

Stakeholder Analysis to Increase Community Participation in Tourism Development of Kampoeng Kajoetangan Heritage Malang

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Abstract

This research aims to analyze the stakeholders involved in the tourism development of the Kajoetangan Kampoeng Heritage Area in Malang and to identify effective strategies to increase community participation in tourism development. The research method used is a qualitative study with a stakeholder analysis approach. Data was collected through in-depth interviews with various stakeholders, field observations and documentation studies. The analysis results show that there are various stakeholders involved in tourism development in this area, including local governments, NGOs, the private sector and local communities. However, community participation in decision making and implementation of tourism projects is still limited. Lack of communication and coordination between various stakeholders as well as lack of public awareness about the role and benefits of tourism are the main obstacles in increasing community participation. Based on these findings, several strategies are proposed to increase community participation, including strengthening dialogue and collaboration between various stakeholders, increasing community awareness about the importance of tourism sustainability, and building community capacity in sustainable tourism management. By implementing these strategies, it is hoped that more inclusive and sustainable tourism development can be created in the Kajoetangan Kampoeng Heritage Malang Area.

Keywords: *Community Participation, Sustainable Settlements, and Heritage Tourism.*

INTRODUCTION

Tourism development in the Kajoetangan Kampoeng Heritage Area in Malang is an integral part of efforts to strengthen the local economy and preserve the region's rich cultural heritage (Insani et al., 2022). However, to achieve this goal in a sustainable manner, it is important to understand the dynamics of the relationship between the various stakeholders involved in the development process (Martin et al., 2020). Therefore, stakeholder analysis is key in understanding the roles and interests of each party and ensuring maximum community participation in tourism development in this area. The Kajoetangan Kampoeng Heritage area has great potential as a cultural tourism destination, with its rich history, local traditions and historic architecture. However, to optimize this potential, active involvement is needed from various parties, including local governments, NGOs, local communities, the private sector and the general public (Kiss et al., 2022).

Local governments have a key role in formulating policies and regulations that support sustainable tourism development in the region (Baloch et al., 2023). Through targeted planning and effective management, the government can create a conducive environment for tourism growth and ensure its benefits are felt equally by local communities (Rahman et al., 2022). NGOs and community organizations also have an important role in providing technical, social and economic support to local communities in tourism development (Sulaiman et al., 2022). They can act as a bridge between government and society and help facilitate the active participation of various groups in decision making (Hussain et al., 2022). Meanwhile, the private sector also has the potential to make a significant contribution to tourism development in this region through investment, infrastructure development and the provision of quality tourism services (Khanal et al., 2022). However, it is important to remember that private sector involvement must also be in line with the principles of sustainability and social justice (Stivers et al., 2023).

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Local community participation is the key to success in developing sustainable tourism in this region (Fong & Lo, 2015). Local communities have unique knowledge and expertise about cultural heritage and the local environment, which is a valuable asset in efforts to preserve and develop tourism areas (Lerario, 2022). However, the main challenge in increasing community participation is the lack of communication and coordination between various stakeholders (Mitincu et al., 2023). Efforts are needed to build open and inclusive dialogue and strengthen partnerships between government, NGOs, the private sector and local communities (Annan-Aggrey et al., 2022). The main challenge in increasing community participation in tourism development cannot be separated from the lack of effective communication and comprehensive coordination between various stakeholders (Spadaro et al., 2023).

Understanding that the success of tourism development does not only depend on one entity, but rather collaboration across sectors and parties involved, is a crucial first step (Sentanu et al., 2023). Therefore, continuous efforts are needed to build open and inclusive dialogue between government, NGOs, the private sector and local communities (Österblom et al., 2020). Strong partnerships between various parties are an important foundation in designing and implementing sustainable tourism programs (Liburd et al., 2022). By establishing good relationships between stakeholders, the potential and needs of local communities can be better accommodated (Elgammal, 2022), so that tourism programs can provide more equitable and sustainable benefits for all parties involved (Buhalis et al., 2023).

