

# ACTOR NETWORK IN TOURISM MANAGEMENT BASED ON SUSTAINABLE DEVELOPMENT (CASE STUDY OF TOURISM DEVELOPMENT IN BATU CITY, INDONESIA)

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**Submission date:** 08-Aug-2022 05:33PM (UTC+0700)

**Submission ID:** 1880236076

**File name:** No\_7\_Jurnal\_Internasional\_Asih\_Suwitri\_dkk.pdf (401.81K)

**Word count:** 3374

**Character count:** 19973

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MANAGEMENT

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RECEIVED:

7 August 2020

ACCEPTED:

7 September 2020

RELEASED:

20 October 2020

UDC 338.48

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DOI 10.26661/2522-1566/2020-3/13-01

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ACTOR NETWORK IN TOURISM MANAGEMENT  
BASED ON SUSTAINABLE DEVELOPMENT  
(CASE STUDY OF TOURISM DEVELOPMENT IN BATU CITY, INDONESIA)

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**Abstract.** Batu City is known as one of the leading tourist cities in Indonesia because of its extraordinary potential of natural beauty. The purpose of this research is to analyze the actor network in tourism management based on sustainable development in Batu City. This study used a descriptive research method with a qualitative approach. As a result it is recommended to strengthen the role Department of Environmental Service in tourism development policies in Batu City. Batu City Government needs to establish a forum for "Community Conscious Environment" as a controlling agent. Batu City Government also needs to expand cooperation with academics, especially in environmental assessment cooperation.

**Keywords:** actor network, tourism management, sustainable development.

**JEL Classification:** A21, I28.

INTRODUCTION

Tourism is one of the sectors that has an important role in the development of the level of economic welfare of the nations in the world which has been getting better and more advanced in the last two decades. Increasing welfare and progress make tourism a trend of people's need or lifestyle to get to know nature and culture in various regions. The current tourism trend is like a link that drives the wheels of the economy which has a common thread to become a service industry that contributes to the world economy.

According to Soebagyo (2011, p. 154) Tourism development has three functions, namely promoting the economy, maintaining the national personality and preserving the function and quality of the environment, and fostering a sense of love for the homeland and the nation. This is because the tourism sector can provide employment, stimulate production sectors, and contribute

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directly to progress in the development and improvement of roads, ports and airports. In its development, the tourism sector will encourage the implementation of hygiene, health, cultural facilities, environmental preservation programs, and can provide benefits and enjoyment to both local people and local and foreign tourists.

Batu City is known as one of the leading tourist cities in Indonesia because of its extraordinary potential of natural beauty. The Dutch admiration for the beauty and nature of the rock makes the new territories aligned with a European country, namely Switzerland and dubbed as *De Kleine Zwitserland* or Swiss minor on Java Island (Sukmana, 2009).

Since it was found as an autonomous region in 2001 Batu City had been established and solidifies its territory as the center of Tourism and Agro-polite especially in East Java Province (Sukmana, 2009). This is reflected in the Master of Tourism Development Plan in Batu City (2010-2020) and Batu City Regional Regulation Number 7 in 2011 about the regional spatial plan of Batu City 2010-2030. It is namely increasing the position and role of Batu City from the tourist city Become a tourism center that is taken into account at the regional or even national level, with the addition of various objects and tourist attractions. It is supported by facilities and infrastructures and supporting elements of adequate tourism with a relatively evenly spread In the area of Batu city to expand the field of employment in order to overcome unemployment and increase the income of citizens as well as Local-Generated Revenue of Batu City basically on tourism.

The management of tourism development in Batu City has a very positive impact on the economy in Batu City. However, it has a very bad impact on the environment in Batu City. This can be seen from the increase in air temperature in Batu City, the reduction of springs in Batu City, and the decrease in Green Open Space in Batu City.

Seeing the environmental problems that continue to arise as a result of tourism development activities in Batu City, Batu City Government needs to apply the principles of sustainable development in implementing tourism development policies. And in realizing this, must be supported by the network synergy stakeholder / actor implements.

According to Syahrir (2004, p. 5), a network between stakeholders is needed because it is increasingly clear that no one sector in society can provide the concept of sustainable development individually. In this context, what will be done and become the responsibility of the multi-stakeholder is not done individually but is stipulated in the terms of the contract. A multi-stakeholder network is a network that pursues a common vision, maintains and supports mutual problem solving together.

