



# PENTA HELIX AS STRATEGY OF TOURISM VILLAGE DEVELOPMENT IN KARANGASEM VILLAGE, BULU DISTRICT, SUKOHARJO REGENCY

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## ABSTRACT

This study aims to identify the integration of tourism development in Karangasem Village using the penta helix, which is a process of synergy between the five helices to support tourism in Karangasem Village. The five helices are academics, business, communities, media, and government. This study uses a qualitative descriptive method by applying the data collection techniques of Miles, Huberman, and Saldana, namely data condensation, data display, and drawing conclusions. The results of this study indicate that each stakeholder has their role in the development of a tourism village. The academics focus on training and mentoring for Pokdarwis members as well as tourism village managers regarding tourism village management and promotion strategies, the business sectors focus on increasing value and maintaining economic growth in the Karangasem tourism village, the community help to support and manage the tourism potential, the media help to publish news on tourism village branding as well as promotion, and the governments collaborate with academics to make policies of the management of tourism villages. The collaboration between the various actors involved government, community, business sector, academics and mass media can provide positive feedback in the concept of developing a tourism village in Karangasem Village.

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## 1. INTRODUCTION

The national tourism industry is playing an increasingly significant role in the current era, particularly in the wake of the Covid-19 pandemic. This is also consistent with the growth and contribution provided by the tourist industry through foreign exchange earnings, regional revenue, regional development, as well as in the absorption of investment, manpower, and company growth which are spreaded across Indonesia.

The Ministry of Tourism and Creative Economy is now focusing on developing tourism villages as a flagship program in the tourism industry. The main reason in developing the tourism villages is to provide tourism benefits that can be felt by the whole community directly. The tourism village sets the community or society as the main subject or actor in tourism development, then utilizes it for the welfare of the community.

According to Nuryanti in Hakim [7], a tourism village is a form of integration between attractions, accommodation and supporting facilities presented in a structure of community life that is integrated with the prevailing procedures and traditions. Subagyo in Antara and Arida [1], stated that based on the perspective of people's lives, tourism village is a form of tourism with objects and attractions in the form of village life which has special characteristics in its community, natural and cultural panoramas, so that it has the opportunity to be used as a commodity for tourists, especially foreign tourists. Village life as a tourist destination is the village as an object as well as a subject of tourism, namely as the organizer itself of various tourism activities, and the results will be enjoyed by the people directly.

The village has great potential to be used as a tourist destination. Currently there are many villages that have been successful in becoming tourist villages. For example Nglanggeran Village. According to the data from the Office of Assistant to Deputy Cabinet Secretary for State Documents & Translation (2021), Nglanggeran, a village located in Gunung Kidul District, Yogyakarta Province, won the Best Tourism Village Award from the United Nations' World Tourism Organization (UNWTO) in 2021. The community has a great desire for the development of the Nglanggeran tourism village to advance, and both the government and non-government groups have a strong commitment to cooperating in the development process.

There is also Penglipuran Village, located in Kubu District, Bangli Regency, Bali Province that has been famous for its well-preserved layout and culture. One attraction in Penglipuran Village is a century-old traditional house made of bamboo. Penglipuran Village received various awards, including First Place Cipta Award 2013, Tourism Village Second Place National Level 2014, ASEAN Standard Tourism Village 2017, First Place Provincial Homestay, Asian Homestay Standard, Green Destination Sustainable 2019, and Non-Tourism Award as Climate Village [4]. In its development, governmental and non-governmental organizations are firmly committed to cooperating in the development process of Penglipuran Village to improve people's welfare.

To maximize a village's potential for tourism, stakeholders must work together effectively to create a tourism village. Stakeholders will serve as the primary source of information for the tourism village's success in maximizing its potential, and their influence in this situation is significant. The concept of "Penta helix" is introduced as one of the government's strategies to promote tourism. The concept brings the government closer to non-government elements. In addition to the government, academics, community and business communities, as well as the media, are to be active in policy formulation and implementation. Synergetic coordination and collaboration of stakeholders who are included in penta helix is needed for the development of a tourism village [15].

