

TOURISM VILLAGE DEVELOPMENT STRATEGY IN KOTAYASA VILLAGE, SUMBANG DISTRICT, BANYUMAS REGENCY THROUGH MACTOR ANALYSIS APPROACH

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Abstract: The purpose of this study was to analyze the development strategy of the Kotayasa Tourism Village. The research was conducted by surveying 13 stakeholders from each agency and actor involved in it. The study used crosstab to determine the characteristics of respondents, followed by logistic regression to determine the demand for Kotayasa Tourism Village Objects, and used La Prospective Mactor analysis to analyze the relationship of actors to the development of Kotayasa Tourism Village. The results of this study indicate that the linkage of actors, actors who have an important role in the development of the Kotayasa Tourism Village include the Village Head, Pokdarwis, and Dinporabudpar, other actors become the carrying capacity in the development of the Kotayasa Tourism Village.

Abstrak: Tujuan dari penelitian ini adalah untuk menganalisis strategi pengembangan Desa Wisata Kotayasa. Penelitian dilakukan dengan melakukan survey 13 stakeholder dari tiap instansi maupun actor yang terlibat didalamnya. Penelitian menggunakan crosstab untuk menentukan karakteristik responden, dilanjutkan regresi logistic untuk menentukan permintaan Obyek Desa Wisata Kotayasa, dan menggunakan analisis La Prospective Mactor untuk menganalisis keterkaitan aktor terhadap pengembangan Desa Wisata Kotayasa. Hasil dari penelitian ini menunjukkan bahwa keterkaitan aktor, aktor yang memiliki peranan penting dalam pengembangan Desa Wisata Kotayasa diantaranya Kepala Desa, Pokdarwis, dan *Dinporabudpar*, aktor lain menjadi daya dukung dalam pengembangan Desa Wisata Kotayasa.

Keywords: strategic, development, tourism village, kotayasa.

INTRODUCTION

Tourism in Indonesia has a strategic role in providing added value to the national economy, by contributing significantly to state revenues and becoming a strategic sector in the national economic system. In addition, the tourism sector can also absorb a lot of workers. In 2015, around 12.16 million workers could be absorbed as a result of the tourism sector. Thus, tourism is a sector that is quite effective in responding to the need to increase economic value added to reduce poverty (pro-poor) and create jobs (pro-job). The tourism sector is also a fairly high foreign exchange earner. This is evidenced by the increase in foreign exchange of US \$ 11.9 billion, or equivalent to Rp. 163 trillion, in 2015 from the tourism sector. This value increased by 113 percent compared to 2014 with a foreign exchange rate of US \$ 11.17 billion. This increase in foreign exchange figures did not only come from an increase in

the number of foreign tourists, from 9.4 million in 2014 to 10.4 million in 2015, but also from an increase in the average expenditure per visit, from US\$1,183.43 in 2014 to US\$1,190 in 2015. In other words, an increase in the quantity of tourism foreign exchange was followed by an increase in the quality of tourist spending (LAKIP, 2015).

Over time, the wealth of natural and cultural resources found in rural areas is getting more and more attention to be used as tourist areas. In addition, interpretation also plays an important role in shaping the tourist experience (Bromley, 2014). In this regard, several things have also resulted in the phenomenon of interpretation, including the purpose of visitors coming from the city who want to experience a different atmosphere from the city, increasing free time, increasing income, increasing education level, and getting better and easier communication quality. (Sharpley, 2004).

Currently, the concept of nature tourism is a destination that is in demand by the people of Indonesia. Villages in the Banyumas area are starting to compete to offer their natural beauty as a place to travel. One of the villages in Banyumas that has the potential for natural tourism is Kotayasa Village, which is located in the Subdistrict of Sumbang.

Kotayasa Village has natural beauty and the potential to become a Tourism Village. Some of the tourist attractions in Kotayasa are Damar Payung River which includes several places including Kedung Ila, Kedung Sapi, Kedung Watang, Batu Entep Site, Delik Cave, Sendang Khayangan, and Curug, as well as a hill called Grandong Hill. This potential will be a source of income and improve the welfare of the surrounding community if managed properly. Therefore, a strategy is needed for tourism development in Kotayasa Village.

