muslim population in the world. This study aims to analyse the potential of halal tourism from the educational aspect and the number of tourist visits to Bromo Tengger National Park. Primary data were collected through distributing questionnaires to Muslim tourists, in which the judgment sampling method was used for the selection of respondents. The number of respondents who filled out the questionnaire was 250 people. Furthermore, the data were analyzed using the exploratory multivariate method. Tourist education and the number of tourist visits to Bromo Tengger act as aspects that can influence tourist perceptions in providing an assessment of the potential of halal tourist destinations. The results showed that the tourists gave a pretty good perception for every aspect of measuring halal tourist destination. Based on the research results, it can be concluded that the Bromo Tengger destination has the potential as a halal tourist destination.

Keywords: halal tourism, potential, tourists.

INTRODUCTION

As the Islamic economic phenomenon is an important part of the global economy today, halal/sharia-based business has been developing and has become trending in the global economy [1-4]. Halal in Arabic can be interpreted as *allowed*. At present, the concept of halal has been developed into various products termed *sharia*. The products include banking transactions, Hotel/lodging, insurance, and tourism, thus such terms as Sharia Bank, Sharia Hotel/Lodging, Sharia Insurance, and Sharia Tourism emerge.

Islamic tourism is a complex matter, it is dependent on the type of tour, location, purpose, and activity offered. Halal tourism has gained popularity and has become a new phenomenon in the tourism industry in countries around the world, if not becoming a new lifestyle trend [2,5]. Therefore, many countries begin to introduce halal concept tourism products, even in countries where Muslims are not the major population [6]. Some of these countries include Japan, Australia, Thailand, New Zealand, India, and so forth [6,7].

There are opportunities for the development of halal tourism, considering the rapid growth of the Muslim population in the world. The rapid population growth in a country can be an opportunity to expand the targeted market of a product or service [8]. In 2030, the Muslim population is predicted to grow by 26% of the world's population *Global Muslim Travel Index*, hereinafter abbreviated as GMTI [9]. The Muslim travel sector growth will continue to be one of the fastest-growing sectors in the world. It is estimated to grow up to 150 million migrants by 2020 with an expenditure of \$ 250 billion. Table 1 is the list of the 20 major countries with popular Muslim tourist destinations. Ten countries are members of the *Organization of Islamic Cooperation (OIC)*, and the other ten is not affiliated with *OIC* or referred to as *Non-OIC* countries.

Table 1. Twenty-Major Muslim Tourist Destination Countries

Rank	OIC Destinations	Score	Non-OIC Destinations	Rank
1	Malaysia	83.8	Singapore	65.1
2	Turkey	73.8	Thailand	59.2
3	UAE	72.1	United Kingdom	55.0
4	Saudi Arabia	71.3	South Africa	51.1
5	Qatar	68.2	France	48.2
6	Indonesia	67.5	Belgium	47.5
7	Oman	66.7	Hong Kong	47.5
8	Jordan	66.4	The USA	47.3
9	Morocco	64.4	Spain	46.5
10	Brunei	64.5	Taiwanese	46.1

Source: Global Muslim Travel Index/GMTI, 2015.

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Based on Table 1, Malaysia as a member of the *OIC* is the most sought after by Muslim tourists with the highest score (83.8) among nine others. Meanwhile, Indonesia, with a score of 67.5, is in the top 6, below Turkey, UAE, Saudi Arabia, and Qatar. As for the *Non-OIC* countries, Singapore is the most highly demanded by world Muslim women reaching the score of 65.1, followed by Thailand, the UK, South Africa, and France, consecutively. With the increasing number of Muslim community visits, it is clear that the demand for halal products will also increase. It shows that Muslims contribute significantly to the world of tourism, or in other words, the Muslim market is a huge potential for the halal tourism market. Therefore, the need to develop halal tourism is very high. Which, however, is not proportional to the effort. Thus, the presentation and description of halal tourism are crucial [10].

Indonesia has the largest Muslim majority population in the world that already has halal-certified businesses, including 37 hotels, 300 restaurants, 27 transportation businesses, and 13 tourist destinations classified as *Muslim-friendly*. Thus, it can be seen that Indonesia has a good position as a potential market in the halal tourism industry [11]. In a study on the development of tourist destinations in Indonesia, Bromo Tengger Semeru National Park (East Java) is one of the ten tourism destinations in Indonesia that is prioritized for development in 2016-2019. It is one of the tourist destinations that has a variety of very beautiful tourist objects with easy access to reach and has been able to increase the interest of tourist visits both foreign and domestic tourists [12].