Similar studies analyzing the topic of the penta helix strategy in developing tourism villages have been carried out by several previous researchers. Nugraha and Nurani [9] in their research entitled "Implementation of the Penta Helix Model as a Foundation for Developing Tourism Potential in Majalengka Regency" found that the collaboration between the various parties involved government, community, private sector, academics and mass media can provide positive feedback in the concept of developing tourism potential in Majalengka Regency. However, they also observed some aspects that need to give special attention such as the inability of funding and management, as well as the creativity of human resources (HR) who are skilled in pursuing the manufacture of local tourism industry products, and also the communication skill among the actors.

Pradhipta et al. [11] in their research entitled "Penta Helix Strategy in Rural Tourism (Case Study of Tugu Utara Bogor)" discovered that the five actors of penta helix have their own roles in the development of tourism village in Tugu Utara Bogor. The village government has a role as a regulator and facilitator, the community institutions have roles as managers of rural tourism programs, the academics has role as a companion and source of knowledge, the world industry and business world have roles as partners that grow the business and economic opportunities of rural communities, and the last is the function of social media in publicizing and promoting rural tourism industry products.

Another research that explored the penta helix strategy in developing tourism villages is a study entitled "Penta Helix Collaboration on Village Tourism Development Program in Indonesia Post Covid-19 Pandemic" by Sari et al. [12]. In the study, it is found that the government involving universities, business communities, community and media based on government and non-government organizational structures has carried out crisis management leadership to stimulate tourism after the Covid-19 pandemic in order to achieve accountability and democracy, by preparing elements of partnership to synergize to support quality and sustainable tourism and providing a number of regulations, stimulus programs, and new protocols, supported by transparent and consistent communication, digital transformation and analytics related to the pandemic.

Sukmadi [14] in his research entitled "The Pentahelix Model in Synergizing Sectors Tourism in West Java to Improve Local Economy" suggested that the Culture and Tourism Office in West Java should carry out optimal planning in managing and developing tourist objects by creating a sustainable program, making short, medium and long term targets as guidelines or benchmarks for targets to be achieved. The Provincial Government of West Java through the Culture and Tourism Office must be more inventive in getting support, be able to make the public become interested, and further improve interaction with the five stakeholders based on the penta helix model [10].

Research of the penta helix strategy in developing tourism villages has also been discussed by Suherlan et al. [13] entitled "The Synergy of Penta-Helix Stakeholders in the Development of Smart Destination in Dieng Tourism Area, Central Java - Indonesia". The researchers discovered certain issues with synergy in the implementation of smart tourism in the Dieng Tourism Area, due to the lack of a shared vision among stakeholders and the absence of established collaboration and coordination between tourism industry, governmental, and associated parties.



Based on the background and previous research described above, the researcher intends to analyze the implementation of the penta helix model as a strategy of tourism village development in Karangasem Village, Bulu District, Sukoharjo Regency.

## 2. RESEARCH METHOD

This study was conducted by applying qualitative research methods with descriptive research techniques. According to Corbin and Strauss [5], qualitative research is a type of research whose results are not obtained using statistical processes or other calculation processes. In addition, Gay et al. [6] stated that in qualitative research, the data collected in descriptive form is used to gain insight and answer questions about the phenomenon being studied.

The data collection techniques used in this study were documentation, interviews, surveys, and observations to obtain accurate and clear information. This study was carried out at Karangasem Village for three months, from August 2022 to October 2022. Forty people participated in the study as respondents, including the two Sukoharjo tourism ambassadors, four tourism office staff, the head of Karangasem Village, and 33 members of the Tourism Awareness Group (Pokdarwis) Karangasem Village.

This study examined the integration of tourism services in Karangasem Village using the penta helix, which is a process of synergy between the five helices to support tourism in Karangasem Village.

The data analysis technique in this study used an analytical model according to Miles et al. [8], namely data condensation, data presentation, and drawing conclusions. Data condensation in this study is used to select, simplify, or transform the data that has been collected for analysis at a later stage. Data presentation is done by analyzing data. The data were analyzed according to the formulation of the research problem. The next step is drawing conclusions. Drawing conclusions is the final stage in this study and is used to determine the final results of the study. Data triangulation was employed for data validation by enlisting multiple subject-matter experts.

