



## Actors' Interaction in Developing Village Tourism: A Case of Borobudur Tourism

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### ABSTRACT

This research aims to develop a tourism village development strategy based on stakeholder interaction as an economic recovery effort. This descriptive qualitative research used the hexahelix concept and was conducted in 20 tourist villages in the Borobudur Temple Area. This research uses primary and secondary data involving 42 respondents. It consists of Pokdarwis (Tourism Awareness Group) administrators, BUMDes (Village-Owned Enterprise) administrators, Balkondes managers, Cluster Discussion Forum (FRK) managers, as well as village officials who have information related to tourism village business profile. The results of this research are as follows: Firstly, the central government can synergize with regional governments and related technical agencies to carry out breakthrough tourism policy innovations in the Borobudur area, namely by simplifying permits to encourage investment while preserving the village environment. Second, the business world and industry can contribute through CSR programs by facilitating training and mentoring activities needed by the community. Third, universities have a moral responsibility in village development. One way that can be done is by committing to involve students directly in developing the Borobudur tourist area. Fourth, community organizations are government partners who catalyze changes. Fifth, mass media is a forum for promoting the potential of the Borobudur tourist area by utilizing the digital era to reach a wider community

## **INTRODUCTION**

The tourism sector is still vital in driving the economy. One of the reasons is that tourism is an alternative to improving the people's economy. Besides, it is also an alternative to extraction-based natural resource management (Yuli, 2011). Village-based tourism managers must consider tourism development through a community socio-economic movement approach (Sorensen & Grindsted, 2021). Apart from that, the success of managing and marketing the tourism sector depends on understanding the level of visitor involvement in tourist locations (Hogg et al., 2011).

Post-pandemic, the decline in tourism sector activity has impacted the production scale of MSMEs whose product marketing depends on tourism activities (González-Torres et al., 2021). Apart from decreasing demand (supply), the supply side of MSMEs is also disrupted because restrictions on the distribution of people and goods affect the output produced (Bai & Ran, 2022; Bakar & Rosbi, 2020; Duro et al., 2021; Jain et al., 2022 ). This research focuses on the conditions of stakeholders in the Borobudur Tourism Village, Magelang Regency, Central Java. The villages around the temple and the diversity of community economic activities within them have the potential to be mobilized as a supporting vehicle in addition to the temple's main tourist attraction.

The tourist village area in Borobudur is spread over at least 20 villages, including Bigaran Village, Borobudur Village, Bumiharjo Village, Candirejo Village, Giripurno Village, Giritengah Village, Karanganyar Village, Karangrejo Village, Kebonsari Village, Kembanglimus Village, Kenalan Village, Majaksingi Village, Ngadiharjo Village, Ngargogondo Village, Sambeng Village, Tanjungsari Village, Tegalarum Village, Tuksongo Village, Wanurejo Village, and Wringinputih Village (Kemenparekraf, 2022).

## **LITERATURE REVIEW**

This research refers to previous theoretical background and previous researches to ensure its basis and importance. This research refers to the previous theoretical background and previous analyses to ensure its basis and importance. Tourism villages and stakeholders or actors are relevant for this study's basis.

### **Tourism Village**

According to Zakaria & Supriharjo (2014), a tourist village is a rural area with several unique characteristics and attractions to become a tourist destination. Tourist villages are new destinations developed by the government to equalize development and improve community welfare (Leonandari & Rosnandi, 2018). Tourist villages have traditions and cultures that are still original and supported by supporting factors, such as natural tourism that is still beautiful, culinary tourism, cultural attraction tourism, and the social system in the tourist village. Pike and Ryan (2004) stated that the construction of tourist villages is related to efforts to preserve the environment and increase the village's local potential regarding local wisdom.

The development of tourist villages is closely related to community-based tourism (CBT), which provides excellent opportunities for rural communities to participate in tourism development in their area (Sidiq & Resnawati, 2017). With this CBT pattern, the community can innovate in managing tourist villages, and

the village community itself can feel the economic and social benefits. According to Mair and Jago (2010), tourist village destinations were built and opened to increase the income of local communities and local governments and provide a new atmosphere for local and foreign tourists. This income can be obtained from tickets, parking fees, food/drink sales, handicraft sales, and other local goods. Managers can also provide additional facilities for tourists to provide comfort to tourists visiting the village.

