

Analisis Pemangku Kepentingan Dalam Pengembangan Ekowisata Di Pantai Teluk Tamiang, Kotabaru, Indonesia

Stakeholder Analysis in The Ecotourism Development at Teluk Tamiang Beach, Kotabaru, Indonesia

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Abstract

The success of ecotourism development, including at Teluk Tamiang Beach, depends greatly on the active involvement of all relevant stakeholders. This research aims to identify the main actors engaged in managing ecotourism in the area. Employing a descriptive qualitative method, the study examines the contributions and significance of each stakeholder using stakeholder analysis, a technique that maps their level of influence and roles in planning and implementing activities. The findings indicate that 13 stakeholders participate in the management of Teluk Tamiang Beach, representing the local government, private sector, academic institutions, and local communities. Through stakeholder analysis, these actors are grouped into four categories: Subjects (five stakeholders), Key Players (two stakeholders), Context Setters (three stakeholders), and the Crowd (two stakeholders). Based on these results, the study proposes recommendations for local government management, emphasizing the need to strengthen stakeholder relations through improved coordination, cooperation, and collaboration in alignment with their respective duties. Such efforts are expected to support the effective development of ecotourism at Teluk Tamiang Beach.

Keywords: Stakeholders; Interests; Management; Ecotourism.

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INTRODUCTION

One of the industrial sectors with significant potential and opportunities for growth in Indonesia is the tourism sector. Tourism development is a process of substantial change carried out systematically by humans, with the goal of improving a particular tourism condition that is considered unfavorable and guiding it toward a more favorable or desired state. Tourism development not only aims to boost foreign exchange for the country but also creates opportunities for local communities to actively engage in tourism activities, contributing to their socio-economic well-being (Dwyer, 2000). Indonesia holds significant advantages in the tourism sector due to its rich and diverse natural and cultural heritage. However, in practice, tourism activities often have negative environmental impacts, leading to the development of the ecotourism concept. According to Yulianda (2019), marine ecotourism is defined as the sustainable use of coastal natural resources within an environmental service system that prioritizes the life cycle. The type of ecotourism in question here is ecological ecotourism, which involves visiting a destination to witness or enjoy the beauty, uniqueness, and distinctiveness of the area's ecological potential. The ecological opportunities in this context refer to the management of both biotic and

abiotic natural resources, as well as the characteristics of the population living within the ecological area.

Tourism development in Indonesia is supported by its vast potential, which includes natural landscapes, cultural heritage, historical significance, and man-made attractions. One of the promising ecotourism destinations with great potential for development is Teluk Tamiang Beach. This area offers the charm of a white sandy beach and vibrant coral reefs. Teluk Tamiang Beach has become one of the leading tourist destinations in Kotabaru, playing a vital role in the local community's livelihoods. Besides supporting economic activities, it also serves as an ecological protector for the surrounding area. Originally a fishing zone, the site has now evolved into a tourist destination, with its management currently being community-based.

In the development of ecotourism activities, particularly at Teluk Tamiang Beach, good participation among the stakeholders involved is essential. A stakeholder is defined as an individual, group, or organization that has an interest in, is involved with, or is affected by a development activity or program, either positively or negatively (Hetifah, 2003). Each stakeholder has a different role that needs to be understood in such a way that the development of tourism attractions and destinations in a region can be realized and successfully implemented. Sustainable tourism development is closely related to stakeholder involvement.

The involvement of stakeholders plays a crucial role in providing a tourism strategy plan that is well accepted, avoiding conflicts that may arise during policy implementation, and uniting those who are directly or indirectly involved in tourism (Waligo et al. 2013). Strengthening the role of stakeholders in tourism development has long-term impacts on economic, ecological, and socio-cultural aspects. In the implementation of ecotourism activities, there are three key stakeholders in the development of a tourism destination: government, private sector, and the community (Rahim, 2012).

The success of sustainable ecotourism management can be measured by assessing the capacity of stakeholders to develop collaborative networks in ecotourism activities (Race and Millar, 2006). The function of this collaborative network is to identify resources, implement programs, as well as manage and become a resource for the programs.