It is targeted to increase tourist visits from Malaysia, Singapore, China, Japan, European Countries and the Middle East. Most local tourists come from cities in Java and Bali Islands [13]. From the tourism visit target that previously mentioned, there are two mostly-Muslim-populated countries: Malaysia and the Middle East. Thus the developing Bromo Tengger National Park as one of the halal tourism destinations is a necessity. Meanwhile, the tourism business actors in Bromo Tengger are the Tengger tribe. They live around Bromo Tengger, and the majority are Hindus. It is an interesting challenge as well as a new opportunity to meet the needs of Muslim tourists. In general, Muslim tourists are very concerned about the halal aspects of the products they will

use. Therefore, this study aims to analyze the potential for halal tourism in Bromo Tengger.

Halal Tourism Review

Currently, halal tourism has become a form of tourism that attracts many countries. In line with this, various studies and researches have been carried out continuously to obtain information that can be used as material to optimize strategies in promoting it. However, studies on halal tourism, including the promotion of halal tourism in Indonesia, are currently rare [14], including in Bromo Tengger Semeru.

Tourism is a basic concept that encompasses a variety of behaviors in social, economic, political, cultural, environmental, and so forth, which has an important role in the development of a country's economy [15,16]. The concept of tourism consists of a series of activities, services, and benefits, all of which give tourists a specific experience [Medic and Middleton, 1973 in 15]. The tourism industry generally has grown into a vital global activity in various countries in the world. It shows that today tourism sector is highly dynamic, always offering new business opportunities and challenges to continue to improve competitiveness through creative innovation in the tourism industry.

Halal tourism is one of the new tourism phenomena in the halal industry [2,6,17,18] who value the principles of upholding Islamic culture and values [5,15] and is often referred to as Islamic tourism or Halal Tourism or Sharia tourism. Some countries use such terms as *Islamic tourism, halal tourism, halal travel, or Muslim-friendly destinations* [19]. Halal is defined as justified, while haram is prohibited. In Indonesia, halal tourism has long been developing in the form of pilgrimages. Along with global developments, this type of tourism experiences a metamorphosis that requires modern changes from attractions, hotels, to marketing. With a phenomenological approach, it is suggested that halal tourism has become part of the national tourism industry to place Indonesia as the future centre of halal tourism in the world [3].

Changes require an in-depth study of tourist behaviour. For example, gender-based behaviour found differences between male and female tourists in the selection of tourist attributes when determining the tourist destinations to visit [1]. Female tourists are more focused on privacy issues in the crowded public space, while men are more on religious facilities and other halal facilities. Furthermore, tourist motivation has a significant effect on overall tourist satisfaction [1,20]. But there

is no significant relationship between motivation and satisfaction with religious moderation.

The rapid development of the Muslim population today offers both an opportunity and a challenge for various industries whose target market is the Muslim segment. There is an increasing likelihood of Muslim counterparts to favor Muslim-friendly tourism destinations regardless of whether the destination is majorly Muslim populated or not. Developing the halal tourism industry is significantly needed to encourage traveling and visiting the destinations. Factors encouraging to travel and visit can play an important role in determining their attitude towards the desired destination. Attitude is an important factor in influencing consumer interest in buying halal products. People with a high positive attitude likely have a great interest in buying halal products [21].

Bozorgaghideh and Beegam [22], in their study of *Halal tourism in Kerala*, explained that Islam in Kerala is not a rooted religion, and since the Muslim population has grown rapidly in the world, they target Muslim tourists for this reason. Thus, it is a must, as one of the attraction factors, for them to provide Islamic facilities such as mosques [5,23]. India is starting to be aware of this opportunity by making sure that its nature tourism destinations are Muslim-friendly and guarantee their comfort in worship while away from home.

From the findings of these studies, it is expected that the rapid growth of the Muslim population has provided opportunities for new market segments (Muslim markets) for countries in the world that have tourist destinations. In traveling, halal attributes have become the concern of Muslim tourists in choosing tourist destinations, so that the availability of those facilities is expected to lead to tourist satisfaction.

MATERIAL AND METHOD

This study is descriptive research with a quantitative approach. Malhotra [24] stated that quantitative research uses data in the form of numbers and statistical analysis. The type of data in this study is qualitative data sourced from primary data. Primary data is obtained by distributing a list of questions to respondents.