Gumilar (2010) stated that there are several components in developing a tourist village, namely (1) it has uniqueness and cultural authenticity, (2) the tourist village is located close to the natural beauty of the village, (3) it is related to a village community group that has a unique attraction, (4) tourist villages have the potential to develop by strengthening the facilities and infrastructure supporting tourism activities. Putra (2006) identified several things that can be developed in the development of tourist villages, namely (1) they have tourism, arts, and local culture potential, (2) these tourist villages are included in the framework of regional tourism development, (3) they have managers and workers who are professional and have brilliant ideas or innovations, (4) strengthening accessibility and supporting infrastructure for tourist villages, (5) Security, order, cleanliness, and visitor comfort are well guaranteed.

### **Stakeholders**

Stakeholders are individuals or groups with an interest and can influence an object. Each stakeholder has different interests, responsibilities, and influences (Bryson, 2004; Hidayah et al., 2019). The roles of stakeholders are grouped into three, namely main (primary) stakeholders, supporting (secondary) stakeholders, and key stakeholders (Bryson, 2004). The main stakeholders are stakeholders who are directly interested in the decisions made.

The main stakeholders must be placed as the primary determining group in the decision-making process. These stakeholders are responsible for making and implementing decisions and are the ones who receive the most benefits from these decisions. Supporting (secondary) stakeholders are stakeholders who do not have a direct interest but have concerns for decision-making. This stakeholder category also contributes thoughts and ideas that influence decision-making attitudes. Key stakeholders are stakeholders who have legal authority in decision-making.

With several developments in the Helix model, the stakeholder analysis model has become a dynamic method and is widely used in various policy studies involving multi-stakeholders. For example, the penta helix model accommodates a comprehensive stakeholder theory. The penta helix concept defines stakeholders into 5 (five) groups, namely (1) government, (2) the business world, (3) universities, (4) non-governmental organizations (NGOs), and (5) mass media (Mohr & Spekman, 1994). It is hoped that the collaboration of 5 (five) stakeholders can interact synergistically to create quality policies oriented towards the public interest. The penta helix concept was built and developed on two previous stakeholder models: the triple helix theory and the quadra helix theory. The triple helix theory consists of government, business, and universities, while the quadra helix stakeholders are added with one stakeholder, namely civil

society or non-government organizations. The penta helix stakeholders were refined to 5 (five) by adding mass media.

## METHODOLOGY

This research is descriptive qualitative research using the hexa-helix concept. The hexa-helix concept was developed from the penta-helix by adding legal and regulatory aspects. This concept was used in the Starlet Model (Integrated Slope Stabilization and Design Model) for slope stabilization and then modified into the Prime Starlet Model (with the addition of soil-bearing capacity for the foundation). The Prime Starlet model uses the hexa-helix concept to make it more effective.

The six components of the hexa-helix are Academic (or education), Business (Industry), Community, Government, Mass Media, and Law and regulation (Figure 6) with the following details: 1) Government, consisting of central government and regional government, 2 ) Entrepreneurs, industry, business, services and trade, 3) Community, consisting of people from various professions and NGOs, 4) Academics or education, or scientists, including the world of general education and higher education, 5) Mass media and media communications, including communications devices such as smartphones. 6) Laws and regulations, including local government regulations.

It is located in 20 tourist villages, namely Bigaran Village, Borobudur Village, Bumiharjo Village, Candirejo Village, Giripurno Village, Giritengah Village, Karanganyar Village, Karangrejo Village, Kebonsari Village, Kembanglimus Village, Acquaintance, Majaksingi Village, Ngadiharjo Village, Ngargogondo Village, Sambeng Village, Tanjungsari Village, Tegalarum Village, Tuksongo Village, Wanurejo Village, and Wringinputih Village.

