

Research Article

The Role of Actors in Managing Collaborative Tourism in Indonesia

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This article describes the role of actors in managing tourism collaboration in Indonesia in general and cases related to tourism management in the Rammang Rammang tourist village, Maros Regency. Collaboration in the management of tourist areas involves several elements, namely the tourism office, tourism awareness communities, private sector, residents in tourism areas, and community leaders. This study is interesting in the context of actor networks that have been described so far, such as collaboration problems in actor networks often occur so far due to their dependence on existing resources. This paper uses qualitative research methods in the form of descriptive analysis where this research describes the conditions of each role in collaboration for the management of the Rammang-Rammang Tourism area. The results of this study found that the knowledge and resource factors possessed by each actor in the network have become crucial in implementing management in the form of collaboration between actors to run well. The knowledge and resources possessed by each actor become an important key in determining the role of managing the Rammang-Rammang Tourism area.

Keywords: actor role, managing collaboration, tourism

1. Introduction

The development of tourist areas is the main target of many countries in today's modern era. The needs of local and international communities for tourist locations increase along with lifestyle changes that occur while tourists from abroad make Indonesia an attractive location to visit because of its cultural and natural wealth (1–3). This has led to the encouragement of tourism actors in Indonesia, which is supported by the central government regarding regional development efforts in recent years, making the attention of tourism problems increase. The tourism sector which is the target of the new habits of the community, the tourism sector also has other advantages such as absorbing a large number of workers to fulfill resource needs and being one of the alternative income sectors by the Indonesian State (4). Seeing these conditions and

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by comparing global conditions based on data from the United Nations World Tourism Organization (UNWTO), the tourism sector is the strongest sector. The presence of the tourism sector as an alternative to foreign exchange for the State in addition to natural resources such as oil and other natural products, the increasing level of visits to tourism in several regions also shows good growth. Based on CEIC data, it shows that in the last 2 years, despite the pandemic disaster, tourists who visit are vulnerable to 2020-2022 approaching the number of 500 thousand visitors.

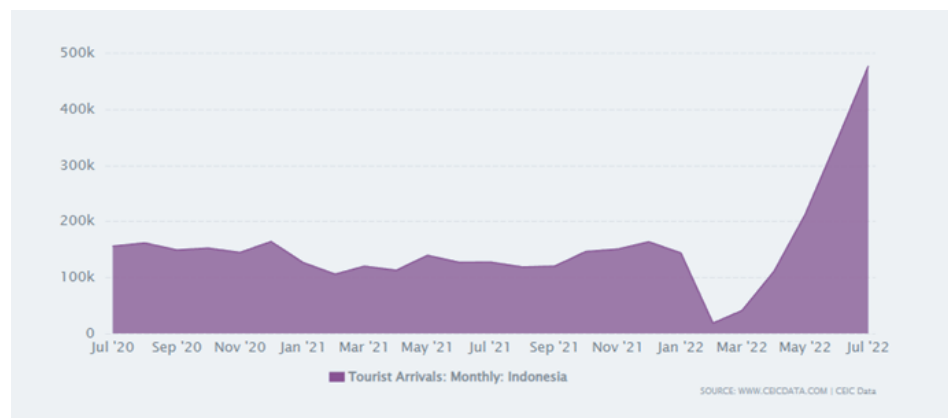


Figure 1: Tourists who visit are vulnerable to 2020-2022. Sumber: CEIC Data.

Although the growth of tourism in Indonesia is increasing, the constraints of tourism infrastructure that occur in some tourist locations and even regions still have shortcomings. Tourism development planning that is not synergistic with the facilities needed to support tourism is still very low. The low quality of tourism facilities by the Travel & Tourism Competitiveness Index shows that Indonesia has a low level of infrastructure with a low rate of infrastructure growth.

Good growth of the tourism sector supports the level of state foreign exchange income as a form of income. In addition to inadequate infrastructure, Indonesia is also still experiencing the development of the tourism sector which has not been conceptualized, both from planning tourism targets to supporting governance such as the parties involved. The transition of several tourism sectors from what was previously seen as a private sector has now turned into a public sector. The provision of the main and supporting facilities as well as other supports that support tourism is still a problem, almost evenly in some areas. The actors involved in tourism in some cases do not understand well their duties and functions in the tourism development process, especially in the regions. This requires the involvement of other sectors in tourism management such as the private sector and the community. This interaction

process is called collaboration. Lester and Stewart argue that policies need to be implemented by various actors, with different organizational resources, setting procedures and processes working together to implement policies in achieving the objectives of the program. In addition, O'Toole also explained that the implementation phase really requires cooperation and coordination from several organizations or parts of the organization (5). Based on this explanation, collaboration is a necessity in the public policy process carried out in the current modern era. Several regions in Indonesia that have planned tourism development include Banyuwangi Regency, Padang City, Bone Regency, Nganjuk Regency and Pangkep Regency (6).