The populations in this research are all domestic Muslim tourists who visit Bromo Tengger National Park. Since the total population in the research was spread and unknown, the samples were collected under Sekaran suggests that descriptive research must have at least 30

up to 500 samples at most [25]. Similarly, Hair *et al.* [26] stated that the appropriate sample size is 100-200. Thus, in this study, the sample used is 250. We used judgment sampling techniques [24] when determining the sample in this research.

Respondents to be sampled were determined by the following criteria: (1) aged ≥ 17 years, (2) Muslim, (3) originating from areas outside Bromo Tengger National Park. There are four measurement variables: (1) tourism attractions, (2) Hotel and restaurants, (3) travel agents, and (4) tour guides. Indicator of tourism attractions variables as follow, performances following Islamic law, a clean environment, providing mosques with sufficient water for purification, and providing halal food and drinks in a tourist environment. Indicator of hotels and restaurants variable as follows: provides a place for ablution, has directions for qibla, cleanliness. Indicator of travel agency variable: it provides a list of information on halal accommodation and a list of halal food and beverages. Indicator of guide tours variable: carry out Islamic values, have good character, be communicative and dress according to Islamic law.

The assessment of each indicator used an ordinal scale in the form of a Likert scale with the following intervals: 5 for strongly agree to 1 for strongly disagree. Descriptive statistical analysis techniques were used to describe the characteristics of each respondent in the study. Furthermore, to answer the research objectives, descriptive statistical analysis techniques and explorative multivariate biplot analysis using XLSTAT software are used.

RESULT AND DISCUSSION

Profile of Respondents

From the 375 questionnaires distributed, 250 were filled by respondents and thus were used for further processing. The respondent's identity includes the number of visits and the level of education. From the respondent's distribution number that visited Bromo Tengger National Park, it reveals that 44% of respondents only visited Bromo Tengger once, 31% twice, 11% three times, and 14% four times. Most respondents have a Bachelor's degree (48%), 32% are high school leavers, 12% are Diploma graduates, and 8% are Postgraduates. It gave a general description of the tourists visiting Bromo Tengger National Park, who are mostly Bachelor graduates and High School leavers.

Figure 1 shows that tourists who visit Bromo Tengger for the first time give a higher perception to

the hotel and restaurant aspects of halal tourism, followed by travel bureaus, tour guides, and attractions respectively. Those visiting for the second time give a better assessment for the guides as an aspect of halal tourism. Those who have been there for the third time are more concerned with the attraction. For those visiting four times, the attractions, hotels, and restaurants are what matters the most. It can be interpreted that first-time visitors have different priorities to various aspects of halal tourism. The more frequent a tourist visiting the place, the more they focus on the aspect of attraction, yet on the fourth visit, they don't favor the aspect. Likewise, the hotel and restaurant tend to be the favored aspects as more frequent visits, except for the second visit where the tourists tend to give a lower value to hotels and restaurants. However, the tour guides still favored Bromo Tengger National Park as a challenging tourist spot located in the highlands and with a vast expanse of desert.

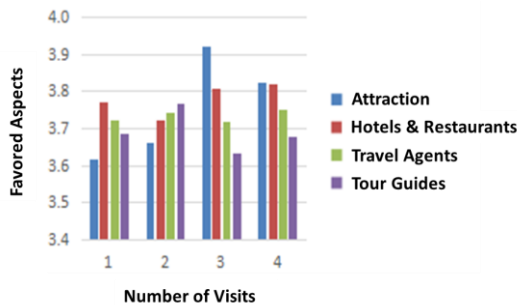


Figure 1. Description of the respondent's response based on Number of Visits (Source: Data processed, 2018)

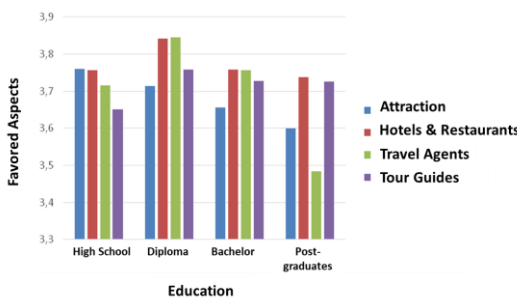


Figure 2. Description of respondent responses based on Education (Source: Data processed, 2018)

Figure 2 shows that high school-leaver tourists give the same priority to attractions and hotels and restaurants, followed by travel and tour guides as an aspect of halal tourism. For diploma graduate tourists, hotels, restaurants, and travel agents are relatively equally favored, followed by tour guides and attractions. While Bachelor graduate tourists also provide relatively

similar assessments of hotels and restaurants, and travel agencies, followed by guides and attractions. Likewise, Postgraduate graduate tourists gave a similar assessment of attractions and guides, followed by attractions and travel agents considered relatively slightly lower. It can be interpreted that various aspects of halal tourism in Bromo Tengger National park are judged differently by tourists based on their level of education. However, travel agencies and attractions aspects need to get serious attention on the likelihood that the higher the level of education of the tourists, the lower the value of the halal tourism aspect is given.