Apart from that, public education and awareness are also key in increasing their participation in tourism development (Wen & Sumettikoon, 2023). Education and training programs that are held regularly can help increase public understanding of the importance of maintaining tourism sustainability (Kadarisman et al., 2023). This includes an understanding of the importance of protecting the environment, culture, as well as the economic benefits that can be obtained from sustainable tourism (Sharna & Sarkar, 2024). With increasing public awareness and knowledge about sustainable tourism (Aytekin et al., 2023), they can be more actively involved in managing their own tourism destinations (Miedes-Ugarte et al., 2020).

This includes not only environmentally friendly practices, but also effective management in terms of marketing, promotion and infrastructure development that suits the needs of local communities (Fatourehchi & Zarghami, 2020). Thus, through an inclusive approach, based on strong dialogue and cooperation, and supported by education and community awareness programs, it is hoped that community participation in tourism development can be increased significantly (Eyisi et al., 2021). This will bring sustainable benefits to tourism development and also improve the overall welfare of the local community.

LITERATURE REVIEW

Community participation is crucial for sustainable tourism development, that involving it ensures that tourism activities are culturally appropriate and environmentally sustainable (Baloch et al., 2023). Increasing community participation in the development of the Kajoetangan Kamboeng Heritage Tourism Area in Malang has a significant impact in maintaining the sustainability and success of tourism development. Stakeholder analysis is important in this context because it helps identify the roles, interests and contributions of each party involved in the development process (Michaelides & Laouris, 2024). The Kajoetangan Kamboeng Heritage area in Malang has invaluable historical and cultural riches, including historic buildings, local traditions and other cultural heritage. The tourism potential in this area is huge, with appeal for local and foreign tourists looking for an authentic and different tourism experience (Souza et al., 2020).

Sustainable tourism development requires an inclusive and sustainable approach that involves active participation from local communities (Khaenamkhaew et al., 2023). The main challenge in developing tourism in this area is how to increase community participation in the decision-making process (Căzan, 2018) and project implementation, so that tourism development can provide sustainable benefits for local communities (Gantait et al., 2022). Various parties have different roles in developing tourism in the Kajoetangan Kamboeng Heritage Area. Local governments are responsible for formulating policies and regulations that support sustainable tourism development (Fadli et al., 2022), while NGOs and community organizations have a role in providing technical support and organizing local communities (Miković et al., 2020).

Local communities are the main stakeholders in tourism development in this area (Rachmawati & Fountain, 2020). Their involvement in the decision-making process and project implementation is essential to ensure that tourism development accommodates local needs and aspirations, and provides equitable economic and social benefits (Buhalis et al., 2023). Community participation makes it possible to identify potential conflicts and find solutions that are acceptable to all parties concerned (Ogryzek et al., 2021). By involving the community in the decision-making process, conflicts can be avoided or resolved effectively (Nguyen et al., 2020), so that the tourism development process runs smoothly and harmoniously (Wang et al., 2022). In addition, community participation also helps build stronger relationships between the various stakeholders involved in tourism development (Kim et al., 2021). By listening to each other and respecting the views and interests of each party, cross-sector collaboration can be strengthened, so that development efforts become more effective and efficient (Stadtler & Karakulak, 2020).

Apart from the government and local communities, the private sector also has an important role in tourism development (Irawan & Hartoyo, 2022). Private investment can help accelerate tourism infrastructure development and improve the quality of tourism services (Shang et al., 2024), but needs to be balanced with a commitment to environmental and social sustainability (Galvez et al., 2020). One of the main challenges in increasing community participation is the lack of communication and coordination between various stakeholders (Liu et al., 2020). Efforts are needed to increase dialogue and collaboration between government, NGOs, the private sector and local communities to achieve a shared vision in tourism development (Scheyyens et al., 2022).

