

## **Institutional Synergy Model in Development Tourism Village in East Lombok Regency**

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### **Abstract**

The objectives to be achieved in this research were to describe the pattern of institutional synergy and the factors that determine the synergy between institutions/stakeholders in developing Tourism Villages in East Lombok Regency. This research was qualitative-quantitative prospective research in which the perception of stakeholders/institutions towards synergies—data analysis using the Qualitative Comparative Analysis (QCA) method assisted by Tosmana version 1.54 software. QCA is a new way to research social phenomena that combines the power of quantitative and qualitative methods. In this study, the QCA method was used to find a model (pattern) and causality structure between the level of synergy between institutions (stakeholders) in the East Lombok Regency. Data processing using QCA software obtained results in the form of a QCA Output Truth Table showing the contribution of each stakeholder actor in supporting the realization of institutional synergy in the development of tourist villages. The level of contribution was measured through 4 (four) parameters. Based on the analysis of the QCA Truth Table results, the factors that form institutional synergy can be seen. These factors were based on factors that get strong support from stakeholders. The factors that received strong support from stakeholder actors were: responsibility (v4), strategic vision (v1), capacity (v2) and mindset (v3). The responsibility factor (v4) received a strong contribution from 7 stakeholders, the strategic vision factor (v1) received strong support from 6 stakeholders, the capacity factor (v2) received a strong contribution from 5 stakeholders, and the mindset factor (v3) received moderate support from 3 stakeholders.

Keywords: Institutional Synergy, QCA, and Tourism Village

### **Abstrak**

Tujuan yang ingin dicapai dalam penelitian ini adalah untuk mendeskripsikan pola sinergi kelembagaan dan faktor-faktor yang menentukan sinergi antar lembaga/stakeholder dalam mengembangkan Desa Wisata di Kabupaten Lombok Timur. Penelitian ini merupakan penelitian prospektif kualitatif-kuantitatif dimana persepsi stakeholder/lembaga terhadap sinergi analisis data menggunakan metode Qualitative Comparative Analysis (QCA) dibantu software Tosmana versi 1.54. QCA adalah cara baru untuk meneliti fenomena sosial yang menggabungkan kekuatan metode kuantitatif dan kualitatif. Dalam penelitian ini, metode QCA digunakan untuk mencari model (pola) dan struktur kausalitas antara tingkat sinergi antar institusi (stakeholder) di Kabupaten Lombok Timur. Pengolahan data dengan menggunakan software QCA diperoleh hasil berupa QCA Output Truth Table yang menunjukkan kontribusi masing-masing aktor stakeholder dalam mendukung terwujudnya sinergi kelembagaan dalam pengembangan desa wisata. Tingkat kontribusi diukur melalui 4 (empat) parameter. Berdasarkan analisis hasil QCA Truth Table dapat diketahui faktor-faktor yang membentuk sinergi kelembagaan. Faktor-faktor tersebut didasarkan pada faktor-faktor yang mendapat dukungan kuat dari para pemangku kepentingan. Faktor-faktor yang mendapat dukungan kuat dari para pemangku kepentingan adalah: tanggung jawab (v4), visi strategis (v1), kapasitas (v2) dan pola pikir (v3). Faktor tanggung jawab (v4) mendapat kontribusi kuat dari 7 pemangku kepentingan, faktor visi strategis (v1) mendapat dukungan kuat dari 6 pemangku kepentingan, faktor kapasitas (v2) mendapat kontribusi kuat dari 5 pemangku kepentingan, dan faktor pola pikir (v3) mendapat dukungan moderat dari 3 pemangku kepentingan.

Kata kunci: Sinergi Kelembagaan, QCA, dan Desa Wisata

## INTRODUCTION

The complexity of tourism institutions can be seen in the tourism policy-making process that involves various actors and institutions in negotiations about the distribution of power and organizational complexity (Farsari et al., 2011). The complexity of tourism policy is also seen through various problems and actions that stakeholders must manage jointly through a holistic approach that integrates social, environmental, and economic dimensions. Tourism policy-making is a social activity focusing on how actors (institutions, groups, organizations, individuals) or factors that influence policy perceptions relate to one another (Harmes-Liedtke & Mannocchi, 2012).