Biplot Analysis Results

Before we use the Biplot Analysis, an *eigenvalue* was calculated to see the suitability of the model. The biplot analysis is shown below.

Biplots Based on Tourist Education Level

Scree plots depicted based on eigenvalues can be used to see the suitability of the model. The conformity value measure illustrated in the two-dimensional figure is 96.01% for the first two components and the second factor (Fig. 3). This value is quite high, so the biplot results obtained are highly representative and can be further interpreted.

Eigenvalues			
	F1	F2	F3
Eigenvalue	2.289	1.551	0.159
Variability (%)	57.228	38.786	3.986
Cumulative (%)	57.228	96.014	100.000

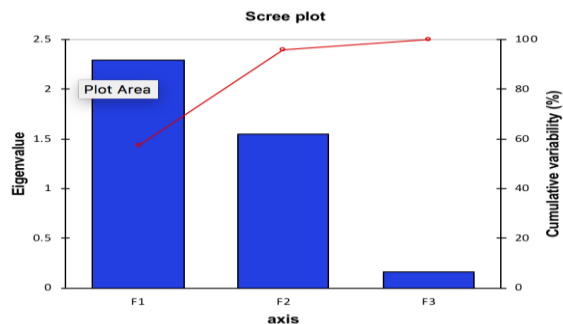


Figure 3. Scree Plots and Eigen Value Objects Based on Education (Source: Data processed, 2018)

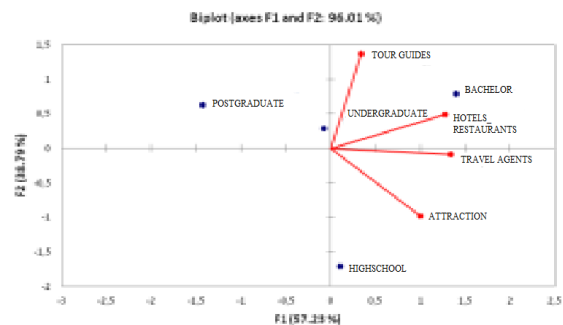


Figure 4. Object Biplot Based on Education (Source: Data processed, 2018)

Based on Figure 4, the four variables—attraction, tour guides, travel agents, and hotels and restaurants—have a positive correlation, where tourists are concerned with all four aspects. The travel agents, and hotels and restaurants are more closely related than the attraction of tourists in terms of the position of the vector angle. The Tour Guide variable has the same relative diversity with a relatively short vector length, judging from the length of the vector formed. It indicates the response to the importance of the four aspects: attractions, guides, travel agents, and hotels and restaurants tend to be the same or stable among tourists based on their educational background.

The biplots formed do not indicate a grouping of tourists based on their education, if not tend to spread. It indicates that tourists with their different educational backgrounds have different responses in viewing the importance of halal tourism in terms of attractions, guides, travel agents, and hotels and restaurants. Bachelor-graduate tourists tend to prioritize aspects of tour guides. Diploma-graduate respondents are more concerned with aspects of hotels and restaurants. Respondents with a high school and postgraduate education were less likely to prioritize halal tourism in all aspects.

Biplot Based on Number of Visits

Scree plots described based on eigenvalues can be used to see the suitability of the model. The value of conformity size that can be illustrated in the two-dimensional drawings is equal to 92.8% for the two first and second factor components (Fig. 5). This value is quite high, so the biplot results obtained are highly representative and can be further interpreted.

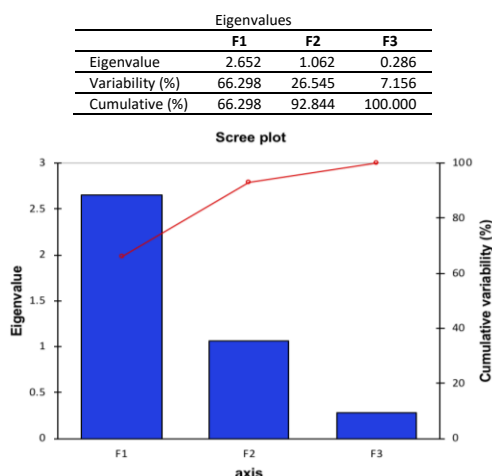


Figure 5. Scree Plot and Eigenvalue of Object Based on Number of Visits (Source: Data processed, 2018)

Figure 6 presents the information about the object number of visits by respondents, the variable attraction, and hotels and restaurants have a strong and positive correlation (almost perfect seeing from the almost-colliding vectors in the chart). It can be concluded that tourists, who have been grouped based on the number of visits to Bromo, judge that the importance of halal tourism in the attraction aspect is in line with the importance of the hotels and restaurant aspects.