Increasing community participation is also important to maintain and preserve the region's cultural heritage (Parga-Dans et al., 2020). Local communities have traditional knowledge and skills that are important for maintaining unique cultural practices and preserving historic buildings (Bihari, 2023). Community participation in tourism development can also provide significant economic and social benefits for local communities, such as increased employment, additional income and skills development (Rahman & Baddam, 2021). Increasing community participation also requires better education and awareness about the importance of tourism sustainability (Ghaderi et al., 2022). Public education and awareness programs have an important role in increasing understanding of environmental and social issues related to tourism (Mamirkulova et al., 2020). More than that, these programs can also be a driving force for active participation in conservation efforts and sustainable tourism development.

METHODOLOGY

This study attempts to investigate and comprehend the phenomenon of the Kajoetangan area's rehabilitation and subsequent transformation into the Kajoetangan Heritage Area. Descriptive qualitative research methodology was employed in this study (Carvalho et al., 2005). This approach was chosen because it is necessary to provide a detailed description of the occurrence that is taking place, together with its characteristics (Willis et al., 2016). The reconstruction of the Kajoetangan area represents a substantial shift that encompasses not only the area's physical features, such buildings and infrastructure, but also its innate social and cultural elements (Daniels et al., 2020), because it resulted from visible experience, the phenomena of upgrading the Kajoetangan area into the Kajoetangan Heritage Area is thought to be noteworthy.

In this instance, the area's rehabilitation is both a physical act and an expression of the social and cultural dynamics that exist there (Truong et al., 2020). A pertinent methodological technique to further explore the significance of this phenomena is phenomenology (Frechette et al., 2020). This methodology enables scholars to conduct both descriptive and introspective analyses of the experiences and insights (Berkovich-Ohana et al., 2020) that emerge within the framework of the Kajoetangan region rehabilitation. Researchers can comprehend the profundity of all forms of consciousness that arise from the remodeling process by using a phenomenological method (Eldardiry & Konbr, 2022). Moreover, this methodology enables researchers to construe the experience in its original form, devoid of notable augmentations or omissions.

Interest is a basic desire or need that a stakeholder wants to achieve. Interest can be tangible things such as the size of territory and areas of authority, or intangible things such as the level of risk and uncertainty and the number of votes in a decision (Byrne, 2019). Power is the ability of stakeholders to influence decisions in

an activity. The use of power in decision making will be appropriate if a stakeholder has special abilities or expertise in that field. Power can be in the form of position or position, funding ability, and how one stakeholder influences other stakeholders.

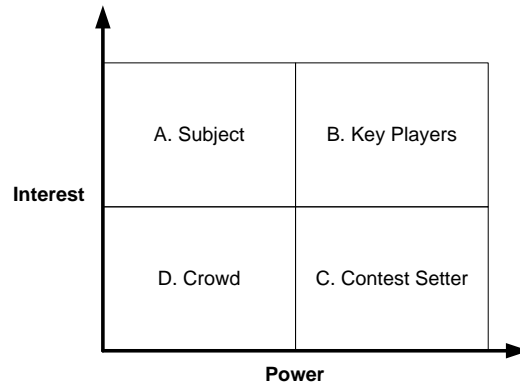


Figure 1. Stakeholders Matrix (Byrne, 2019)

As a result, this study advances our knowledge of the social and cultural dynamics underlying the rehabilitation of the Kajoetangan area into the Kajoetangan Heritage Area while also offering a thorough picture of the phenomena. In keeping with the phenomenological method taken, this study makes use of a number of tools, such as coding analysis and in-depth interviews (Aguas, 2022). One of the techniques used is semi-structured, in-depth interviews, in which participants are encouraged to openly share their ideas and experiences on subjects that have been predetermined. Using follow-up questions that delve deeper to better grasp the issues involved, this strategy seeks to gather in-depth information and fuller detail around a topic of interest (Monday, 2020).