The current presence of Rammang-Rammang tourism is a tourist attraction that provides foreign exchange income for Maros district in particular. For the attention of several parties, the management of this tourist attraction then involves several actors who support the course of tourism, especially in Rammang-Rammang. The community, local government, traditional leaders have involvement in efforts to manage Rammang-Ramang tourism for the benefit of several parties involved. Although the involvement of several actors in the management has been carried out for a long time, the context in the field is different from the previous planning. Some parties in the process of managing the Rammang-Rammang tourist attraction do not know well their duties and functions in the management process. This causes the roles of some actors to be blurred in the management. Based on this problem, this research wants to see how actors maximize their respective roles in collaborative management of the Rammang-Rammang tourist attraction.

The urgency of the network in tourism management has been widely written in the literature explaining the importance of a network approach that integrates tourism with other value chains (7–9) (especially cultural heritage (10–12) with the aim of achieving sustainable value creation and achievement of sustainable goals (13). A policy network can be defined as a group of actors or organizations connected to each other because of resource dependence through collective action proposed by Rhodes (14). With this policy network, various actors' interests will be easily accommodated in policy implementation. Network theory is based on the assumption that the relationships between actors are interdependent. In a more operational sense, it can be understood that the actors will not be able to achieve their goals without using the resources owned by other actors. The existence of this policy network shows the spirit of local governments in building networks between actors in the formulation and implementation of public policies. The actor network theory is a socio-philosophical approach that tries to understand complex social situations by paying attention to relational elements called associations

(15). Actors who are members of network organizations are required to contribute to the achievement of the common goals of the collaborative process. However, in essence each of the actors who join has different goals and resource capabilities. There is some literature that highlights the differences between individual actors and institutional actors depending on the actor's position in the network organization (16,17)).

In the process of network organization interaction, each actor has a role according to his field or background, Koontz et al. (14) describes describing the government as a leader, follower, and encourager. Donald Kettl (19) has discussed the ways in which government plays a "border" role. Lester Salamon describes the regulatory, modulating, and activating roles that government actors can and do in government networks. After examining the ways in which government can influence corporate social responsibility through various regulatory and partnership initiatives, Tom Fox and his colleagues discuss how government plays a mandate, support, facilitate, and partner role. We may realize that this role can be taken by non-state actors as well. A policy network can be defined as a group of actors or organizations that are connected to each other because of resource dependence through collective action (Rhodes, 1997) in (14).

With the existence of this policy network, various interests of actors will be easily accommodated in policy implementation. Network theory is based on the assumption that relations between actors are interdependent. In a more operational sense, it can be understood that the actors will not be able to achieve their goals without using the resources owned by other actors. The existence of this policy network shows the spirit of local governments in building networks between actors in the formulation and implementation of public policies.

2. Methods

This study uses a qualitative approach, to explore and describe the role of actors in the tourism management network in the tourist village of Rammang Rammang, Maros Regency. The subjects of this research are government institutions, private sector, and Pokdarwis communities involved in the management of the Rammang Rammang Tourism Village. The object of research is collaboration between actors in managing the Rammang Rammang Tourism Village. The focus of the research is the interaction of actors in carrying out their roles in the tourism management network in the Rammang Rammang Tourism Village. The research is supported by primary data directly from sources from the government, private sector, and community elements. interviews were conducted with stakeholders from various groups including officials

from the Maros Regency Tourism Office, Private, Pokdarwis, private sector members, Non-Governmental Organizations The selection of informants was based on experience and involvement in the tourism sector. Determination of resource persons is based on the concept of mapping stakeholders. Secondary data sources were obtained from the mass media, research reports, and the annual report of the Maros Regency Tourism Office. Data processing was carried out using qualitative data analysis techniques from Creswell 2016.

3. Results and Discussion

The Regional Government issued a Regent's Decree in 2020 which explained that the Rammang-Rammang Tourism Village is one of the fostered villages in the development of tourist attractions in Maros Regency. The improvement of the Rammang-Rammang Tourism area has begun because in 2021 this area is included in the nomination of tourist sites that will compete with several other tourist locations in Indonesia through the awarding of the 2021 Tourism Village. The Rammang-Rammang area will be included in both national and global tourist destinations, so that the need for preparation of feasibility as a tourist destination location in 2022. This position was strengthened by the arrival of a feasibility assessment team to assess whether the Rammang-Rammang Tourism Village deserves to be a World Heritage Site listed as a UNESCO Global Geopark Maros. The following is data on the number of tourists visiting the Rammang Rammang Tourism Village.

TABLE 1: Number of tourists from Rammang Rammang Tourism Village.

