



THE PENTAHHELIX MODEL IN SYNERGIZING SECTORS TOURISM IN WEST JAVA TO IMPROVE LOCAL ECONOMY

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ABSTRACT

West Java Province is a large province with various Regencies and Cities with a strategic location in its economic activities, especially in tourism. The development of tourism in West Java will provide a positive value to the growth in the number of both domestic and foreign tourists visiting West Java. One of the strategies launched by the government in tourism development is through the use of the Pentahelix Model. Pentahelix has an important role to play in supporting shared innovation goals and pentahelix contributing to regional socio-economic progress. Based on the discussion that has been concluded, it can be concluded 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 mobilizing function carried out by the Disbudpar does not only form coordination activities in the field of monitoring potential tourist objects, available facilities and infrastructure but also focuses dominantly on empowering existing human resources in potential villages/regions in West Java by providing various coaching and training, inviting experts to impart special knowledge to the public. The Provincial Government through Disbudpar must be more creative in getting support, must be more able to make them interested and must further enhance collaboration with the 5 stakeholders based on the pentahelix model, so that all aspects involved in pariwisata activities can synergize with each other to achieve improvement and development of the local economy.

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1. INTRODUCTION

West Java Province is a large province with various Regencies and Cities with a strategic location in its economic activities, especially in tourism. The geographical location of West Java which is directly adjacent to the capital city of Indonesia, namely DKI Jakarta, makes West Java has strategic potential for tourism development. Apart from being Indonesia's main gateway, DKI Jakarta is also a source of the tourist market. Besides that, the diversity of tourist attractions owned by districts/cities in West Java provides a more varied alternative choice of tours for tourists.

The development of tourism in West Java has considerable tourism potential, such as maritime tourism, cultural tourism, and natural tourism. Several tours in West Java which have areas that are domestic tourist destinations can potentially provide foreign exchange to the government, including Tangkuban Perahu, Kawah Putih and Pangandaran. The development of tourism in West Java will provide a positive value to the growth in the number of both domestic and foreign tourists visiting West Java.

West Java Province is one of the largest national GDP contributors after DKI Jakarta Province and East Java Province. West Java's share of GRDP to national GDP reached 13.30% in quarter III-2019, or IDR 307.37 trillion (Constant Price). Of this amount, the tourism sector contributed 4%, foreign exchange generated around IDR 155 trillion and 11.3 million jobs created. Tourism potential that can attract tourists provides changes to the economy of West Java. Both foreign and domestic tourists visiting West Java certainly need food, drink, lodging and buying

souvenirs which will increase the processing industry. The tourism sector which continues to increase will affect other sectors.

The Government of the Republic of Indonesia places the tourism sector as the driving force of the Indonesian economy, so that it is a top priority besides infrastructure, maritime, energy and food in economic development in Indonesia. The tourism sector in 2019 is targeted to be able to contribute 15% to national GDP with foreign exchange of IDR 260 trillion, and the tourism sector is able to create jobs for 12.6 million people. As well as the tourism competitiveness index is ranked 30th in the world.

One of the strategies launched by the government in tourism development is through the use of the Pentahelix Model. The Pentahelix model was first announced by the minister of tourism Arief Yahya and outlined in the Minister of Tourism Regulation (Permen) of the Republic of Indonesia Number 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations that to create orchestration and ensure the quality of activities, facilities, services, and to create experience and value tourism benefits in order to provide benefits and benefits to society and the environment, it is necessary to drive the tourism system through optimizing the roles of *business, government, community, academic, and media* (BGCAM).

According to Soemaryani (2016) the pentahelix model is a reference in developing synergies between related agencies in optimal support in order to achieve goals. According to Rampersad, Quester, & Troshani, in Halibas, Sibyan, and Maat (2017) that the pentahelix collaboration has an important role to play in supporting joint innovation goals and pentahelix contributing to regional socio-economic progress. This research was conducted in order to see how the pentahelix model synergizes the tourism sector in West Java to improve the local economy.

2. LITERATURE REVIEW

The Tourism Sector Tourism

Concept

According to Law Number 10 of 2009 "Tourism is a variety of tourism activities and is supported by various facilities and services provided by the community, businessmen, government and local government". So tourism is a journey carried out by humans to areas where they do not live for at least one night with the aim of the trip not to make a living, income or livelihood at the destination.

According to Soekadijo (2010) said that the tourism sector is all community activities related to tourists. Because tourism consists of various organizational activities that provide goods and services to tourists, such as tourist transportation, accommodation, human and natural attractions, personal services and government services, this has resulted in the tourism sector being often referred to as the tourism industry.

Community Participation in Tourism Development

Local communities, especially indigenous people who live in tourist areas, are one of the key players in tourism, because they are actually the ones who will provide most of the attractions as well as determine the quality of tourism products. Not infrequently these local communities are already involved in the management of tourism activities before any development and planning activities. Therefore, their role is mainly seen in the form of providing accommodation and guiding services and providing labor, besides that local people usually also have local traditions and wisdom in maintaining tourism resources that are not owned by other tourism actors. Jamal and Getz (2015) stated that if local communities get sharing benefits from the existence of the tourism industry, then the community will be able to develop their participation in the process of industrial activities and tourism services. Community participation support is needed because it will create added value for tourism services, and actively participate in preserving tourist objects, the natural environment and preventing potential conflicts that occur as a result of the existence of tourism which always has an impact on the environment and the burden on natural resources as a result of tourism activities.