In Indonesia, tourism institutions' complexity increases with sectoral egos between institutions at various levels. Therefore, the development process must at least consider the following five aspects: (1) Clear regulations regarding the use of the area, (2) Public awareness of the use of natural resources, (3) support from related institutions ranging from the central government through relevant ministries, local governments, and private institutions as investors to conservation agencies, (4) Community motivation, both local and national, (5) Overall coordination between the institutions involved.

According to Sunaryo (2013), tourism development must include the following main components:

1. Objects and attractions include attractions that are usually based primarily on natural, cultural, or artificial/artificial wealth, such as events or what are often referred to as special interests.
2. Accessibility includes transportation system support which includes: transportation routes or routes, terminal facilities, airports, ports, and other modes of transportation.
3. Amenities include supporting and supporting tourism facilities which include: accommodation, restaurants (food and beverage), retail, gift shops, money exchange facilities, travel agencies, tourist information centres, and other convenience facilities.
4. Supporting facilities (ancillary service), namely the availability of supporting facilities used by tourists, such as banks, hospitals, and so on
5. Institutions are related to each element's existence and role in supporting the implementation of tourism activities, including the local community as hosts.

As a cross-sectoral activity, the tourism sector has direct and indirect impacts on three main aspects of development (triple bottom line): economy, social culture, and the environment. Sustainable tourism development is an effort to maximize the positive impact and minimize the negative impact of tourism activities on the three aspects of development. For sustainable tourism development in Lombok, planning is needed based on sustainability principles that apply globally, nationally, and locally (Hawkins et al., 2022).

East Lombok Regency has a tourist village that has the potential of a tourist attraction that is in demand by many tourists (Fallon, 2001). Tourist villages in West Nusa Tenggara Province have developed rapidly, so the number of tourist villages has continued to grow in recent years. This is strongly supported by tourism packages based on rural resources with varied tourist attractions. Currently, many villages are developing tourism based on locality, such as cottages (homestays). However, many tourism activities in rural areas tend to exploit existing resources without looking at the sustainability of village tourism development in the long term.

This research is important because the tourism sector is seen as an economic force, a source of finance, a job creator, and a driver of infrastructure development and poverty alleviation. On the other hand, tourism development faces a complex phenomenon due to the many interests and involves many interacting parties that require good governance. The basic things that must be the attention of stakeholders are i). How is the relationship between government and non-government institutions in

generating institutional synergies in tourism village development, and ii). What factors determine institutional synergy in developing Tourism Villages in East Lombok Regency? This research aims to describe the pattern of institutional synergy and the factors that determine the synergy between institutions/stakeholders in developing Tourism Villages in East Lombok Regency.

## **RESEARCH METHOD**

### ***Types of research***

This research is a qualitative-quantitative prospective study in which the perception of stakeholders/institutions on the synergy between institutions is explained through i). the mindset of stakeholders towards the development of tourist villages, ii). the capacity of stakeholders in the provision, human resources, budget, technical support, and capability in the development of tourist attractions, iii). Stakeholder strategic vision, and iv). the responsibility of stakeholders that the development of tourist villages can meet the interests of all parties.

### ***Research Time and Place***

This research was conducted in the East Lombok district, where many potential villages are currently being developed as tourism villages. The research was carried out for 6 (six) months.

### ***Data Types and Sources***

The types of data used in this research are qualitative and quantitative data. While the data sources used are primary data and secondary data. Primary data were obtained directly from key informants during FGDs and interviews with stakeholders in government and non-government institutions.

### ***Population and Sample***

The population in this study are all stakeholders from government and non-government institutions with knowledge and concern about tourism. Furthermore, the stakeholders will be determined by purposive sampling with certain characteristics as key informants.