NO	Year	Number of Visitors
1.	2019	50.690
2.	2020	22.773
3.	2021	20.561

Sumber: Rohim et al., (18)

Organizing in the management of the Rammang-Rammang Tourism Village has not been maximized in its management seen from three dimensions, namely work grouping, distribution of authority, and coordination. From the grouping of work, it has been running but there is still a lack of public understanding about the organization of the Tourism Awareness Group making some people less involved in the management or development of the Rammang-Rammang Tourism Village, coordination has been carried out but has not been carried out optimally by the Tourism Office, tourism village managers and the community. there has not been good coordination between parties

in terms of developing and managing the Rammang-Rammang Tourism Village, making the activities carried out less successful.

One of the roles carried out by the Tourism Office is to provide training to the community, especially to the Tourism Awareness Group (Pokdarwis) in terms of developing skills and skills to manage the Rammang Rammang Tourism Village. In addition, the government also equips people who are included in the MSME group to make handicrafts made by the community which are used as souvenirs for visiting tourists. In addition, to fulfill the provisions of the Tourism Village, the provision of facilities and infrastructure such as, Homestay, prayer room, toilets, parking lots, and has also begun to repair the footpaths which are the attraction of tourists. The following table describes the role of each stakeholder involved in the management of the Rammang Rammang Tourism Village:

TABLE 2: Elaboration of the Role of Actors in the tourism management network in Maros Regency.

No	Actor	Role
1	Government	Providing tourism facilities and infrastructure Making regulations related to tourism management Coordinate various actors in the management of the Rammang Rammang Tourism Village Conducting tourism socialization to the local community Conduct training to Pokdarwis
2	Private	Provide CSR funding assistance or as a permanent donor in supporting the implementation of the Tourism Village Provide supporting resources
3	Travel Awareness group (POKDARWIS)	Managing Tourist Village Provide human resources in the management of Tourism Villages Participate in training for self-development in managing Tourism Villages Protecting the Tourism Village environment Maintain the safety and comfort of visiting tourists As a Tourist Guide for Tourist Villages
4	Society	Actors UMKM who provide handicrafts typical of the Rammang Rammang Tourism Village Some are owners of land that is used as the location of the Rammang Rammang Tourism Village

Source: Processed based on research results, 2022

Based on the table above, it shows that, various actors or stakeholders involved in the management of the Rammang Rammang Tourism Village have their respective roles. The role of each actor is determined by the resources they have. The existence of differences in the resources owned causes the need for synergy in the interaction process based on the trust of each actor. The existence of trust in each of these actors causes a willingness to share resources including (skills, finances, information, ideas and knowledge). The existence of the role of each of these actors indicates that the collaborative process in the management of the Rammang Rammang Tourism Village has been carried out. In the implementation of the management of the Rammang Rammang

Tourism Village, which spearheads the implementation is the Tourism Awareness Group or POKDARWIS, this Tourism Awareness Group is a community-based organization that plays a role in assisting the government in socializing and implementing tourism activities in Maros district.

The tourism awareness group in carrying out its role carries out several activities such as: 1) Increasing the capacity of the tourism community through the cultivation of porang flowers and nipa fruit to add culinary commodities and the creative economy, fostering groups of home stay owners, namely holding guidance on tourism, especially regarding *Sapta Pesona*. ; 2) Provision of supporting facilities for tourism activities by procuring culinary materials for typical food sellers, home stay facilities and infrastructure such as blankets, secretarial equipment cabinets, documentation equipment, 3) Increasing appreciation of arts and culture through procurement of tools and craft raw materials, procurement of tools arts, exhibition rooms/gazebos, 4) Pokdarwis management meetings, 5) Monitoring and evaluation of programs and activities as well as coaching members and guides. The obstacles in the management of the Rammang Rammang Tourism Village identified include the low participation of the community itself. This has an impact on the readiness of the community to interact with foreign tourists who are not only local tourists but also foreign tourists. The low community participation will also have an impact on the environmental management of the Tourism Village. In addition, the collaboration between the government and the private sector in the design of promotional media has not been maximized.

4. Conclusion

Rammang Rammang Tourism Village in Maros Regency begins with determining the purpose of the Tourism Village. The management of this Tourism Village involves various stakeholders, in this case, the Maros Regency Tourism Office, the private sector, the community who are members of tourism awareness groups, and also the community as business actors or MSMEs. In its implementation, the organization and management of the Rammang Rammang Tourism Village have not been maximized. This is since the coordination between the various stakeholders involved in the management of the Rammang Rammang Tourism Village has not been carried out intensively. Each actor works independently to complete his task. In theory, this is not justified in the collaboration process, because the collaboration process will succeed in achieving common goals in a network organization because of the interaction and coordination

carried out by each actor so that there is a commonality of thought and similarity of action by each stakeholder.

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