## 3. RESULTS AND ANALYSIS

It has been previously stated that the problems on integrated environmental management in Sukoharjo Regency is a complex problem requiring the involvement of multi stakeholders to handle it. With the enactment of Law No. 23/2014, the provincial government has imposed restrictions on local (regency) governments on coastal areas management which caused overlapping in the handling and management. This has an eventually direct effect on the governance of coastal areas by local (regency) governments such as law enforcement in its region. This actually reflected the sectoral egos of each stakeholder in handling any decision and commitment for developing sustainable environmental governance. By using Penta helix model, the researcher analyzed various interests involving five elements of stakeholders: government, academicians, business, community, and mass media

Karangasem Village is a village located in Bulu District, Sukoharjo Regency, Central Java Province with a population of 3,346 in 2021. Karangasem Village is currently developing a tourism village, considering that Karangasem Village has beautiful and beautiful natural potential. In Karangasem Village there are several tourist destinations such as Mount Pegat and Cuwono Land.

Karangasem Village has a potential land area of 114 ha to be used for business in the agricultural sector, giant prawn cultivation and tilapia fish cultivation. Another potential of Karangasem Village is the great attention to the development of Karangasem Village both from the Village community and Karangasem Village officials.

Starting from 2019 until now, Karangasem Village is focusing on developing Pegat Mountain tourism. This tour is managed by BUMDes (Village-owned Enterprise) Sekar Mandiri Karangasem Village and has contributed to the village's original income of IDR 52,900,000 in 2020 [3]. The peak of Mount Pegat is at an altitude of about 200 meters above sea level (masl). Moncong Dasamuka is a popular location for appreciating Mount Pegat's ambiance. The expanse of rice fields around Mount Pegat and the rows of hills to the south adds the beauty of this site. Morning visitors may see clouds and fog gently creeping over the hills. The splendor of the dawn contrasts well with the extended Mount Lawu.

Mount Pegat as a natural tourism village of Karangasem still requires optimal management so that it becomes a sustainable tourism village. For this reason, the concept of the penta helix as a strategy in the development of a tourism village is urgently needed. In practice, the penta helix consists of 5 actors, namely academics, business, communities, media, and government which is abbreviated as ABCMG. The implementation of the penta helix concept in the development of the Mount Pegat natural tourism village is as follows.

- a. Academics

Tourism human resource development policies by academics are directed at developing and improving the quality and professionalism of competency-based human resources. The role of academics is providing views and analysis based on data in the field regarding the level of development and also the right formula for advancing tourism through various research, analysis and development of human resources [2]. Academics contribute to the development of a tourism village with the penta helix concept through Tridharma non-educational activities which include research and community service. This activity has been carried out in Mount Pegat through training and mentoring for Pokdarwis members as well as tourism village managers regarding tourism village management and promotion strategies through tourism village branding.

b. Business

In the tourism development process, the business world or the private sector plays a significant role in promoting business, professionalism, responsible ethics, and sustainability in the tourism industry. The business world acts profitably, with environmental sustainability an important factor in the tourism industry. Examples of business products that can be developed include services provided to consumers, such as tourist attractions as the main product offered, transportation (tour & travel flight ticket providers, vehicle/transportation rental providers), tour guides (business owners can hire people around the tourist attraction to become tour guides), accommodation or lodging, and culinary business, as well as services or products tailored to the needs and desires of customers. The business sector also plays a role in increasing value and maintaining economic growth in the development of the tourism village in Karangasem.

c. Communities

The community acts as an accelerator in which it contains people who have the same interests with the aim of developing the development of a tourist village. This community also acts as an intermediary to assist in planning the development of an area. The community was formed in the form of Pokdarwis. Pokdarwis, is a self-supporting group made from, by, and for the community with the aim of increasing the development of tourism activities in the region and supporting the success of national tourism development.

d. Media

Basically, the breath of journalism in mass media is their role of social control as the function of mass media based on Law Number 40 Year 1999. The function of this social control is the real implementation and the meaning of supporting democratic process containing such elements as social participation, social responsibility, social support, and social control.