METHOD

This study uses data collection methods used are documentation and in-depth interviews or often referred to as in-depth interviews. The in-depth interview method is a data collection technique in a survey method that uses questions orally to research subjects. In-depth interviews were conducted by asking the respondents directly using a questionnaire. The method of data collection with in-depth interviews was used to determine the profile and characteristics of visitors to tourist attractions in Kotayasa.

This study uses the mactor analysis used in this dissertation using a Prospective analysis approach, the analytical tool to see the relationship between actors in the study is the Matrix of Alliances and Conflicts: Tactics, Objectives and Recommendations (MACTOR). Stakeholders are various parties involved in an activity. Stakeholders can influence (have an impact) and be influenced (receive an impact) from the decisions taken. Stakeholders are also defined as people, groups or institutions who have a concern for and or influence the results of an activity and the achievement of the objectives of an activity. Freeman states that stakeholders are groups that are important for the survival and success of a corporation and/or community in achieving its goals (Fontaine, Schmid & Haarman 2006).

RESULT AND DISCUSSION

Kotayasa Tourism Village has the potential to be developed. Not only from the cultural sector, but also from the diverse natural tourism sector. Saefuddin as the representative of the Tourism, Culture, Youth and Sports Department of the tourism development section revealed that Kotayasa has all the aspects needed in building a tourist village, it needs support from various parties and independence from Kotayasa Village to develop a tourism village model.

Meanwhile, the Tourism Awareness Group (Pokdarwis) continues to strive for the preservation of tourism in the Kotayasa Tourism Village as an actor who is directly involved and becomes a pioneer in planning the development and sustainable operations of the Kotayasa Tourism Village. Pokdarwis Kotayasa really hopes that the Kotayasa Tourism Village model can be realized soon in order to improve the living standards of local residents. With the development of the Kotayasa Tourism Village, it can provide more benefits and economic value to the residents of Kotayasa Village.

Following up on research related to the development of the Kotayasa Tourism Village, this research needs to look at the role and sustainability of related agencies using La Prospective Mactor analysis. The La Prospective Mactor analysis produces the initial matrix of the Mactor analysis in the form of the Direct Influence (MDI) Matrix in Table 1 and the Valued of Position (2MAO) Matrix in Table 2. These two matrices are inputs for the overall Mactor analysis. Table 1 (MDI) provides an overview of the level of influence of an actor on other actors. The stakeholders in the first column are assessed for their level of influence on the actors in the first row. The level of influence of actors on each other is measured with a value of zero (no influence), 1 (affecting operational procedures), 2 (affecting work), 3 (affecting the actor's mission), and 4 (affecting the actor's mission).

Table 2 (2MAO) describes the position of the actors towards the objectives to be achieved in this development. The position of the actor towards this goal is reflected by the attitude and assessment of the actor whether he supports or rejects the goal. This matrix is filled with a value of 0 (the goal has a dismal outcome), 1 (the goal is to interfere with the actor's operational procedures), 2 (the goal is to

interfere with the actor's work success), 3 (the goal is to interfere with the actor's mission

achievement, and 4 (the goal is to disrupt the actor's existence).

Table 1. Direct Effects Between Actor (MDI)