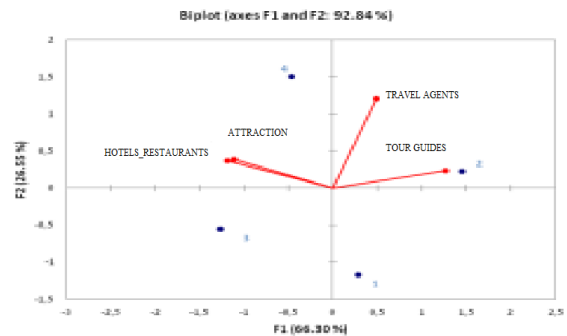


Figure 6. Object Biplot Based on Number of Visits (Source: Data processed, 2018)

On the other hand, the relationship between the variable of the hotels and restaurant with attraction is the opposite of the travel agents and tour guides variables shown by the opposing vectors. But the relationship between travel agents’ variable and tour guide variable is mutually positive. It means that if the travel agents’ response is considered important, then the tour guide is also important.

The tour guide variable has the highest diversity, followed by hotels and restaurants, travel agents, and attractions, judging from the length of the vector form. High diversity indicates that responses to the importance of tour guides are relatively more diverse among respondents, while responses to attractions tend to be the same or stable. Judging from the number of visits, tourists who visited Bromo for the first time and those who visited Bromo four times less likely to prioritize halal tourism in all its aspects. Those visiting twice are more concerned with the tour guides. Whereas respondents who have visited Bromo for the third times tended to favor the importance of the attraction, and hotels and restaurants aspects. It can explain that the number of tourist visits provides a different view of the aspect of halal tourism.

DISCUSSION

If grouped based on the tourists’ education level, it does not indicate tourist grouping based on their education in seeing aspects of halal tourism. It can be stated that there are different views from tourists in looking at aspects of halal tourism. Tourists with a

bachelor's degree tend to prioritize aspects of tour guides. Diploma-educated tourists prioritize the aspects of hotels and restaurants, tourists with high school and postgraduate education less likely to prioritize halal tourism in all aspects. Judging from the number of tourist visits, it doesn't seem that the first- and fourth-time tourists who visit Bromo Tengger National Park tend to prioritize all aspects of halal tourism. Those visiting for the second time prioritize the aspects of tour guides. Meanwhile, those visiting for the third time tend to favor the attractions and hotels and restaurants aspects.

Based on these findings, Bromo Tengger National Park is following predetermined criteria. Thus, it makes Bromo Tengger National Park a Muslim-friendly or a halal tourism destination. The halal tourism industry is an emerging phenomenon from the growth of the halal industry [6] or a new business opportunity that meets the unique needs of Muslim tourists when they are far away from home [27]. Providing what Muslim travelers need of halal facilities will meet the satisfaction of the tourist [28,29,30,31]. However, it all depends on the management or related agencies to expand the market share by targeting the Muslim segment of tourists who tend to favor Muslim-friendly tourist destinations. Managerial skills are needed in adjusting to ethnic or religious attributes [8,32].

Tourism product development, innovation, transformation, and marketing have an important role in advancing tourist destinations with an Islamic approach. The fundamental of halal tourism is the understanding of the meaning of halal in all aspects of tourism activities, including hotels, transportation facilities, food and beverage facilities, the financial system, to the facilities and service providers themselves [4,33,34]. It is necessary to meet the expectations of Muslim tourists. It means not only to provide the desired experience to tourists but also protecting the values and quality of life that exists in tourist destinations [15].

The results of this research are the basis for further and in-depth study of Bromo Tengger tourist destination policymakers, especially the Central and Regional Governments, in developing the potential of Bromo Tengger as a Halal tourist destination. Halal tourism is considered crucial for national income and the development of local communities, so it needs to be managed wisely [35].