The primary data were collected by distributing questionnaires, conducting interviews with actors, and gathering related documents. s The instrument used in this research is intended to produce accurate data, namely by using a relationship scoring method between actors using the numbers 0, 1, 2, 3, 4, as explained in the following table:

Table 1. Scoring

Skor	Note
0	No effect
1	Affecting operational procedures
2	Affects work
3	Affecting the actor's mission
4	Affecting the existence of actors

Apart from scoring the relationship between actors, the scoring carried out is also scoring the relationship between actors and programs/policies using the numbers 0, 1, 2, 3, and 4 as explained in the following table:

Table 2. Scoring

Score	Note
0	Goals have bleak outcomes
1	The purpose of disrupting the actor's procedures/vital to the actor's operational procedures
2	Goals interfere with the actor's job success/vital to job success
3	Goals interfere with achieving the actor's mission/cannot be ignored for the actor's mission
4	The aim of disrupting the actor's existence/cannot be ignored for the actor's existence

This method also determines the stakeholder's support level for each goal and group. In this research, the actor method will identify the actors/stakeholders involved in tourism development efforts in the Post-Pandemic Borobudur Area. Once the actors are identified, they can be grouped based on their respective roles so that it will be known whether the actor is a leading actor, key actor, or supporting actor. Then, the actor analysis in this research is also used to explain the relationships/interactions between actors.

Godet (2001) explains the MACTOR technique based on three main inputs in matrix form. As shown in the figure, these three inputs are based on "influence relationships" between one actor and another (Figure 1).

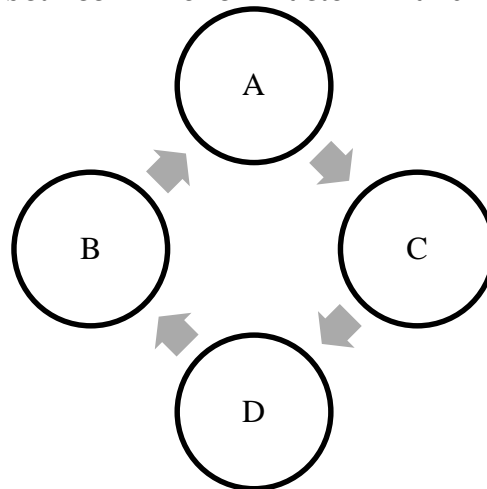


Figure 1. Influence between Factors in the Helix Model

This research uses the Matrix of Alliances and Conflicts: Tactics, Objectives, and Recommendations) analysis technique (Mactor) to describe the roles and contributions of actors. Mactor's method carries out a thorough analysis of actors' strategies and initiatives. Mactor (Alliance and Conflict Matrix: Tactics, Goals, and Recommendations) is based on inter-actor influences.

## RESULTS

Several stages of analysis are required to conduct tourism development analysis with MACTOR. The first stage is to identify problems related to tourism development issues by conducting Focus group Discussions (FGD) or structured interviews with questionnaires. In FGD, it is essential to identify the actors involved and the goals to be achieved. In tourism development, goal identification can be grouped into goals oriented toward attraction, accessibility, amenities, and ancillary aspects.

In the second stage, the MDI (Matrix of Direct Influence) table is filled in which describes the influence between actors on other actors in the form of a matrix as in table 1:

Table 3. Linkage Matrix

actor j Actor i	A1	A2	A3	.	.	An
A1	0	(1,2)	(1,3)	.	.	(1,n)
A2	(2,1)	0				
A3	(3.1)		0			
.	.			0		
.	.				0	
An	(n,1)	.	.	.	.	0

In table (X,X), filling is done by reading the rows from the actors *i* to actor *j*. Thus, the diagonal columns will contain the number 0. Figure (2,1), for example, illustrates the influence of actor A2 on A1. Vice versa for numbers (1,2). Filling in numbers or scores in the MDI Matrix is done using Godet's rules (1941), where the influence of the actor *i* towards *j* is calculated based on a score from 0-4 (table 1).