<i>Stakeholder</i>	<i>Dinpora budpar</i>	<i>Bappeda litbang</i>	<i>DPU</i>	<i>DLH</i>	<i>Dinper makes</i>	<i>UPTD</i>	Districts	Village Heads	<i>Pokdar wis 1</i>	<i>Pokdar wis 2</i>	Traders	Tourist 1	Tourist 2
<i>Dinporabudpar</i>	0	3	2	2	3	3	1	1	2	2	1	1	1
<i>Bappedalitbang</i>	3	0	2	2	2	0	1	1	0	0	0	0	1
<i>DPU</i>	2	2	0	1	0	0	1	2	0	0	0	0	0
<i>DLH</i>	2	2	1	0	2	0	1	2	0	0	1	0	0
<i>Dinpermades</i>	3	2	0	2	0	0	2	3	1	1	1	0	0
<i>UPTD</i>	3	0	0	0	0	0	1	1	0	0	0	2	2
Districts	1	1	1	1	2	1	0	3	1	1	1	0	0
Village Heads	1	1	2	2	3	1	3	0	3	3	2	1	1
<i>Pokdarwis 1</i>	2	0	0	0	1	0	1	3	0	4	3	3	3
<i>Pokdarwis 2</i>	2	0	0	0	1	0	1	3	4	0	3	3	3
Traders	1	0	0	1	1	0	1	2	3	3	0	3	3
Tourist 1	1	0	0	0	0	2	0	1	3	3	3	0	4
Tourist 2	1	0	0	0	0	2	0	1	3	3	3	4	0

Source : Mactor, 2021.

Table 2. Actor's Attitude towards Goals (2MAO)

<i>Stakeholder</i>	Attractions	Vehicle	Infrastructur	Comfortable	Amenitied	Tour Package
<i>Dinporabudpar</i>	3	2	4	4	2	2
<i>Bappedalitbang</i>	2	2	3	2	3	1
<i>DPU</i>	4	4	4	4	3	2
<i>DLH</i>	2	2	3	4	3	1
<i>Dinpermades</i>	4	3	3	3	4	2
<i>UPTD</i>	2	2	2	2	2	2
District	3	3	4	3	2	2
Village Heads	4	4	4	4	4	4
<i>Pokdarwis 1</i>	4	4	4	4	4	4
<i>Pokdarwis 2</i>	4	4	4	4	4	4
Traders	4	3	4	4	3	2
Tourist 1	4	3	4	4	2	2
Tourist 2	4	3	4	4	2	2

Source: Mactor, 2021.

The first result of Mactor's analysis is a map of the influence and dependence of actors. The influence of the actor describes the ability of the actor to influence other actors related to the development of the Kotayasa Tourism Village.

The power of the actor's influence is determined by the ownership of material resources, social position, and knowledge of the actors towards the future of a system (Tronvoll, 2017). Based on their strengths, actors are positioned in the map of actor influence and dependence and are divided into dominant actors (high influence), dominated actors (high dependence), isolated actors (low influence and dependence), and relay actors (high influence and dependence) (Elmsalmi & Hachicha, 2014). The map of the influence and dependence of actors in the development of the Kotayasa Tourism Village is presented in Figure 1.

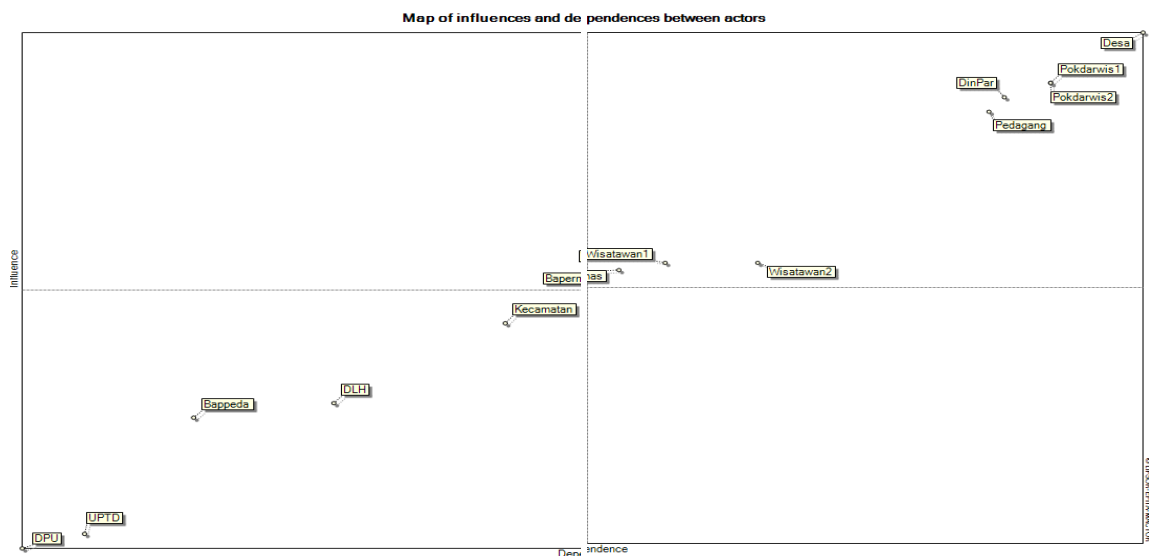
Based on Figure 1 Village Heads, Pokdarwis, Department of Tourism, Culture, Youth, Sports, Traders and Tourists are relay actors because their influence is high but their dependence is also high. Relay actors are actors who are expected to have a major role in the successful development of the Kotayasa Tourism Village. Actors of this type will be the spearhead and determinant of the success of the operationalization of the development of the potential of the Kotayasa Tourism Village in accordance with their respective capacities and