CONCLUSION

Based on the results of research and discussion, it can be concluded that tourists have relatively good perceptions for every aspect of the halal tourist destination measures of Bromo Tengger National Park. Based on the level of education, tourists provide different views on the importance of the aspect of halal tourism in Bromo Tengger. Bachelor-educated tourists tend to prioritize aspects of tour guides. Diploma-educated tourists attach more importance to the aspects of hotels and restaurants. High school and postgraduate educated tourists were less likely to put importance on halal tourism in all aspects.

Likewise, when viewed from the number of visits, it can be explained that the number of tourist visits to the Bromo Tengger National Park provides a different view of the aspect of halal tourism. The tourists who visit Bromo Tengger for the first time or for the fourth time do not prioritize too much on the halal tourism concept in all aspects. Tourists who visit Bromo Tengger for the second time are more concerned with aspects of tour guides, whereas tourists who have visited Bromo for the third time tend to pay attention to the importance of the attraction and hotels and restaurants aspects. So, it can be implied that Bromo Tengger National Park has the potential to be a halal tourist destination. However, in-depth and thorough study are needed to achieve maximum offer.

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MANUSCRIPT SUBMISSION

FOCUS AND SCOPE

Competitiveness of destinations, products and Indonesian tourism business; Diversification of tourism products; Incentive system of business and investment in tourism; Information, promotion and communication in tourism; Tourism supporting infrastructure; Security and convenience in tourism; Tourism policy; Unique tourism community life (living culture); Local knowledge, traditions, and cultural diversity; Diversity and attractions in ecotourism; Diversity of natural attractions in ecotourism; Pluralistic diversity of ecotourism society; Diversity of ecotourism activities; Hospitality of the local resident; The quality of tourism services; Quality of HR in tourism (Standard, accreditation and competence certification); The market share of tourism and integrated marketing system; Package of tourism attraction; Development of tourism regions; Community based Eco-Tourism.

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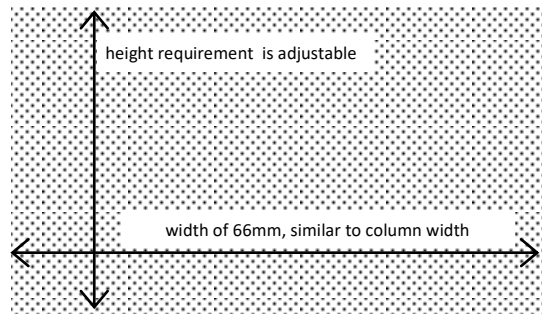


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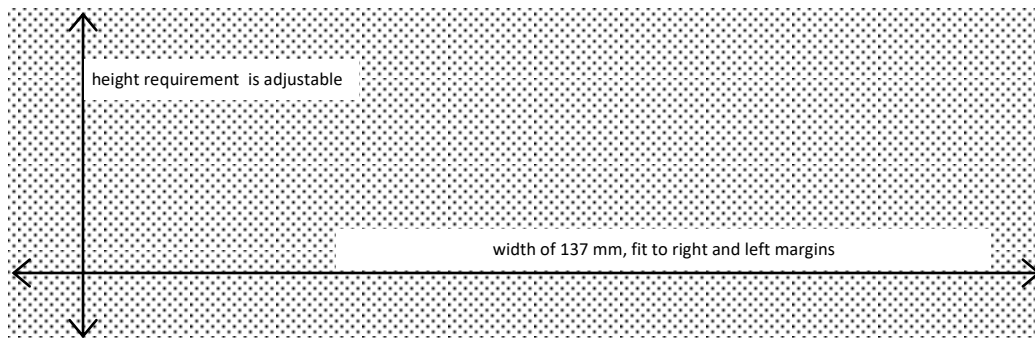


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- [4].Syafi'i, M., Hakim, L., dan Yanuwiyadi, B. 2010. Potential Analysis of Indigenous Knowledge (IK) in Ngadas Village as Tourism Attraction. pp. 217-234. In: Widodo, Y. Noviantari (eds.) Proceed-ing *Basic Science National Seminar 7* Vol.4. Universitas Brawijaya, Malang. (Article within conference proceeding)
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CONCLUSION (Calibri 10 Bold, Left, Capslock)

Conclusion of the study's findings are written in brief, concise and solid, without more additional new interpretation. This section can also be written on research novelty, advantages and disadvantages of the research, as well as recommendations for future research. (Calibri 10 Justify)

ACKNOWLEDGEMENT (Calibri 10 Bold, Left, Capslock)

This section describes gratitude to those who have helped in substance as well as financially. (Calibri 10 Justify)

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