

The prototype of the Stakeholder Collaboration Model in the Management of Homestay in the Tourism Village of Kembang Kuning

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Abstract

This study seeks to develop a prototype model of stakeholder collaboration related to the management of homestays in the Kembang Kuning Tourism Village. The reason behind this research is the existence of homestays and the community as managers who feel the impact of the Covid – 19 Pandemic - One way that can be taken to get out and survive in the Covid-19 Pandemic is by collaboration. This study aims to a) identify the stakeholders who play a role in the management of homestays in the Kembang Kuning Tourism Village; b) analyze the form of roles given to homestays in Kembang Kuning Tourism Village, and c) design the prototype of the Stakeholder Collaboration Model that can be given to the manager of the Homestay in the Kembang Kuning Tourism Village. The method used in this research is descriptive with a qualitative approach, and data collection methods used are interviews, FGDs, and documentation. The results of this study are that there are 18 stakeholders involved in the management of the Homestay. However, of the 18 existing stakeholders, only eight stakeholders play an optimal and sustainable role. The rest is still not optimal and not sustainable. The design of the formed model shows that there is still a lack of sense of responsibility, less active communication links, and the existence of unequal understanding between stakeholders regarding the vision and mission of homestay management in Kembang Kuning Tourism Village.

Keywords

collaboration model;
stakeholder; tourism village;
homestay



I. Introduction

One of the worst affected by the Covid-19 Pandemic is the Tourism Village, the Kembang Kuning Tourism Village. This condition demands changes that impact the sustainability of several business sectors. Therefore, it takes several efforts such as coordination, collaboration, and partnerships (Madeline, 2010) which are carried out to continue to exist, but what often becomes an obstacle is the different views of several stakeholders regarding the concept of development if it involves several stakeholders (Eccles and Harold, 1996).

The outbreak of this virus has an impact of a nation and Globally (Ningrum *et al*, 2020). The presence of Covid-19 as a pandemic certainly has an economic, social and psychological impact on society (Saleh and Mujahiddin, 2020). Covid 19 pandemic caused all efforts not to be as maximal as expected (Sihombing and Nasib, 2020).

Problems regarding the management of the Kembang Kuning Tourism Village to bounce back really need optimal support from various parties. Consent is not just providing capital to improve facilities but also seeing the needs during a pandemic that may be more needed, such as solutions on how to increase knowledge on safety, health standards, and

creative attractions that are the main focus of tourists. In addition, there is also a need to strengthen skills to digitally market superior products owned by Tourism Villages and carried out by managers and the community themselves (Oktarina & Nababan, 2020). However, it must be realized that seeing the current conditions in the Kembang Kuning Tourism Village, it is necessary to collaborate with various parties so that the implementation is more optimal.

There are many studies on collaboration conducted in the Indonesian context, especially in Tourism Villages, whose aim is to see the application of collaboration governance (Kirana and Artisa, 2020; Mafaza and Setyowati, 2020). And see the application through governance theory, namely direct discussion, building trust, commitment, shared understanding, and shared dimensions. In addition, research conducted in an international scope examines more directly the contribution made by each stakeholder, be it the government, the private sector, or the community (Mirimi *et al.*, 2014; Wondirad, Tolkach, and King, 2020). However, in the research in the two contexts above, it can be seen that none of them focused on stakeholder collaboration regarding homestay management. Even though homestays are the main business (Pusiran & Xiao, 2013) that can move the community's economy (Hermawan, 2016; Sari & Sri, 2018), create jobs, improve infrastructure, and create investment opportunities in a tourist village. (Nunkoo & Ramkissoon, 2011).