roles. As with traders and tourists who are one of the benchmarks for managed tourism objects, if many tourists visit, the tourist attraction is able to meet the needs of tourist visitors. As for Pokdarwis, *Dinporabudpar*, and the Village Head together create the Kotayasa Tourism Village model into a sustainable tourism and benefits can be felt.

The sub-district, the Environment Agency, Bappeda Litbang, *UPTD* and *DPU* are isolated actors (low influence and dependence). These stakeholders have duties, principals, and functions that do not affect the development of the Kotayasa Tourism Village because these stakeholders have tasks, principals, and functions that are less specific to the development of the Kotayasa Tourism Village.

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Figure 1. Actor Influence and Dependence Map



Source : Mactor, 2021.

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The result of Mactor's second analysis is a map of the competitiveness of actors. Actor competitiveness describes the intensity of the strength of an actor's influence on other actors which is determined by direct influence, direct dependence, indirect influence, and indirect dependence. The competitiveness map also shows the willingness of actors to use their strengths to control other actors (Elmsalmi & Hachicha, 2014).

Based on Figure 2, it is known that *Dinporabudpar*, Village Heads, and Tourism Awareness Groups (Pokdarwis) are actors who have the highest competitiveness. This mapping is very appropriate because the actor is the most authorized party and has a direct influence on the planning, implementation of operations and development of the Kotayasa Tourism Village. These actors are very precisely related both in terms of tasks, principals and functions to the development of the Kotayasa Tourism Village. In addition, the position of other actors is no less important to the development of the Kotayasa Tourism Village, indeed its competitiveness is not as

high as the previous actor but has a large enough role in the development of the Kotayasa Tourism Village. These actors include *Bappedalitbang*, Public Works Service, Environment Service, *UPTD* Baturraden, Districts, Traders and Tourists who are the carrying capacity in the development of the Kotayasa Tourism Village.