The objectives of this research are: (1) to identify the key stakeholders at Teluk Tamiang Beach who play a role in ecotourism management, so that issues can be identified, and (2) to provide recommendations for maximizing performance, coordination, and effective collaboration among the stakeholders involved in managing Teluk Tamiang Beach.

METHOD

Research Design

This research uses a descriptive qualitative method aimed at understanding the role of each ecotourism stakeholder involved in the development of ecotourism at Teluk Tamiang Beach and explaining the activities carried out by the government, local communities, and the private sector. The descriptive qualitative analysis method is used to analyze data containing empirical facts to illustrate the capacity of stakeholder networks in ecotourism management. The research was conducted at Teluk Tamiang Beach, Kotabaru Regency. The research period lasted for 4 months, from April to July 2024.

Data collection for this study was conducted using primary data. This research was carried out through direct field observation, analyzing the perceptions and views of stakeholders in the management of Teluk Tamiang Beach, along with interviews with several informants. The secondary data required for this study was obtained from various sources, including journals, books, the Central Statistics Agency of Kotabaru Regency, the Regional Development Planning Agency of Kotabaru, and the Department of Tourism, Youth, and Sports of Kotabaru.

The population in this study consists of the residents of Teluk Tamiang Village who are involved in the management of Teluk Tamiang Beach, as well as the local community and government agencies at the provincial and regency levels. The sample was selected using purposive sampling, as it was considered that the respondents had relevant knowledge based on their expertise. The sample size for the local community and surrounding community groups of Teluk Tamiang Beach was 30 respondents, while the sample from government agencies consisted of 6 individuals.

Data Analysis

The data analysis in this study uses the stakeholder analysis approach according to Reed et al. (2009), which involves creating a quadrant for power and interest. Stakeholder analysis can classify stakeholders into categories such as key players, context setters, subjects, and crowd. This analysis uses the actor-linkage matrix technique, where data on stakeholders is tabulated into a two-dimensional matrix used to assess the relationships between stakeholders.

RESULT AND DISCUSSION

Stakeholder Identification

To assess the involvement of stakeholders in the development of ecotourism at Teluk Tamiang Beach, identification is conducted through direct observation and interviews. The consideration for selecting stakeholders is based on evaluating their experience and knowledge relevant to the research location. Based on the identification results, there are 13 stakeholders. The roles and interests among stakeholders will influence the cooperation in the management of natural tourism, including policies, shared vision and mission, main tasks and functions, as well as other institutional regulations (Laksono, 2012).

Below is the identification of stakeholders in the management of Teluk Tamiang Beach, based on the level of interest and role.

Table 1. Stakeholder Identification in the Management of Teluk Tamiang Beach

No	Kategori Stakeholder	Stakeholder
1	Local Government	Department of Tourism of South Kalimantan Province Department of Tourism, Youth, and Sports (Disparpora) Kotabaru Regency Regional Development Planning Agency (Bappeda) Kotabaru Regency Department of Environment (DLH) Kotabaru Regency Department of Transportation (Dishub) Kotabaru Regency
2	Village Government	Village Head (Kades)
3	Private Sector	Business Entities Media
4	Academics	Lecturers Students
5	Community	Tourism Awareness Group (Pokdarwis) Tourists Local Community

There are five categories of stakeholders (**Table 1**), which include local government, village government, private sector, academics, and the community (Sunaryo, 2018). Currently, the central government does not have a direct influence on the development of Teluk Tamiang Beach tourism, but policies related to the development of ecotourism will have an impact on the planning and operational implementation of ecotourism in Teluk Tamiang Village. The local government, consisting of the Department of Tourism and the Regional Development Planning Agency at both the provincial and regency levels, plays a role in formulating programs and designating Teluk Tamiang Village as one of the marine tourism destinations in Kotabaru Regency.