Currently, the homestay concept can be accepted as one of the drivers of rural development that has a sustainable impact on the environment (Walter, 2018; Shukor *et al.*, 2014; Kanel, 2020), cultural promotion (Pusiran & Xiao, 2013; Walter *et al.*, 2018; Fu, 2020). In addition, the most important thing is the existence of economic benefits through job creation that can be felt by local communities (KC Birendra, 2020; Bhalla *et al.*, 2016; Karki *et al.*, 2019; Walter *et al.*, 2018). However, it should be noted that to achieve sustainability from the local community's environmental, cultural, and economic aspects; it is necessary to have professionalism in the management of homestays, both from physical homestay services and non-physical services such as homestay employee services.

So far, there has been researching on collaboration in tourist villages (Imron, 2020; McComb, Boyd, & Boluk, 2017; Manaf, Purbasari, Damayanti, Aprilia, and Astuti, 2018). However, no research has produced a unique collaboration model on the development of homestays in tourist villages. Even though collaboration is one of the essential things to do to survive amid a pandemic like today (Rahmawati, Anugrah, Hati, and Roziqin, 2020), it is hoped that with the collaboration model that is formed, later on, the model can be implemented in the form of realizing the role of each stakeholder in managing homestays in the Kembang Kuning Tourism Village.

This study describes the term "sharing roles" in the form of stakeholder collaboration. There are no different perspectives between stakeholders in managing homestays in the Kembang Kuning tourist village in the future. The partnership in question looks at the role of each stakeholder in the form of contributions that can be made (Nunkoo & Ramkissoon, 2011; Manaf *et al.*, 2018; Oktarina & Nababan, 2020; Chin *et al.*, 2020) to create professional and friendly homestay management. Quality. Each role in the form of stakeholder collaboration is made in the form of a study and made in the form of a prototype model so that it is easier to study more deeply in further studies. Therefore, this study will provide an overview of the Prototype of the Stakeholder Collaboration Model in Supporting Homestay Management in Kembang Kuning Tourism Village.

II. Research Method

This research is a descriptive research design with a qualitative approach. This approach is considered by the objectives of this research which begins with a preliminary study as a first step to identify which stakeholders have a role and interest in managing homestays in the Kembang Kuning Tourism Village. Then analyzed the forms of collaboration that can be made from each stakeholder.

The data collection in this study was carried out in several ways: a) Observations were carried out by observing events in the field. The results of the observations are expected as initial data that can be developed again through other techniques. b) Interviews were used to explore information about the role of tourism stakeholders in developing the Kembang Kuning tourist village. Then it could be formulated together with forms of collaboration that could be done next. The data collection tool used for the interviewed informants is an interview guide that is prepared after this proposal is approved, c) Documentation is carried out to assist additional data and evidence for researchers in conducting research. Both activities intersect during data collection or other activities that require documentation.

The data analysis technique used in this research is qualitative descriptive with various stages. The stages are carried out by reducing data, displaying analysis data, drawing conclusions and verification, increasing validity, and making narrative results. Furthermore, it is necessary to emphasize that several steps were carried out in analyzing the transcripts obtained from interview data collection, namely, open coding, axial coding, and selective coding. Open coding is to identify categories, axial coding is intended to organize data and connect sorts, and selective coding is to select the most basic types and then systematically click and validate the relationship. (Auerbach and Silverstein, 2003; Babbie, 2007; Blaikie, 2010; Hesse-Biber, 2010; Hesse-Biber and Leavy, 2011).

III. Results and Discussion

Before making the prototype model, the first step needs to be analyzed in the form of the role of each of the existing stakeholders. Every stakeholder involved in the development of homestays in the Kembang Kuning tourist village has undoubtedly given their respective contributions. Each stakeholder involved carries out their respective roles in different ways and forms from one another. Furthermore, in this donation, some give it continuously, some periodically. To clarify stakeholders' role and structure of contribution to Homestay in Kembang Kuning Village, a table was made based on five elements of Government, Business Actors, Community, Academics, and Media (Yuningsih, Titi, and Sulandri, 2019).