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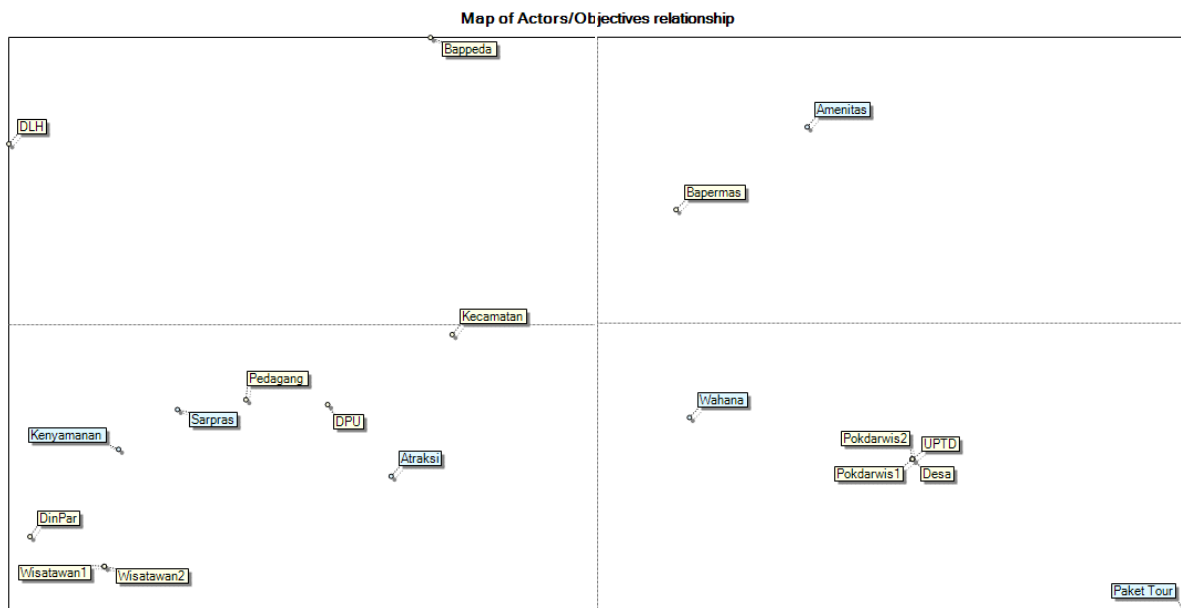
The final analysis is related to the relationship of each actor to the goal. The relationship of the actor to the goal is important information because it will indicate which goal the actor is focused on so that he is willing to use his power to achieve that goal. The intensity of the attitudes of actors in the Banyumas area, especially Kotayasa Village towards the potential development goals of the Kotayasa Tourism Village is shown by the relationship map between actors and goals in Figure 3.

Figure 2. Actor Competitiveness



Source : Mactor, 2021.

Figure 3. Actor's Relationship with Purpose



Source : Mactor, 2021.

Based on Figure 3 Amenitas and Bapermas are relay actors because their influence is high but their dependence is also high. Relay actors are actors who are expected to play a role in the execution of various decisions in the field. Actors of this type will spearhead and determine the success of the operationalization of the development of Kotayasa's tourism potential in accordance with their respective capacities and roles.

District, Traders, Public Works Department, *Dinporabudpar*, then Infrastructure, Comfort (Security and Health), Attractions, are isolated actors (low influence and dependence). These stakeholders have duties, principals, and functions that do not affect the development of the Kotayasa Tourism Village because these stakeholders have tasks, principals, and functions that are

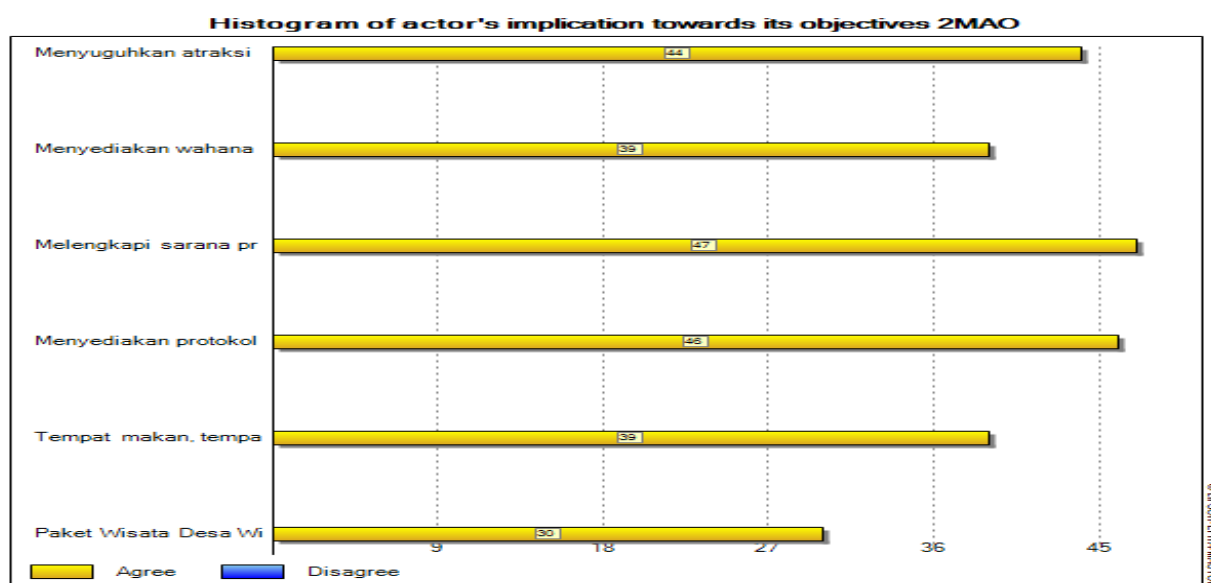
less specific to the development of the Kotayasa Tourism Village.