Seeing the existing conditions in Batu City, so that environmental problems occur which prove that tourism development there is not based on the principle of sustainable development, it can be seen that the actors implementing tourism development policies are running independently and communication between actors is not optimal.

## LITERATURE REVIEW

### Actor Network Theory

Stolley (2005, p. 86) defines networks as "the patterned relationships that connect us with those outside of our established groups." The focus of the study on Actor-Network-Theory lies on actors. The starting point for the inter-actor approach starts from the environment of actors who relate to other actors. In order to maintain its existence, an actor needs resources. This actor then establishes relationships with other actors and there is also a chord network that communicates with each other.

In the perspective of policy networks, Frans Van Waarden (1992) develops a theory policy formulation process based of a network with the main dimensions of a policy network. These

dimensions of policy networks can be used to view and analyze policy formulation process based of the network.

The following are the dimensions of the policy network:

1. *Actors*

Actors in the policy network are not only individuals but also be an organization as the actors involved can also be representations of certain groups / parties.

2. *Function*

This concept of "function" then forms a perspective link between structures and actors in the network. The main function of a policy network is as a tool used to increase the intensity of the relationship (relationship) between parties with an interest in a public policy both at the formulation and implementation stages.

3. *Structure*

The policy network structure refers to the relationship pattern between the actors involved.

4. *Institutionalization*

The level of institutionalization refers to the formal characteristics of the network and its stability. This will depend on the form / characteristics of the network structure and the higher the level of institutionalization of a network, the more effective the policy network will be.

5. *Rules of conduct*

The network is then formed by the rules of the game in the interactions that govern the exchange in a network.

6. *Power relations*

This distribution of power takes the form of a function of the distribution of resources and needs among actors and between organizational structures when the organization is involved.

7. *Actor strategies*

In policy networks, actors use networks as a strategy to manage their interdependence. They create and or use networks to get their needs, interests and goals.

### **Tourism Management**

Management is a very important part in the Public Administration System. Management is the engine driving public administration and it means that management is the integration of planning, organizing, implementing, and monitoring / evaluating. Management is a system, because if one of the sub-systems is not functioning properly, mismanagement will occur (mismanagement) (Ibrahim, 2009; Zamili et al., 2020).

One of the public management is in the tourism sector. Tourism is a multidimensional concept. In the public planning system in tourism management refers to management principles that emphasize the values of the preservation of the natural environment, community and social values that enable tourists to do tourism activities and benefit the welfare of local communities (Pitana, 2009, p. 81). The aim of tourism management is to balance economic growth and income with services to tourists and protection of the environment and preservation of cultural diversity.

### **Sustainable Development**

Experts and authors of the book define the concepts of *Sustainable Development* sustainably differently. (C. Suryono and Rismiati, 2016) stated that Sustainability is defined as a development to meet the needs of the current generation without prejudice to necessities of future generations. The risks and consequences of any current development should not be all handed down to future generations, but should be considered justly for the present generation and future generations.

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Otto Soemarwoto (2013) in Anggraeni Diah Kurnia; Sulaeman, Endang Sutisna (2013), explained that there are four indicators that can be used as the benchmark of sustainable development in a simple way for both the central and local governments to assess the success A head of government in the implementation of sustainable development processes. The four benchmarks include as follows:

a. Pro Economic Welfare

The explanation of Pro economy welfare is the economic growth aimed at the welfare of all members of the community, can be achieved through innovative technologies that have a minimum impact on environmental damage.

b. Pro Sustainable Environment

The explanation of the pro sustainable environment is concerned about the ethics of non-anthropocentric environmental people who become guidelines for community life, so that they always strive for sustainability and environmental balance, natural resource conservation and prioritizes the quality of non-material life.

c. Pro Social Justice

The explanation of the pro social justice is fairness and equality of access to natural resources and public services, appreciating cultural diversity and gender equality.

d. Pro Environmental Life

The explanation of the Pro environment is about some indicators that can be used to measure it. One of them is the index of conformity, such as the broad forest ratio to the area (the less or less), the discharge ratio of the river water in the rainy season to the dry season, air quality, and so on.

## METHODOLOGY

<sup>8</sup> This study used a descriptive research method with a qualitative approach. The data sources used were primary data and secondary data. Data collection techniques were using observation, interviews and documentation. The research instruments used were the researchers themselves, interview guides, and field notes. The data analysis method used is the Interactive Model Analysis by Miles and Huberman (1992, p. 20), namely by collecting data, reducing data, presenting data, and drawing conclusions. In this study, the research location is Batu City.