Table 1. Role of Government

No	Institution/Agency	Role	Realization
1.	Kemenparekraf	Policy formulation, Policy Implementation, Marketing, Supervision, Supervision, Implementing Bimtek (Permenparekraf No. 1/2021)	Awarding ISTA 2019, Assessed Not Optimal
2.	Kemendes PDTT	formulation, determination, and implementation of policies in rural areas, economic	Construction of 3 <i>Homestays</i> Construction of public

		development, and village investment, harmonizing the acceleration of growth in underdeveloped regions; supervision, implementation of technical guidance, and supervision. (Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia Number 15 of 2020)	toilet facilities is considered not yet optimal and not sustainable
3.	Dispar NTB Province	Policy formulation; in the field of tourism; Policy implementation; Implementation of the evaluation (http://www.disbudpar.ntbprov.go.id/page-specific/task-dan-function/ , 2021) The	making of a Tourism Village Decree is considered not yet optimal and not sustainable
4.	Lotion Dispar	Policy formulation; in the field of tourism; Policy implementation; Implementation of evaluation, Developing a competitive, credible tourism industry, driving business partnerships, and being responsible for sustainability, environmental and social balance. (https://dinpar.lomboktimurkab.go.id/statis-9-visi--misi-dinas-pariwisat-lombok-timur.html , 2021) The	Human Resources Technical Guidance is considered not optimal and not sustainable.
5.	Kembang Kuning Village Government	Stabilizer, Innovators, Modernizers, Pioneers, executors Self- (Hidayat and Djadjuli, 2020)force, assessed as	According to the main task, optimal and sustainable optimal and
6.	TNI & Polri	maintain security	according to the main task and function, assessed as sustainable

Source: Processed Results of Primary Data, 2021

Based on table 1, it can be seen that there are 5 Government Institutions involved in the development of *Homestay*, an existing Tete Batu Tourism Village. The role and realization have shown that so far, only the government of Kembang Kuning Village has

provided an optimal role and contribution to the development of *Homestay*. Furthermore, the institution that is also considered to have a positive role and contribution to *homestays* and tourist villages in the Kembang Kuning Tourism Village is the involvement of the TNI & Polri.

Meanwhile, the community has judged five other government institutions, namely, Kemenparekraf, Kemendes PDTT, NTB Province Dispar, and East Lombok Regency Dispar, as still not optimal in carrying out their roles. As for, each position in the agency will be explained later after the collaboration model is formed.

Table 2. Role of Business Actors

No	Institution/Agency	Role	Realization
1.	Tourism Business Association (PHRI, ASITA, Association <i>Homestay</i> , etc.)	Provide ideas and input to the <i>leading sector</i> , as well as management of hotels and <i>homestays</i> and restaurants, (Yuningsih, 2018)	None
2.	Tourism Professional Associations (HPI, IHKA, ICA, etc.)	Social/CSR development of human tourism resources through training sessions, seminars, guest lecturers, and competitions. (Yuningsih, 2018)	Not yet available

Source: Processed Results of Primary Data, 2021

Based on table 2, it can be seen that the role of tourism business actors does not yet exist. It can be seen responses from informants and manager *homestay* stating that this unprecedented real contribution obtained by manager *homestay*. A detailed explanation of the role of these business actors can be seen in the discussion results after the collaboration model was formed.

Table 3. Community Roles

No	Institutions/Agencies	Role	Realization
1.	Bundles	accommodate efforts the community's economy has an organ consisting of supervisors, supervisors, administrators and operational implementers as well as regular management where each organ has its rights, obligations, and duties (Sumiasih, 2018) force, considered.	According to the main task optimal and sustainable
2.	Polaris	supports the creation of a conducive climate and the realization of <i>Sapta Pesona</i> (safe, orderly, clean, cool,	By the main task and function, considered optimal and sustainable

		beautiful, friendly, and memorable), innovate and contribute actively to the development of local tourism (Assidiq & Rinuastuti 2021)	
3. The	community	supports and encourages tourism activities that are able to improve the community's economy and are able to improve village development. (Herdiana, 2019)	By the primary task and function, considered optimal and sustainable
4.	Tourists are	involved in tourism activities, buyers, producers, marketers (Marketer) (Hsiu, 2021; Lester & Scarlet, 2013)and function, assessed	According to the main task optimal and sustainable

Source: Processed Data Primer, 2021

Based on table 3, it can be explained that the six elements of the community in this study indicate that the roles and contributions that have been given so far can be felt by the manager *homestay* and the Kembang Kuning tourist village. This shows that each element possesses independence and creativity. More details on its contribution can be seen in explaining the collaboration model formed in this study.