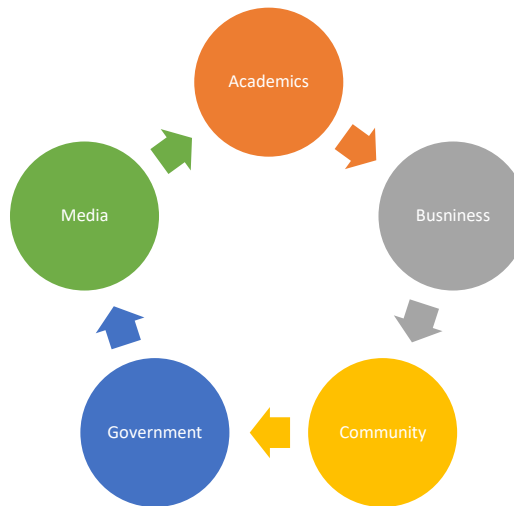
The role of the media in the penta helix concept is to publish news on tourism village branding as well as promotion both through mass media and social media so that it can attract both local and foreign tourists to visit the tourism village. The media knows that Karangasem Village, with the attraction of Mount Pegat, has tourism potential whose news can be disseminated to the public through public relations from one of the communities in the village. The involvement of the media at this time is important because people prioritize communication technology, where the access to various information is very easy. Therefore, the mass media sector is one of the factors that must be considered in tourism development, especially using the penta helix model.

The involvement of mass media in collaborative governance based on Penta Helix is very significant to provide supervision and to carry out control functions over various policy implementations carried out by the government or activities carried out by the community. In this perspective, journalism is required to provide accurate and accountable information.

e. Government

The contribution of the government, both village and regency governments in the development of a tourism village with the penta helix concept is to collaborate with academics to make policies that can be applied in the management of tourism villages. In this case, the government also involves all activities related to planning, implementation, monitoring, control, promotion, financial allocation, permits, programs, laws, etc. The government also plays an important role in coordinating among stakeholders.

The government, in this case the bureaucracy as the administrative agent most responsible for implementing tourism policies in the regions, has a very important role in building collaborative links among other actors, namely academics, the private sector, the public and the mass media as a unit that complements one another. Pentahelix collaboration in tourism development in Sukoharjo Regency, can be described as in the picture below.



Picture 1. Penta Helix scheme

According to Picture 1, there are five elements of stakeholders involved: the Government, Private, Academics (Academicians), business, community, and Mass Media, which can directly influence policy planning thus they could interact with one another. Sustainable tourism village management in the perspective of multi-stakeholder collaboration is indicated by implementing an integrated policy supporting three dimensions of sustainability, i.e. economic, social, and ecological dimensions.

To support the tourism trend, the government plans to build infrastructure to improve tourism connectivity by building toll roads, airports, ports, and connected public transportation modes. The existence of connectivity between these sectors will increase the rate of economic growth, so that the economic value of the community will also increase. However, connection growth is not always smooth. Some of the obstacles faced in the development of Indonesian tourism itself. Traffic problems to access tourist attractions require minimal cooperation from ministries, namely the Ministry of Tourism, Ministry of Transportation, Ministry of PUPR, Ministry of SOEs. Everyone must work together to solve transportation access problems.

The classic problem is the weak development of tourism in Indonesia. From these weaknesses, it is clear the urgency of the synergy between the government and the community in tourism development. The government as a tourism facilitator while the community as a tourism promoter. By making it accessible to tourists, the number of tourists will increase. Meanwhile, the community is developing tourism so that tourists can sell a lot of money for tourist attractions. In this way, the income of the local community can increase.

#### 4. CONCLUSION

Optimizing pentahelix in tourism development based on local wisdom, can be done by increasing coordination and collaboration among actors in the regions; strengthening institutional capacity for offices and technical institutions that play a role in the development and improvement of tourism, culture and the arts in Sukoharjo Regency. Future research is expected to analyze in depth the roles and forms of collaboration of each actor. Penta helix is currently a new strategy in the digitalization era. The regional head uses the penta helix as a breakthrough to overcome the problems that exist in his area. Penta helix itself is quite a key in overcoming the problem of collaboration in the development of the tourism sector in the city of Sukoharjo. In running the penta helix, each actor must have a synergy between one another. The Penta Helix itself contains five stakeholders who collaborate with each other. Actors in the penta helix include government, academia, business, media and the community. These five stakeholders work together in the process of tourism development in Sukoharjo with their respective duties.

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