According to the Indonesian Ministry of Tourism Regulation No. 14 of 2016 on Guidelines for Sustainable Tourism Destinations, there are five core stakeholders often referred to as the pentahelix framework, consisting of government, community, business, media, and academia. The role of academics in the development of tourism in Teluk Tamiang Village has been limited to being a study site for several research projects related to water quality, coral reefs, and tourism development strategies. Additionally, Teluk Tamiang Village has been used as a place for student fieldwork and community service. However, academic activities aimed at involving and training local human resources to improve the skills of the local community are still minimal.

Stakeholder Role Classification

Stakeholder mapping analysis is conducted by reviewing the role of each stakeholder, classified into several categories (**Table 2**) (Iqbal, 2007). This institutional analysis is used to identify which stakeholders have strong interests and influence in the development and management of tourism at Teluk Tamiang Beach. The following are the roles of the

stakeholders involved:

Key Stakeholders: These are stakeholders who have legal authority in decision-making regarding the development of marine tourism at Teluk Tamiang Beach and the implementation of spatial planning controls. These stakeholders are part of the executive branch, including legislative bodies and government agencies.

Primary Stakeholders: These are stakeholders who have direct interests in the development and management of tourism at Teluk Tamiang Beach and are the key decision-makers in the decision-making process.

Secondary Stakeholders: These are stakeholders who do not have direct interests in the development and management of marine tourism at Teluk Tamiang Beach but are concerned and involved in influencing public attitudes and government legal decisions.

Table 2. Stakeholder Classification and Roles

Stakeholder	Classification	Roles
Department of Tourism, South Kalimantan Province	Key	Formulates tourism policies at the provincial level, coordinates with the Regency/City Department of Tourism, and supervises and monitors tourism development in the province.
Department of Tourism, Youth, and Sports (Disparpora) Kotabaru Regency	Key	Formulates policies for tourism development in Kotabaru Regency, supervises Pokdarwis, and coordinates with the Village Government of Teluk Tamiang.
Regional Development Planning Agency (Bappeda) Kotabaru Regency	Key	Plans regional development strategies, including the tourism sector, and coordinates with relevant departments and other stakeholders for the implementation of development in Kotabaru Regency.
Department of Environment (DLH) Kotabaru Regency	Key	Monitors the environmental impacts of tourism development, provides recommendations to ensure environmental sustainability, and ensures that tourism activities do not harm local ecosystems.
Department of Transportation (Dishub) Kotabaru Regency	Key	Facilitates and regulates accessibility to tourist destinations by improving transportation infrastructure and supporting smooth transport to tourist destinations.
Village Government of Teluk Tamiang	Key	The village government plans and implements the development of the village through various programs. Additionally, the village government coordinates with other stakeholders.
Tourism Awareness Group (Pokdarwis)	Primary	Directly involved in the management of marine tourism in Teluk Tamiang Village, carrying out various activities to support the development of ecotourism.
Business Entities	Secondary	Invests in tourism development, provides supporting facilities and services such as accommodations, restaurants, and supports

		tourism promotion activities.
Lecturers	Secondary	Provides academic input and research on sustainable tourism development strategies, contributes to community empowerment, and facilitates knowledge transfer.
Students	Secondary	Conducts research, internships, and community empowerment programs in tourism, and plays a role in promoting tourism through social media campaigns and other activities.
Media	Secondary	Contributes to promoting tourist destinations through news, reviews, and special coverage. Media also plays a role in delivering criticism and feedback regarding tourism management, which can influence public opinion and policies.
Tourists	Secondary	The main users of the available tourism facilities and services. Tourist preferences and satisfaction levels influence the destination's reputation and the sustainability of tourism activities. Tourists can also support indirect promotion through reviews or posts on social media.
Local Community	Primary	Provides services and facilities for tourists, such as accommodations, food, or guiding services. The local community also plays a role in preserving culture and maintaining environmental sustainability while benefiting economically from tourism development.

Stakeholder's Level of Interest and Influence

The next step involves creating a matrix based on the levels of interest and influence directed at informants, measured quantitatively, so that they can be grouped according to their levels of interest and influence. The table below outlines a matrix to assess the interest and influence levels of the informants, where questions are given in a quantitative format (scores).