Table 4. Role of Academics

No	Institution/Agency	Role	Realization
1.	Poltekpar Lombok Provide	education for the community in the form of increasing public awareness of information delivery and training (Adi, 2013; Ife Tesoriero, 2006).	According to the main tasks and functions, they were assessed as optimal and sustainable.
2.	University of Mataram	Providing education for the community in the form of increasing public awareness in the delivery of information and training (Adi, 2013; Ife & Tesoriero, 2006).	According to the main task force, she was considered optimal and sustainable.
3.	Researcher	research results can be used as a reference in making policies that are usually pro-community development (Yuningsih, Darmi, and Sulandari, 2019).	No

Source: Primary Data Processed, 2021

Based on table 4, it can be seen that the role of academics there are considered to contribute to the optimal namely Polytechnic Tourism Lombok and Mataram Universita. While specifically, the researchers in question are people who have researched to date have not contributed to the progress of *homestays* and villages. A more detailed explanation of the role of each agency in question is explained after the collaboration model is formed.

Table 5. Role of Media

No	Institution/Agency	Role	Realization
1.	Media (TV Selaparang, TV One)	The main motor of publication to create an image (Rizkiyah, Liyushiana & Herman, 2019)	Not optimal and not sustainable

Based on table 5 above, it can be seen that only two media have entered and contributed to *homestays* and villages in Kembang Kuning. The assessments obtained by the two media are also still not optimal. Whereas what is expected from the manager is *homestay* Kembang Kuningand tourist village with the potential they have and the various awards they have received, the media should look to Kembang Kuning for their promotional material.

After knowing the role of each stakeholder, then a prototype model is made, which is drawn as follows:

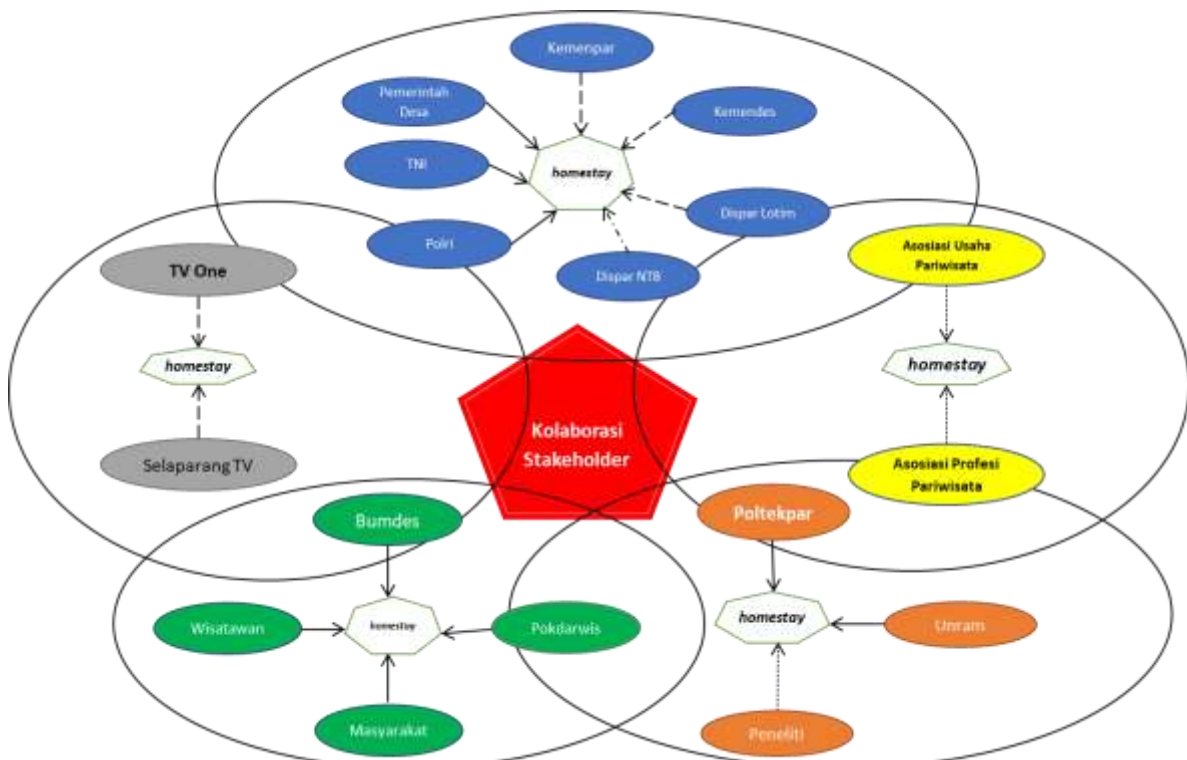


Figure 1. Prototype Model of Stakeholder Collaboration in Managing Homestay D1qi Kembang Kuning Tourism Village

Based on Figure 1, it can be seen the Prototype of collaboration Model *Stakeholders* in managing *homestays* in the Kembang Tourism Village Yellow is offered in this study. The collaboration model is an absolute thing that needs to be built on the understanding that many *stakeholders* and elements are involved in managing *homestays* in Tourism Villages. As in the model above, the involvement of existing *stakeholders* must carry out the roles according to their duties and responsibilities and can be done together (Gray, 1989). The results of observations made in this study found that there are already several *stakeholders* who carry out their roles according to their responsibilities, such as the community (Bumdes, Pokdarwis, Tourist Society), Academics (Poltekpar and Unrau), and the Government (Pemdes, TNI & Polri). But on the other hand, there are still some *stakeholders* who have not carried out their roles by their responsibilities. To maximize the position by its responsibilities, it is necessary to create a legal umbrella (Rahu, 2021) to bind and provide reinforcement for each *stakeholder* and element.

Furthermore, to build collaboration for management *homestay*, good communication is needed. A critical aspect of the success of a collaborative process in public services is the creation of interaction through effective and efficient communication, conducting formal and transparent deliberation (Rahu, 2021). About this research, it was observed that the communication that was well established was only within the scope of the village government, pokdarwis, Bumdes, and the community, so it can be said that the communication that existed was only in the internal elements of *stakeholders* in the Kembang Kuning tourist village. There are many elements from *stakeholders* outside the town of Kembang Kuning.

Then in collaboration, one crucial thing that should not be left behind is a common understanding between *stakeholders*. The same experience is meant here is the similarity of views regarding the vision and mission (Rahu, 2021) regarding the management of *homestays* in the Kembang Kuning Tourism Village. Based on the observations, the similarity of vision and mission related to management only exists with internal stakeholders in the Kembang Kuning tourist village, such as Pokdarwis, Bumdes, Pemdes, and the Community. This may also be a weakness in management *homestay* related to the lack of understanding of the vision and mission known to *external stakeholders* who have been involved in managing *homestays* in Tete Batu Tourism Village.

IV. Conclusion

The formed collaboration model shows an interrelated business between *stakeholders* in terms of responsibility, communication, and the same understanding between *stakeholders*. In this study, it was found that there are still *stakeholders* who do not feel they have the responsibility to manage *homestays*. In addition, it was also found that the communication that was built between *stakeholders* seemed to only exist within the internal of Kembang Kuning Village related to the management of *homestays*. Later in this study also showed that the same lack of understanding about the vision and mission management of *homestays* and tourist villages between *stakeholders* internal with *stakeholders* external.

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