The Government's Role in Tourism Development

The government has the authority to regulate, provide, and designate various infrastructure related to tourism needs. Not only that, the government is responsible for determining the direction of tourism travel. The macro policy pursued by the government is a guide for other stakeholders in playing their respective roles. It is impossible for the presence of tourism to be carried out properly without the participation and support of local communities, so that the presence of government policies is needed in developing tourism. Government policies can be directed at achieving three objectives at once, namely:

1. Development of access to benefits from tourism by empowering the community to increase opportunities for local communities to gain more opportunities to gain access to the tourism business.
2. Cultural preservation and nature conservation are a burden with the presence of tourism.



3. Changing the orientation of government policies to build synergies with more local communities to participate in planning and decision-making processes in the framework of sustainable tourism development.

Local Economic

Development Local Economic Development (LED) is essentially a process by which local governments and/or community-based groups manage existing resources and enter into new job arrangements with the private sector, or among themselves, to create new jobs and stimulate regional economic activity. With the main characteristic of focusing on the policy of "*endogenous development*" using the potential of local human, institutional and physical resources. Whatever form the policy is taken, LED has one objective: to increase the number and variety of jobs available to the local population. To achieve this, local governments and community groups are required to take the initiative and not just play a passive role. Every public and business sector policy and decision, as well as community decision and action, must be pro-LED, or synchronous and support the agreed regional economic development policies.

3. RESEARCH METHOD

This type of research is qualitative. Qualitative research is research that is descriptive by using analysis. Put forward process and subject perspective. The theoretical basis is used as a guide so that the research focus is aligned with the facts in the field (Cresswell, 2016). Besides that, qualitative research is also intended to record all phenomena seen and heard and read through interviews or not, field notes, photos, video tapes, personal documents or memos, official documents or not, etc., and researchers must compare, combine, abstract, and draw conclusions (Bungin, 2018). Furthermore, data analysis can be carried out through organizing data, by sorting it into manageable units, synthesizing it, looking for and finding patterns, finding what is important and what is learned and deciding what can be used as findings and conclusions.

4. RESULTS AND DISCUSSION

The Tourism Office of West Java Province is trying to carry out tourism exploration and development activities with the aim of increasing the number of existing tourist attractions and the number of interested tourists both local and foreign. There are many regional tourism potentials available in each Regency/City. It's just that the management and development is not optimal from the related work units. Apart from being prominent in the *hospitality*, West Java is developing historical and cultural tourism objects.

According to (Soemaryani, 2016) the pentahelix model is a reference in developing synergy between agencies to achieve goals. According to (Rampersad, Quester, & Troshani, in Halibas, Sibyan, and Maat, 2017) the role of the pentahelix collaboration has the goal of innovation and contributing to regional socio-economic progress. Furthermore (Aribowo, 2019) said that in creating orchestration and ensuring the quality of activities, facilities, services, creating experiences and the value of tourism benefits in order to provide benefits and benefits to the community and the surrounding environment, it is necessary to drive the tourism system through optimizing the role of *business* (business), *government* (government), *community* (community), *academic* (academics), and *media* (media publications) or BGCAM.

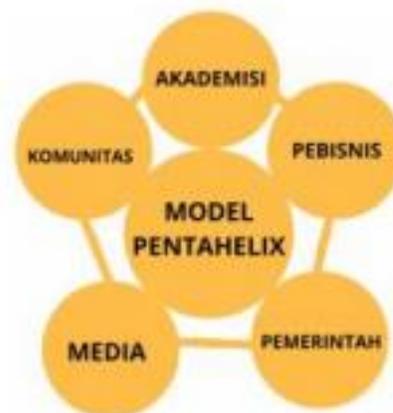


Figure 1. The Pentahelix Model Regional

Development is a process for managing potential and resources by forming a partnership pattern between local government and the private sector by local government and the community to create new jobs and stimulate economic growth in the region (Yunas, 2019). Concretely the development goals of West Java aim to continue the development that has been carried out to overcome solve regional strategic problems that have not achieved maximum results (Yunas, 2019).

In addition, the development approach that has been used so far must be changed. A problem-based development approach, and considering poverty, unemployment, damaged infrastructure, juvenile delinquency, lack of land, expensive fertilizers as problems, will only produce a needs-based work program (Rahayu, 2016). The main focus is to identify and find the root of the problem, then find the best solution, and in the end when one problem is solved, there will be efforts to find another problem. So you will never know the great potential that can be developed from the village (Solikatun, Supono, & Yulia Masrurroh, 2014 in Yunas, 2019).