## DISCUSSIONS

### Mapping Actors in the Development of the Borobudur Area Tourism Village

Understanding the relationships between actors in supporting the development of the tourism sector begins with mapping the relationships between actors. The results of processing data on the influence between actors using the MACTOR tool is in Table 1. The numbers in column (Ii) show the influence score, while the numbers in row (Di) show the dependency between actors. The actors referred to in this study are as follows:

A1 : Tourism Village Manager

A2 : Government (Disporapar, Bappeda, Dispermades)

A3 : Tourism Business Actors

A4 : MSME actors

A5 : Academics (University)

A6 : Non-Governmental Organization (NGO) - Karang Taruna - PKK

A7 : Tourism Village Community

A8 : Tourist Visitors

A9 : Mass media

Table 4. Influence Score

MDII	A1	A2	A3	A4	A5	A6	A7	A8	A9	∑
A1	26	22	23	24	24	19	22	24	24	182
A2	25	21	23	23	24	19	22	24	23	183
A3	26	22	23	24	24	19	22	24	23	184
A4	24	20	21	23	21	19	21	23	21	170
A5	20	17	19	20	18	18	18	20	17	149
A6	18	18	18	18	18	17	18	18	18	144
A7	23	21	22	23	22	19	20	22	22	174
A8	19	18	18	19	18	19	18	18	17	146
A9	20	18	18	19	19	18	19	20	18	151
Di	175	156	162	170	170	150	160	175	165	1483

Source: Primary Data Processed, 2022

Table 4 shows that the stakeholders who have a high influence in the tourism village development strategy in the Borobudur area after the pandemic are tourism business actors (A3) with a score of 184, the government (A2) with a score of 183, and also tourism managers (A1) with a score of 182. Meanwhile, the stakeholder with the lowest influence is a non-governmental organization (A6) with a score of 144.

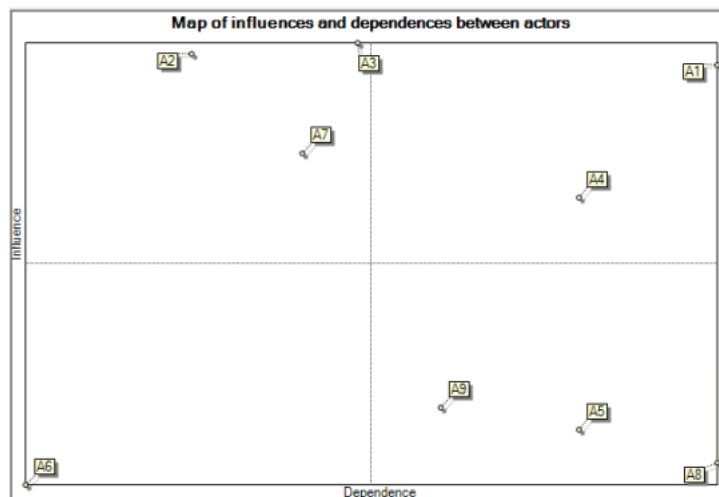


Figure 2. Map of Influence and Dependency Between Actors.

Source: Primary Data Processed, 2022

Then, the stakeholders with a high dependency tendency are tourism managers (A1), with a score of 175, and tourist visitors (A8), with a score of 175. Meanwhile, the stakeholders with the lowest dependency are non-governmental organizations (A6), with a score of 144. It shows the stakeholder mapping in the actor influence and dependency quadrant. The actors with the highest influence and dependence in the post-pandemic development strategy for the Borobudur Area tourist village include tourism managers, tourism business actors, and MSME players.