## RESULTS AND DISCUSSION

The Actors Network of Tourism Management based Sustainable Development in Batu City :

a. Actor

Actors who are involved in tourism development in Batu City based on sustainable development, consist of Inside Government Actors (actors who are in the realm of Batu City Government) and Outside Government Actors (actors who are outside the realm of Batu City Government). Inside Government actors can be classified into two, namely primary actors and secondary / supplementary / supporting actors.

b. Function

Inside Government actors consist of primary actors and secondary actors. The primary actor functions as the main actor in determining the direction of sustainable development-based tourism development policies in Batu City. And the function of the secondary / supplementary / supporting actors is the actor who supports the main actor in tourism development based on sustainable development in Batu City. These secondary actors act on the basis of the government as the main actor.

Outside Government actors consist of the Regional Tourism Promotion Board (BPPD); Investors / Private; Public; Mass media; Academics; and Local Environmental NGOs. The function



of the investor / private sector is to help the Batu City government develop tourism by investing in tourism development in Batu City.

The community also participates in tourism development in Batu City. The community is involved and contributes their ideas in developing sustainable development-based tourism in Batu City.

The function of the mass media is as a medium to promote tourism in Batu City. The function of academics in developing tourism based on sustainable development in Batu City is to help provide input on tourism development in Batu City. And the function of Local Environment NGOs is to oversee tourism development and prevent environmental degradation caused by the existence of tourism development activities in Batu City.

*c. Structure*

The structure formed in realizing sustainable development based on tourism is the Inside Government actor, which consists of Primary Actors (Mayor of Batu; Batu City Bappelitbangda, Department of Tourism of Batu City), Secondary Actors (Department of Public Works and Urban Spatial Planning; Department of Regional Finance; Department of Communication and Information; Department of Cooperatives, Micro Enterprises and Trade; Department of Investment Service One Stop Services and Manpower; Department of Transportation; Department of Environment)

And outside government actors, consisting of: Regional Tourism Promotion Board (BPPD); Investor / Private (Community Organization); Community (Tourism Village, Pokdarwis); Mass media; Academics (Brawijaya University; Tribhuwana Tunggal University); Local Environmental NGO.

*d. Institutionalization*

The institutionalization effort undertaken by the Batu City Government in developing tourism in Batu City is by forming an expert team and a support team in encouraging tourism based sustainable development.

*e. Rules of Conduct*

The rules of action or guidelines used in implementing tourism based sustainable developments are the 2014-2029 Regional Tourism Development Master Plan (RIPPDA), where Law Number 10 of 2009 concerning Tourism is the legal basis used to compile this RIPPDA.

*f. Power Relation*

The power relations process is defined as the distribution of resources (resources) and needs (needs) among actors and between organizational structures. In realizing the tourism based on sustainable development, the disposition or attitude of the implementers is sufficient to support and carry out their duties properly. Communication and coordination between actors has also been well established.

*g. Actor Strategies*

The actor's strategy in developing tourism based on sustainable development in Batu City is cooperation between institutions and increasing community participation.

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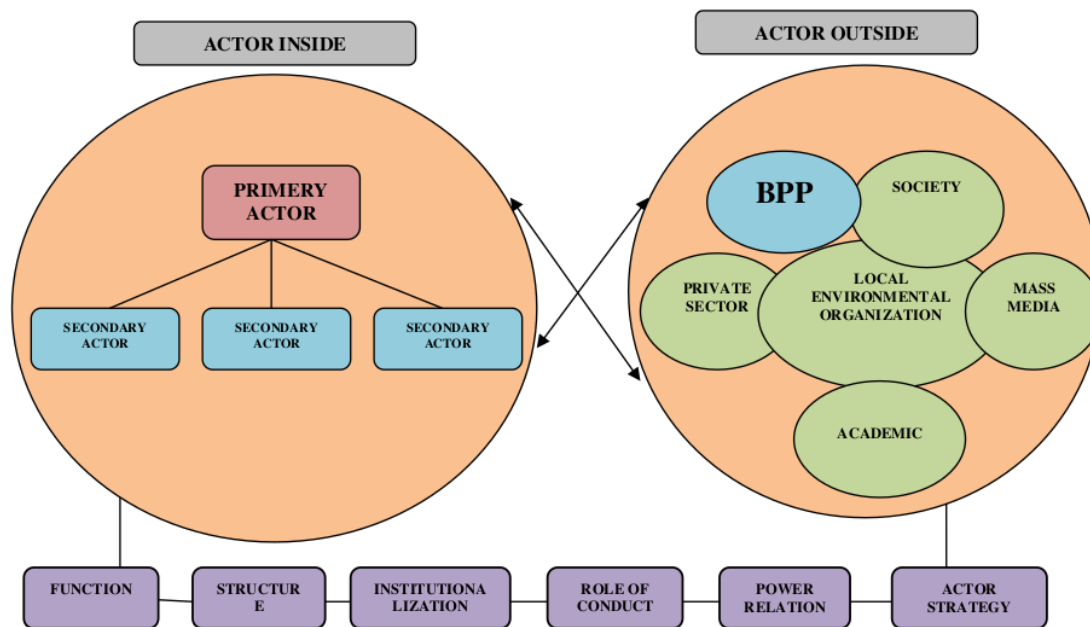