Wahana, Pokdarwis, UPTD and Desa are the dominant actors, namely actors who are highly influenced and dependent on other actors. The Tourism Awareness Group is expected to become a service operator when the Kotayasa tourist destination has been formed. To support its role, it is necessary to strengthen the Tourism Awareness Group through trainings on tourism services, including by internalizing the Sapta Pesona concepts as a guide for developing successful tourist destinations. In addition, they need to continue to improve their capabilities in the administrative aspects of managing tourism destinations. In a more complex dimension, Youth Organizations need to be encouraged to

understand how the mechanism works in groups and the technical aspects of the environment, and to have independence.

Next is the analysis of the development objective map. One of the determinants of stakeholder support or resistance in a development is how appropriate the objectives of the development are in accordance with the actor's mission (Durán, 2013). A group of goals to be achieved are mapped the level of importance, so that they can find out the map of actor support for development goals. The stronger the actor's support for the goal, the more important the goal to be achieved is. Figure 4 presents a map of the objectives of the Kotayasa Tourism Village area development project.

Figure 4. Goal Strength Map



Source : Mactor, 2021.

From the goal map (Figure 4), it is known that all actors support or are not resistant to all of the goals set, it can be seen that there is no blue color on the goal bar graph. The highest intensity of support is for the purpose of completing the facilities and infrastructure of the Kotayasa Tourism Village. This is very appropriate because of the lack of supporting facilities and infrastructure for the Kotayasa Tourism Village such as the lack of toilets, rest areas and others.

The next goal, which is strongly supported by actors, is to provide health and safety

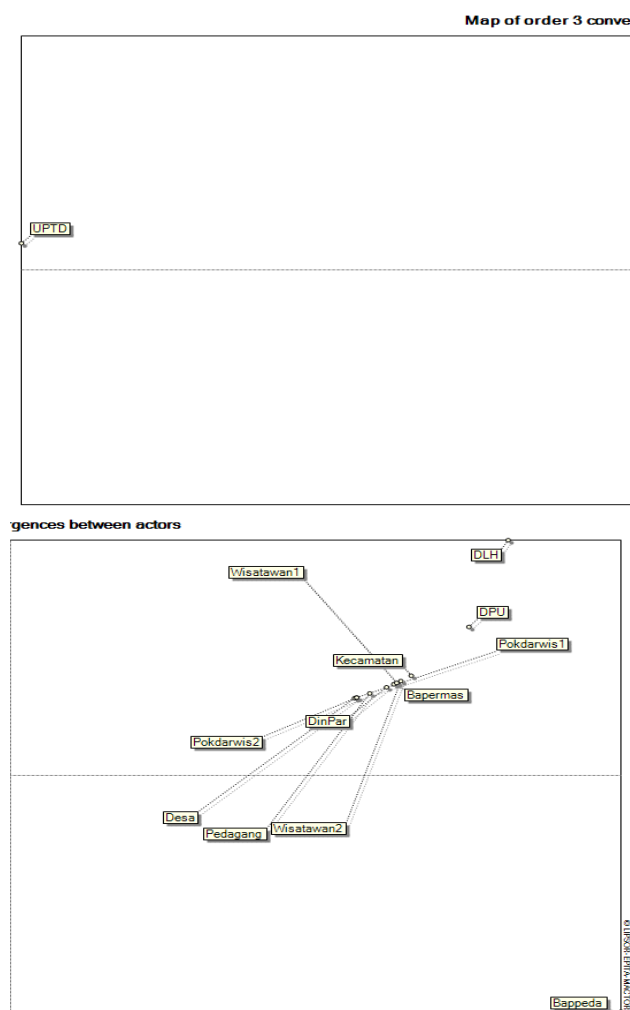
protocols and provide attractions. In a Covid pandemic situation like this, of course, tourism health protocols and tourism security are very important, because providing a sense of security and comfort for tourists is something that must be upheld in tourist destinations. In addition, related to the purpose of these attractions, some parties want attractions that are lifted through local content and culture, which gives the characteristics of the Kotayasa Tourism Village, thereby increasing the interest of tourists to visit and travel in the Kotayasa Tourism Village.