Stakeholder analysis is one tool used by researchers to solve challenges (Saha et al., 2021). After then, information gathered from field observations and interviews was examined. The Kajoetangan Kamboeng Heritage Community Based Tourism project's stakeholder connections and the roles played by each are the main subjects of the investigation. The stakeholder matrix approach was employed by the researchers to aid in this analysis. The planning team can use this matrix to determine which people and organizations are involved in these activities as contributors, influencers, or beneficiaries (Vallet et al., 2020).

Selecting the area of interest that is the main source of concern is the first step in the stakeholder identification process. The stakeholders involved in the domain can be further identified after it has been recognized (Ferreira et al., 2020). Understanding the functions impacted by the suggested action and potential geopolitical implications in the context of the Kajoetangan Kamboeng Heritage Community Based Tourism project is crucial to identifying these domains of interest. Thus, this research can offer a thorough picture of the dynamics of interactions between the many parties participating in the project by combining in-depth interview methods, stakeholder analysis, and the usage of a stakeholder matrix.

RESULT AND DISCUSSIONS

Each of the stakeholders mentioned above has different interests and influence (power) so they must be mapped in a matrix (Bahadorestani et al., 2020). To be able to map stakeholders effectively, it is necessary to know the influence score and their importance in the management of Kajoetangan Kamboeng Heritage. This score was obtained from the results of interviews with stakeholders, where stakeholders gave their own assessment of how important and influential their role was in the management of Kajoetangan Kamboeng Heritage.

To assess the level of influence, the assessment of stakeholders is based on the impact or benefits provided (Balane et al., 2020) by these stakeholders on tourism activities in Kajoetangan Kamboeng Heritage. In other words, how much influence stakeholders have in influencing decisions, implementation and results of tourism

management in the area. Meanwhile, to assess the level of importance, stakeholders are asked to assess how important the goals and success of managing Kajoetangan Kampoeng Heritage are for them individually or as a group. This includes the extent to which stakeholders feel involved, related to, or influenced by tourism activities in the area.

By combining the influence and importance scores of each stakeholder, we can map them in a stakeholder matrix (Blazquez et al., 2021). This matrix allows us to identify key players, supporters, subjects and other followers in tourism management in Kajoetangan Kampoeng Heritage. Stakeholders who have high scores in both influence and importance will be placed in the main quadrant of the matrix, indicating that they are key players who need to be given special attention in every stage of tourism management. Stakeholders with low scores in both influence and importance may be placed in the follower category, whose roles and contributions in tourism management may need to be clarified or improved.

Based on the stakeholder matrix that has been analyzed, it can be seen that in the context of this research, the Government, Community and Non-Governmental Organizations represented by the Tourism Awareness Group (Pokdarwis) are the key players in tourism management in Kajoetangan Kampoeng Heritage. These three stakeholders have high importance and influence, so their involvement in every aspect of tourism management is very important. Even though the government has low importance, it is included in the supporting category because it has significant influence. The government, especially at the sub-district level, provides support in providing a platform for the people of Kajoetangan Kampoeng Heritage to support various activities, including tourism. Apart from that, the government's influence in physical development in the area, although not specifically for tourism, is also quite strong.

Academics, despite having a high level of interest in research and preservation of historic buildings, have little influence in tourism management. However, their role as coaches or advisors to Pokdarwis is important to educate the public about the importance of preserving cultural heritage. Business stakeholders, on the other hand fall into another category of followers (Cunha et al., 2020). Their role is considered insignificant in managing tourism in Kajoetangan Kampoeng Heritage, only as an administrative liaison between the government and related agencies.