### Potential Conflict between Actors

Analysis of potential conflict between actors aims to identify the actors with the greatest possibility of conflict in their interactions in developing tourist villages. The results of the analysis of potential conflict between actors can be seen in Figure 3:

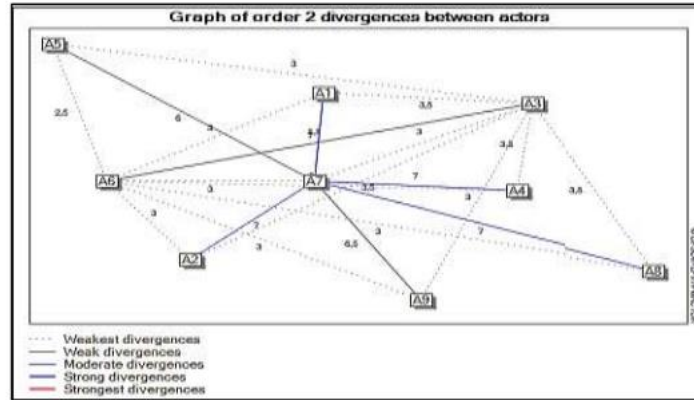


Figure 3. Potential Conflict

Figure 3 explained that efforts to develop tourist villages in the Borobudur area may potentially trigger conflicts of interest.

Based on the results of the analysis, there is no potential for significant conflict to emerge. However, based on the results of the analysis presented in Figure 2, the potential for conflict may arise between several actors, namely the tourist village community (A7), the government (A2) and also MSME actors (A4).

### Potential for Collaboration between Actors

Developing tourist villages in the Borobudur area requires synergy and collaboration between actors. The potential for collaboration/cooperation between actors can be seen from the degree of convergence between actors as follows:

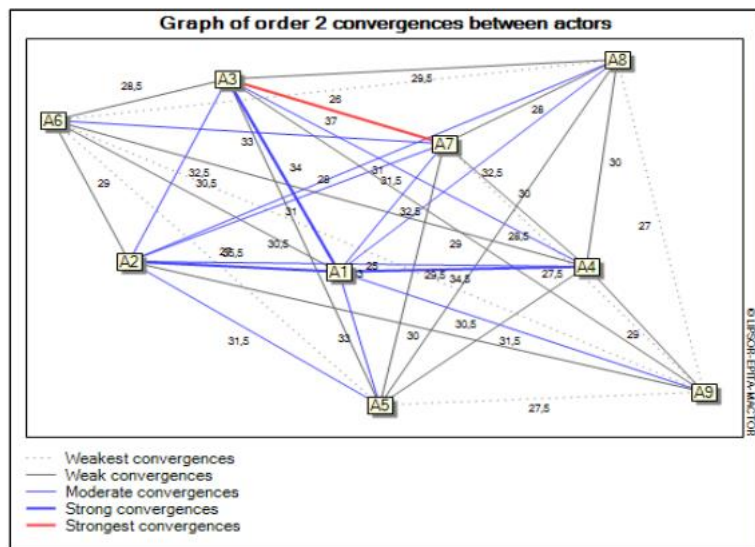


Figure 4. Inter-Actor Convergence Matrix



Figure 4 explains that the degree of convergence (agreement and agreement) between actors in developing tourist villages in the Borobudur area tends to be moderate. Based on the objectives/goals and their role in mobilizing resources, we can map the actors with the "strongest convergences" who have the most crucial role in tourism development. The actors who have the most robust convergence are tourism business actors and tourist village communities. The critical role of these actors will be supported by actors in the "strong convergences" category consisting of tourism management actors, business actors, government, and academics.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the analysis of the results and discussion, the following are conclusions and recommendations for each actor in tourism development in the Borobudur tourist village area.