Other destinations such as adding rides, tour packages, and food courts are supporting destinations that are no less important, in fact many tourism places highlight these goals in developing their tourism, so that the prospect of developing the Kotayasa Tourism Village is very important in relation to these destinations. that goal.

The results of the next analysis focus on the actor's convergence map. The convergence of actors describes the similarity of actors'

attitudes towards goals. Actors who have the same attitude will converge while those who have different attitudes will diverge. Convergence analysis is intended to determine the possible points of potential alliance of actors. Convergence maps can be used to determine which actors can work together to avoid possible conflicts. A description of the possible alliance/cooperation of actors in the Kotayasa Tourism Village development project can be seen in Figure 5.

Figure 5. Actor Convergence Map



Source : Mactor, 2021.

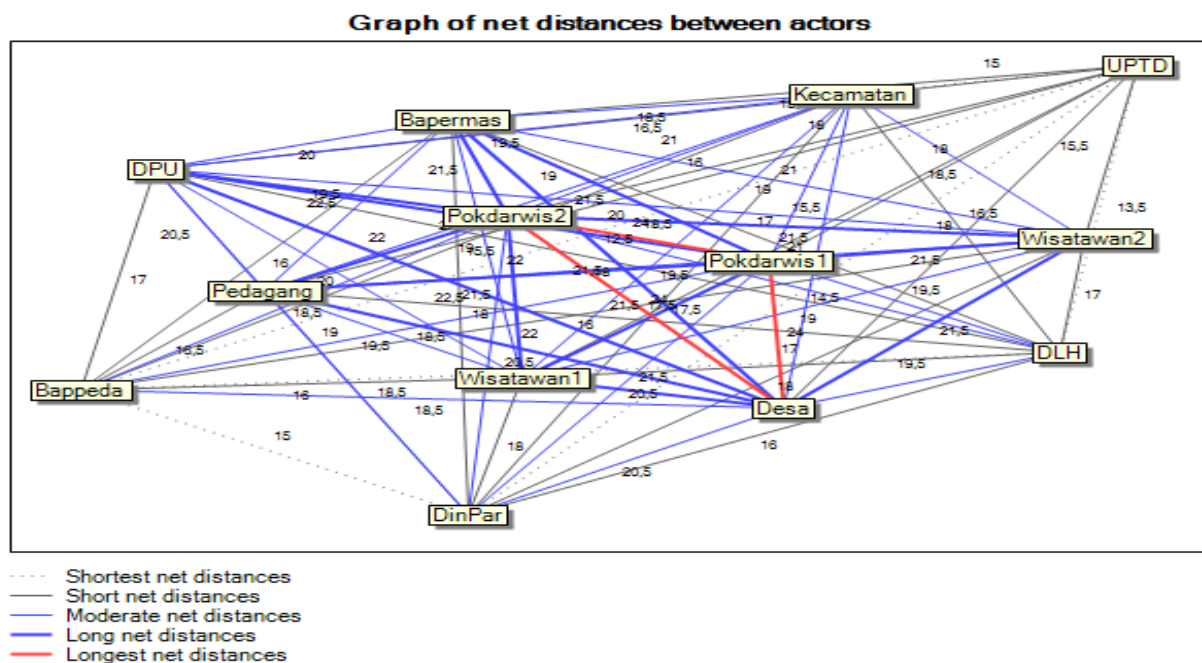
Based on Figure 5 shows the potential for alliances that can be built between the Environmental Service, Public Works, Tourism Awareness Group 1, Tourism Awareness Group 2, District, *Dinperma*, *Dinporabudpar*, Tourist 1, Tourist 2, Village Head, Traders because these actors are mutually exclusive. adjacent to the same