West Java seeks to synchronize tourism development cooperation with various parties including the community of tourism actors in West Java so that the community's role in developing tourism is increasingly growing and directed based on government policy. What Pentahelix means, according to Arif Yahya, is the collaboration of 5 (Five Elements) elements of tourism subjects or stakeholders, namely: *Academicians* (Academicians), *Business* (Business), *Community* (Community), *Government* (Government) and *Media* (Media Publications) usually abbreviated as ABCGM. Tourism development in West Java from the results of research has implemented the Pentahelix Model, which involves elements: Academics, Business, Government (*Government*), Community (*Community*) and Mass Media. As for the informants or informants interviewed in this study, as many as 5 people were representatives of the Pentahelix model consisting of business people, government, community, academics and the media. The government (*Government*) in general is a bureaucracy seen as the administrative agent most responsible for implementing policies in both developed and developing countries (NSB). Mass Media (Media), is an important link between the state and society, a combination of passive reporters and active analysts has its own place in the public policy process to provide space for the government and society to understand social problems as well as to solve these social problems. Community (*Community*) is another actor who plays a role in implementation is a group or community.

In its implementation it is mostly carried out by the bureaucracy, so there are many groups in society to influence various implementing regulations such as guidelines or regulations. The implementation of certain programs creates opportunities for group action intended for them to benefit. While academics (*Research Organizations*), are other institutions that are often involved in policy implementation.

Many programs designed to implement political policies labeled pro-community development. Business (*entrepreneur*) should be used to develop a business in achieving business goals such as: *profit, people, planet, sustainability* and growth and development from micro, small, medium to large scale. It should be time for entrepreneurs to take advantage of the concepts produced by academics through seminars and discussions.

The actors involved in West Java tourism development consist of 5 (five), namely: First is the government (*Government*) including: West Java Disbudpar. Both are academics who are members of LPPM. The three *businesses* include tourism entrepreneurs. The four communities consist of West Java Genpi. Fifth is the media because the role of the mass media is very important in arousing attention, provoking action, weakening opposition, demonstrating the strength of commitment and support, namely TVRI West Java. The tourism sector, when managed properly, can boost the national economy, namely by visiting tourists to Indonesia through the use of transportation services, accommodation, ticket payments, souvenirs, using restaurant facilities, hotels and others. And with the tourism HR development policy directed by academics when conducting research that aims to develop and improve the quality and professionalism of competency-based human resources.

Academics can play a role in providing views and analysis based on the objectivity of data in the field regarding the level of development and also the right formula to advance tourism through various research, analysis and human resource development. The existence of human resources in the tourism industry acts as a driving force for the continuity of the industry, as well as a determinant of the competitiveness of the tourism industry. And the most important (*urgent*) is the needs for local government collaboration with the surrounding community in eradicating illegal collection or thugs who can be troubling and make tourists feel uncomfortable.

Tourism development in West Java should not only be managed by the provincial and city-district governments, but also the role of the private sector and other parties that support through creative ideas and innovations that are synergistic and include all stakeholders in the tourism industry, and this can increase progress on West Java tourism.

The tourism sector that is properly managed can open business opportunities for local residents and foreign investors who want to invest in tourism development in West Java, besides that the tourism industry can also influence other industrial sub-sectors such as foreign exchange business, accommodation, restaurants, transportation,



and others. Related to the pentahelix model collaboration, this is where the role of business people is most important, namely the need for West Java government collaboration in maximizing efforts so that tourists who come feel comfortable.

The government's role in developing tourism potential is expected to be able to provide convenience in the development of tourism in Indonesia through policies that can be implemented and are able to support all stakeholders in the tourism sector. In managing and developing tourism potential, coordination and collaboration is needed between the government, business/private parties, communities, academics, and the media in developing tourism potential, where this collaboration is called the Pentahelix collaboration.

This study has limitations, including the limited number of variations of informants, where representatives of the Pentahelix model are represented by only one informant. It is hoped that in future research, more sources will be needed for qualitative research, and for quantitative research it can also be used in the context of researching the pentahelix model in tourism development in Indonesia through mass respondents.

CONCLUSION

Based on the discussion that has been held, it can be concluded that the Department of Culture and Tourism 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 will be achieved. In the process of organizing the West Java Disbudpar, it is necessary to make standard operating procedures (SOPs) in developing tourism objects to potential villages and focus on carrying out the main duties and functions according to the field of tourism development which is carried out with the aim of assessing the progress of achievements according to predetermined standards.

In the monitoring process that is carried out, it should improve consistency and make periodic schedules as a form of supervision and control because it always tends to monitor certain interests, such as the existence *events* that are only temporary. The mobilizing function carried out by the Disbudpar does not only form coordination activities in the field of monitoring potential tourist objects, available facilities and infrastructure but also focuses dominantly on empowering existing human resources in potential villages/regions in West Java by providing various coaching and training, inviting experts to impart special knowledge to the public. The Provincial Government through Disbudpar must be more creative in getting support, must be more able to make them interested and must further enhance cooperation with the 5 stakeholders based on the pentahelix model, so that all aspects involved in parwiata activities can synergize with each other to achieve improvement and development of the local economy.

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