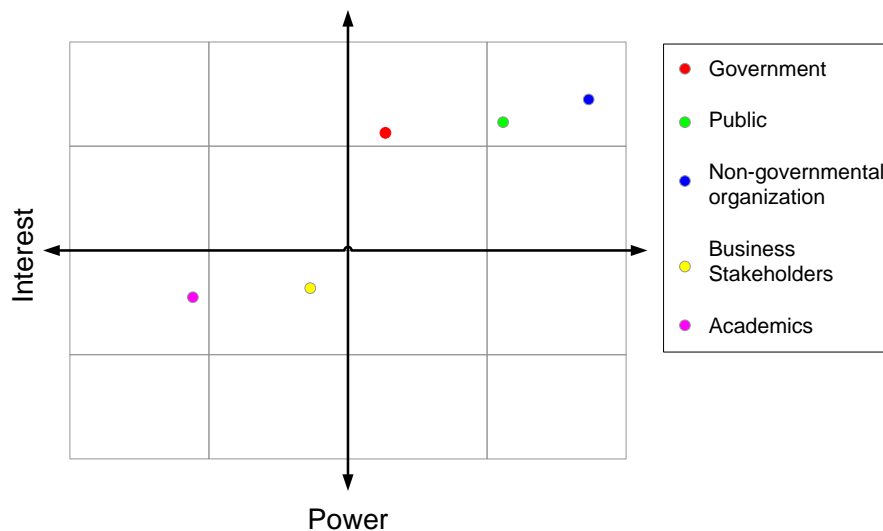


Figure 2. Stakeholder Analysis Results

Synergy and collaboration between Pokdarwis, the Government and the Community is crucial in managing sustainable tourism in Kajoetangan Kampoeng Heritage. Active involvement of all parties in every stage of tourism management, from planning to implementation, will ensure the success of the tourism project (Waligo et al., 2013). Local community participation in decision making regarding tourism management is very important. Communities have valuable local knowledge and can provide unique insights into community

needs and aspirations in tourism management. The important role of Pokdarwis in educating the public about preserving cultural heritage cannot be ignored. They can be a liaison between the community, government and academic teams in an effort to preserve the cultural heritage of Kajoetangan Kampoeng Heritage.

Table 1. Stakeholder Interest and Influence Score

No.	Stakeholder	Importance Score	Influence Score
1.	Government	4,75	5
2.	Public	4,25	4,5
3.	Non-governmental organization	4	4,25
4.	Business Stakeholders	3	3,25
5.	Academics	3,25	3,75

Source: Processed Data, (2024)

The government, as the main regulator, has the responsibility to create a supportive environment for tourism development. Progressive policies that support sustainability will be the key to success in tourism management in the area. Through strong collaboration between Pokdarwis, the Government and Academics, Kajoetangan Kampoeng Heritage can become an example for other areas in sustainable tourism management. By utilizing local potential wisely and actively involving the community, a tourism-friendly environment can be created and have a positive impact on all parties involved. It is important for all parties involved to work together synergistically in managing Kayutangan Heritage Village. Collaboration between Pokdarwis, Government, Academics and the Community will bring great benefits to the development of sustainable and inclusive tourism in the region.

CONCLUSION

Based on the results of the stakeholder analysis obtained, it can be concluded that close collaboration between the Government, Community, Non-Governmental Organizations, Business Stakeholders and Academics has a crucial role in ensuring sustainable and inclusive tourism development in the Kajoetangan Kampoeng Heritage Area. In this effort, it is important to optimize the expertise and resources possessed by each party, and build strong and mutually beneficial partnerships. In this way, a tourism environment can be created that not only provides sustainable economic benefits, but also empowers local communities socially and maintains cultural diversity as a valuable asset. This synergistic collaboration will also open up opportunities for innovation in tourism management and marketing, increase the attractiveness of destinations, and expand the economic benefits felt by all parties involved, both directly and indirectly. In this way, the Kajoetangan Kampoeng Heritage Area can be an inspiring example for the development of sustainable tourism in various other destinations, as well as providing a sustainable positive contribution to the growth and welfare of local communities and the surrounding environment.

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