quadrant. Meanwhile, *UPTD* Baturraden are divergent actors who tend to separate themselves from other actors. The divergence of *UPTD* Baturraden towards other actors is related to its specific main tasks, namely carrying out operational technical tasks and/or technical activities supporting Baturraden Tourism Object in the form of: Management of

facilities and tourism supporting Baturraden tourist attraction, Handling cleanliness of Baturraden tourist attraction, Management of guesthouses, security guarding, and Management of Baturraden tourist attraction parking.

A description of the possible alliances of actors is also shown in Figure 6 of the intensity of actor convergence. The red line shows the strongest relationship between actors, while the blue line shows the strongest relationship between actors depending on the intensity of the thickness of the line.

Figure 6. Intensity of Convergence Between Actor



Source : Mactor, 2021.

Based on Figure 6, it is known that the Tourism Awareness Group 1, the Tourism Awareness Group 2 and the Village Head are a group of actors who can form a very strong alliance for the successful development of the potential of the Kotayasa Tourism Village. Meanwhile, other actors are supporting the successful development of the potential of the Kotayasa Tourism Village such as the *Dinporabudpar*, the Environment Agency, the Public Works Department, the Village Office, District, *UPTD* Baturraden, Tourist 1, and Tourist 2.

CONCLUSION AND RECOMENDATION

Based on the results of the research conducted, it can be concluded that the Village Head, Pokdarwis, Department of Tourism, Culture, Youth, Sports, Traders and Tourists are relay actors because their influencing power is high but their dependence is also high. The sub-district, the Environment Agency, Bappeda

Litbang, *UPTD* and *DPU* are isolated actors (low influence and dependence).

Dinporabudpar, Village Heads, and Tourism Awareness Groups (Pokdarwis) are actors with the highest competitiveness. In addition, the position of other actors is no less important to the development of the Kotayasa Tourism Village, indeed the competitiveness is not as high as the previous actor but has a role in the development of the Kotayasa Tourism Village.

The next goal, which is strongly supported by actors, is to provide health and safety protocols and provide attractions. In addition, related to the purpose of these attractions, some parties want attractions that are lifted through local content and culture, which gives the characteristics of the Kotayasa Tourism Village, thereby increasing the interest of tourists to visit and travel in the Kotayasa Tourism Village. Other destinations such as adding rides, tour packages, and food courts are

supporting destinations that are no less important, in fact many tourism places highlight these goals in developing their tourism, so that the prospect of developing the Kotayasa Tourism Village is very important in relation to these destinations. that goal.

Potential alliances that can be built between the Environmental Service, Public Works, Tourism Awareness Group 1, Tourism Awareness Group 2, District, *Dinpermades*, *Dinporabudpar*, Tourist 1, Tourist 2, Village Head, Traders because these actors are close to each other in one quadrant the same one. Meanwhile, *UPTD* Baturraden are divergent actors who tend to separate themselves from other actors. Tourism Awareness Group 1, Tourism Awareness Group 2 and the Village Head are a group of actors who can form a very strong alliance for the successful development of the potential of the Kotayasa Tourism Village. Meanwhile, other actors are supporting the successful development of the potential of the Kotayasa Tourism Village such as the *Dinporabudpar*, the Environment Agency, the Public Works Department, the Village Office, District, *UPTD* Baturraden, Tourist 1, and Tourist 2.

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