Figure 1. Model of Tourism Management based on Sustainable Development

Source: Own compilation

## CONCLUSION

The problem of environmental degradation shows that the actor network in the implementation of tourism development based on sustainable development is not optimal yet in Batu City. The actor network in the implementation of tourism development based on sustainable development in Batu City consists of inside and outside government actor. Inside government actor consist of primary actor which are Batu City Mayors; Department of Development Planning, Research, and Regional Development (Bappelitbangda) Batu City; and Department of Tourism Batu City; and the secondary actor which consist of Department of Public Works and City Spatial Planning; Department of Regional Financial; Department of Communication and Informatics; Department of Cooperatives, Micro business and Trade; Department of One Stop Integrated Investment and Labor; Department of Transportation; Department Environmental Services. While, outside government actors consist of BPPD, investors/ private sector; community; mass media; academics; and local environmental NGOs. The recommendation is strengthening the role Department of Environmental Service in tourism development policies in Batu City. Batu City Government needs to establish a forum for "Community Conscious Environment" as a controlling agent. Batu City Government also needs to expand cooperation with academics, especially in environmental assessment cooperation.

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## МЕРЕЖА СУБ'ЄКТІВ-УЧАСНИКІВ В УПРАВЛІННІ ТУРИЗМОМ НА ОСНОВІ СТАЛОГО РОЗВИТКУ (ТЕМАТИЧНЕ ДОСЛІДЖЕННЯ РОЗВИТКУ ТУРИЗМУ В МІСТІ БАТУ, ІНДОНЕЗІЯ)

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Місто Бату відоме як одне з провідних туристичних міст Індонезії через його надзвичайну природну красу. Метою даного дослідження є аналіз мережі учасників в



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управлінні туризмом на основі сталого розвитку в місті Бату. У цьому дослідженні використовувався метод описового дослідження з якісним підходом. В результаті рекомендується посилити роль Департаменту охорони навколишнього середовища в політиці розвитку туризму в місті Бату. Уряду міста Бату необхідно створити форум «Громадське свідоме середовище» в якості контролюючого агента. Уряду міста Бату також необхідно розширити співпрацю з науковцями, особливо в області екологічної оцінки.

**Ключові слова:** мережа учасників, туристичний менеджмент, стійкий розвиток

**СЕТЬ СУБЪЕКТОВ-УЧАСТНИКОВ В УПРАВЛЕНИИ ТУРИЗМОМ  
НА ОСНОВЕ УСТОЙЧИВОГО РАЗВИТИЯ  
(ТЕМАТИЧЕСКОЕ ИССЛЕДОВАНИЕ РАЗВИТИЯ ТУРИЗМА  
В ГОРОДЕ БАТУ, ИНДОНЕЗИЯ)**

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Город Бату известен как один из ведущих туристических городов Индонезии из-за его необычайной природной красоты. Целью данного исследования является анализ сети участников в управлении туризмом на основе устойчивого развития в городе Бату. В этом исследовании использовался метод описательного исследования с качественным подходом. В результате рекомендуется усилить роль Департамента охраны окружающей среды в политике развития туризма в городе Бату. Правительству города Бату необходимо создать форум «Общественная сознательная среда» в качестве контролирующего агента. Правительству города Бату также необходимо расширить сотрудничество с учеными, особенно в области экологической оценки.

**Ключевые слова:** сеть участников, туристический менеджмент, устойчивое развитие

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