From the results of this matrix, the involvement of each stakeholder in the development of Teluk Tamiang Beach can be mapped. For the interest aspect, the criteria evaluated include:

1. Stakeholder involvement in the development process,
2. The benefits derived from the management of the area,
3. The resources provided by each stakeholder,
4. The priority of management actions from each stakeholder, and
5. The dependency on resources provided by other stakeholders.

For the influence aspect, the criteria assessed include:

1. The existing regulations or policies that shape the management,
2. The roles and participation of stakeholders in decision-making,
3. Their ability to interact and influence other stakeholders or actions,

4. Their authority in the management process, and
5. The capacity of resources they can provide to support the management of the area.

Table 3. Stakeholder Interest and Influence Levels

Stakeholder	Interest					Average	Influence					Average
	K1	K2	K3	K4	K5	X	P1	P2	P3	P4	P5	Y
Department of Tourism, South Kalimantan Province	5	4	4	4	4	4,20	5	5	5	4	4	4,60
Department of Tourism, Youth, and Sports (Disparpora) Kotabaru Regency	5	5	4	3	3	4,00	4	4	5	5	3	4,20
Regional Development Planning Agency (Bappeda) Kotabaru Regency	2	3	1	3	1	2,00	4	4	5	2	2	3,40
Department of Environment (DLH) Kotabaru Regency	5	4	4	4	4	4,20	3	3	3	1	2	2,40
Department of Transportation (Dishub) Kotabaru Regency	2	1	2	2	2	1,80	4	4	3	4	3	3,60
Village Government of Teluk Tamiang	2	1	2	1	1	1,40	1	2	2	2	3	2,00
Tourism Awareness Group (Pokdarwis)	2	2	2	3	2	2,20	2	4	3	2	2	2,60
Business Entities	4	4	4	3	3	3,60	2	3	3	2	1	2,00
Academics	4	3	4	4	4	3,80	2	3	2	2	2	2,20
Media	1	2	3	2	1	1,80	3	4	5	2	2	3,20

Tourists	3	4	3	4	4	3,60	2	2	1	1	2	1,60
Local Community	4	4	3	3	2	3,20	2	2	3	2	2	2,20

Based on the interest level (Table 3), the stakeholder with the highest interest score is the Tourism Department of South Kalimantan Province, with an average score of 4.20, while the lowest score is the Village Government, with an average score of 1.40. For the influence level, the highest score is again the Tourism Department of South Kalimantan Province, with an average score of 4.60, while the lowest score is the Tourists, with an average score of 1.60.

Stakeholder Mapping

Based on the results (figure 1) of interest and influence levels, the next step is to map the stakeholders' interest and influence into a stakeholder grid matrix (Bryson, 2004). The stakeholder analysis is formulated by combining the influence aspect (x-axis) and the interest aspect (y-axis) into quadrants according to the power and interest of each stakeholder in policy determination (Oktavia, 2013). The result will show the positioning of stakeholders, providing an overview of their roles and responsibilities related to the management of Pantai Teluk Tamiang.

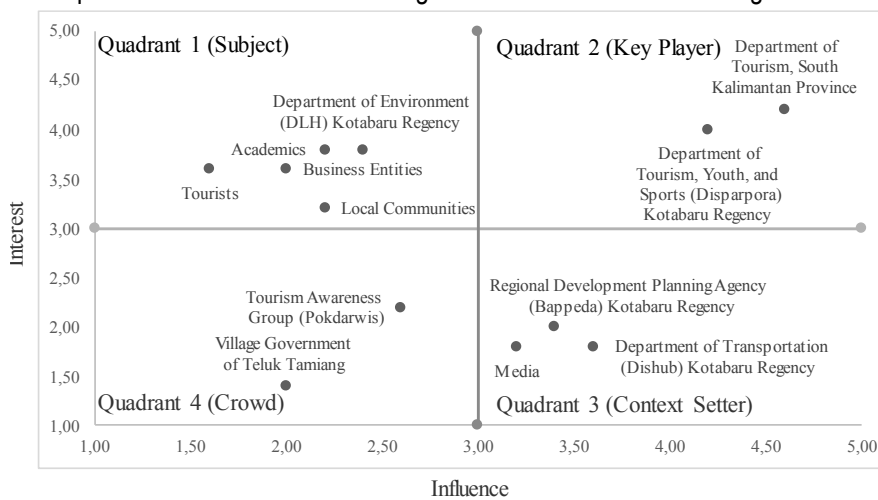


Figure 1. Analysis of stakeholder mapping at Teluk Tamiang Beach

Quadrant 1 (Subject)