1. The government has a significant role in tourism policy innovation in Magelang Regency, the Central Java Provincial Government, and the central government because the Borobudur Temple Area is a National Tourism Strategic Area (KSPN). The government has a prominent role because adequate financing capabilities, regulations, infrastructure, and human resources support it. In the context of policy innovation in the tourism sector, the Central Government, through the Ministry of Tourism and Creative Economy of the Republic of Indonesia (Kemenparekraf RI), certainly has a vital role per its main tasks and functions in formulating and determining tourism and creative economy policies. In this case, the Indonesian Ministry of Tourism and Creative Economy also synergizes with regional governments within the framework of the Unitary State in line with its mission. Tourism policy innovation in Central Java in general and Magelang Regency through the role of the technical OPD (Youth, Sports and Tourism Department). Breakthroughs are needed to become a bridge for tourism village businesses, state-owned companies, and other external groups in order to encourage the development of tourist villages. As a regulator, the government's role in tourism policy innovation in the Borobudur area is expected to facilitate licensing and encourage investment while maintaining a somewhat original and sustainable Telan tourist village environment.
2. Business world and industrial world. These business actors consist of three groups; the first is the tourist village manager, who directly manages the tourist village. Second, there are business actors in the village who actively contribute and become part of the business actors in the tourist village. Third are actors in the business and industrial world who, through their social responsibility activities, contribute to improving the quality of their business environment through the Corporate Social Responsibility (CSR) Program in tourist villages. The three can work together to develop tourist villages in the Borobudur area. Through the CSR provided, collaboration can be initiated, and training and mentoring activities can be facilitated. Tourism villages and the village business community within

them can become partners in encouraging investment in rural areas. The three of them can play a role and collaborate to increase investment in the quality of capital, improve the workforce quality, strive to increase the tourist village market, and encourage village communities as a society that is directly or indirectly involved in tourism activities in the village. Collaboration between business actors is also needed to maintain natural village conditions and the quality of the environment.

3. Similar to the business world, universities also have a moral responsibility through the Tridharma of Higher Education to improve the quality of life of the surrounding community. Through the role of universities, especially in research and community service, they can help provide policy innovation ideas related to developing tourist villages in the Borobudur area. Many fields of knowledge with competencies can contribute to accelerating the development of tourist villages, both social sciences and technical sciences and arts. Collaboration between academic fields can also be carried out by involving students in internship activities in tourist villages. There are at least two core benefits, namely that students gain work experience and work practice in tourist villages, taking part in improving the welfare of village communities. On the other hand, tourism village managers and MSME and IKM actors also benefit from training and mentoring, getting access to cheap human resources that can help manage tourist villages better.
4. Community organizations/associations/community groups related to tourism village management catalyze policy innovation and village tourism activities. Various associations or associations that are directly related to tourism, PKK groups, youth groups / Karang Taruna, cluster discussion forums, and various creative industry community groups, for example the Indonesian Tourist Guide Association (HPI), the Indonesian Hotel and Restaurant Association (PHRI), the Association of Organizers and Attractions Tourism (APAW) has a role as a partner of the government and community as well as a catalyst that brings change towards improvement in the formulation of village-based tourism policies.
5. Mass media as promoters play an essential role in disseminating information about tourism potential, both natural, cultural, and crafts in the tourist village of the Borobudur area. Digital media development is considered more effective with the decline in propaganda and information in printed form. The role of disseminating information through the media in tourism is no longer only through mass and electronic media carried out by journalists and the media industry but can also be done with community support through social media. Therefore, the general public can also act as a more effective information medium. Therefore, destinations in tourist villages need innovation to provide selfie photo locations that can be used by visiting communities to spread information about the tourist destinations they visit. People who are also content creators can be used as an effective promotional tool. Currently, the media

industry is more oriented towards the needs of readers or those who have news value related to tourism, so it is necessary to collaborate intensively with the media to build a collective public memory related to tourism in the tourist villages of the Borobudur area.

6. The community consists of two groups: the first is tourists, and the second is village communities in tourist village locations. Tourists are involved in providing input in the preparation of policy strategies because, basically, all tourism activities are to meet community demand for tourism services. Their hopes and desires regarding facilities, attractions, and tourism service infrastructure are the main things that must be accommodated. The hope is that by accommodating the wishes of the tourist community, the number of tourist visits and income of the tourist village community will increase. Apart from that, because tourist villages are based on Community Tourism, the role of the community is crucial in accelerating policies and initiating tourism policy innovations through the potential of their respective villages. In other words, the role of the community is as an accelerator in policy innovation related to tourist villages in the Borobudur area.

#### **FURTHER STUDY**

This research involves all actors in the development of the Borobudur tourist village area. A deeper study can be carried out by focusing on the participation of local communities in the Borobudur temple area in innovating in the development of tourist villages.

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