This group has a high level of interest but relatively low influence in decision-making and management. Stakeholders in this group include the Environmental Agency of Kotabaru Regency (DLH), Academics, Business Entities, Tourists, and Local Communities. Although they have great potential to support the development of ecotourism, their role is often overlooked. With support from key players, such as through empowerment programs, active involvement, and strategic collaboration, this group can make significant contributions to the development of ecotourism at Teluk Tamiang Beach.

Quadrant 2 (Key Player)

This group plays a very important role because they have both high levels of interest and influence in management and policy-making. Stakeholders in this group act as driving forces that can determine the direction and success of development, as well as support other stakeholders. Stakeholders in this group include the South Kalimantan Provincial Tourism Department (Dinpar Kalsel) and the Kotabaru Regency Youth and Sports Tourism Department (Disparpora Kotabaru). These two departments play a key role in planning, implementing, and overseeing tourism policies at the provincial and regency levels, while also coordinating with various parties to optimize the development of tourist destinations.

Quadrant 3 (Context Setter)

Stakeholders in this group have high influence but relatively low levels of interest. They play an important role in supporting development through infrastructure development, strategic planning, and promotion. Stakeholders in this group include the Kotabaru Regency Planning and Development Agency (Bappeda), the Kotabaru Regency Transportation Department (Dishub), and the Media. Bappeda has significant influence in planning regional development strategies,

including spatial planning that impacts tourism development. Dishub is responsible for ensuring accessibility to tourist destinations through improvements in transportation infrastructure. The Media plays a major role in promoting tourist destinations, helping increase the appeal of the location for potential tourists through news and publicity.

Quadrant 4 (Crowd)

Stakeholders in this group have low levels of interest and influence in management and decision-making. They tend to be observers or indirect supporters, with limited contributions to tourism management. Stakeholders in this group include the Tourism Awareness Group (Pokdarwis) and the Village Government (Pemdes).

Pokdarwis directly participates in the operational activities of tourism, but their influence on strategic policies is still limited. The Village Government supports local tourism development through the implementation of small programs, but their involvement in large-scale planning and management processes is relatively minimal. This group has the potential to play a bigger role if given support and empowerment from the main stakeholders.

Literature indicates the creation of strong stakeholder collaborations that enhance organizational innovation, efficiency, and improve relationships (Heugens et al., 2002; Southgate, 2006; Manyara & Jones, 2007; Stone & Stone, 2011; Nogueira & Pinho, 2014). Therefore, stakeholder collaboration is crucial for effective and coordinated destination management and marketing, the safety and security of tourist destinations, communication between stakeholders, the improvement of basic infrastructure, positive visitor experiences, destination competitiveness, and better collective outcomes (Timothy, 1999; Koens et.al, 2009; de Araujo & Bramwell, 2002; Graci, 2013; Dimmock, Hawkins & Tiyce, 2014; Nogueira & Pinho, 2014; Towner, 2018).

CONCLUSION

Based on field observations, it was found that there are 13 stakeholders involved in the management of Teluk Tamiang Beach, categorized into local government, village government, private sector, academics, and the community. Each stakeholder has varying levels of interest and influence, which are divided into four quadrants: Subject, Key Player, Context Setter, and Crowd. This classification helps stakeholders in fostering relationships related to policies and the management of Teluk Tamiang Beach, including coordination, cooperation, and collaboration in line with each stakeholder's main duties and functions. As a result, collaborative management can expedite the development of ecotourism at Teluk Tamiang Beach.

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