### ***Data collection techniques and tools***

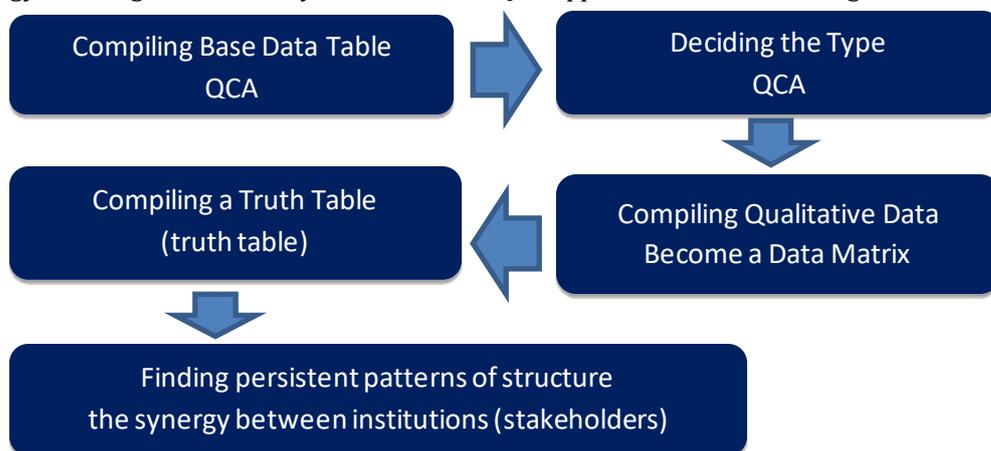
Several methods namely carried out the data collection used in this study:

1. Focus Group Discussion (FGD) to determine the factors that are expected to influence inter-institutions to work together in developing tourist villages.
2. In-depth interviews with selected informants to find out their views/assessments/opinions on the idea of developing a tourist village, the possible benefits that the community and the region will feel, the relationship between stakeholders, and an interest in playing a role in the development of a tourist village.
3. Questionnaire to collect data on the availability of tourism budget/funds and human resources from stakeholders. The questionnaire is structured in the form of closed questions using a rating scale with a value of 1 - 2 - 3 - 4 - 5 (very poor, poor, moderate, good, and very good)

**Data Analysis Techniques**

Data analysis using the Qualitative Comparative Analysis (QCA) method assisted by Tosmana software version 1.54. QCA is a new way to research social phenomena that combines the power of quantitative and qualitative methods. QCA examines how an outcome can be achieved by interacting with variables or factors that influence it (Fauzi, 2019). QCA is particularly suitable for studying situations where the researcher believes an outcome will likely result from several causal pathways for different conditions. A condition may only have a causal effect in combination with other conditions. In principle, the QCA method is a method of systematic comparison between cases (case base comparison) aimed at understanding what qualitative factors (in QCA terms are called conditions) that affect the desired outcome (outcome) (Fauzi, 2019).

In this study, the QCA method is used to find a model (pattern) and causality structure between the level of synergy between institutions (stakeholders) in East Lombok Regency and the factors that form them and determine the institutional typology (stakeholders) based on these conditions and synergy. The stages of data analysis based on the QCA approach are as follows Figure 1:



**Figure 1. Stages of Data Analysis with the QCA Method**

**RESULT AND DISCUSSION**

**Result**

**Institutional Concepts**

Cooley in Sumardjan & Soemardi (1964), the term institutional emphasizes the following five points: First, institutions are related to something permanent. It becomes permanent because it is seen as rational and realizes its needs in life. Second, it deals with abstract things that determine behaviour. Something abstract is a complex of several things that consist of several forms that are not at the same level. This abstract thing is roughly the same as what Cooley called the public mind. Third, related to behaviour, or a set of mores (behaviour), or a steady way of acting that runs in society (established way of behaving). Fourth, institutions also emphasize patterns of behaviour that are approved and have sanctions. And Fifth, institutions are standard ways to solve problems. The emphasis is on his ability to solve problems. Hirst & Thompson (1995) state that social institutions are the values attached to society that provide stability and consistency in society and function as controllers and regulators of behaviour.

Institutions are the total of ideal patterns, organizations, and activities centred around basic needs. An institution is formed aiming to meet various human needs so that the institution has a function. Institutions are also a concept that combines with structure, meaning that it does involve not only patterns of activity that are born from a social perspective to meet human needs but also organizational patterns to implement them (Anantanyu, 2011). According to Law No. 10 of 2009, tourism is a travel activity carried out by a person or group of people by visiting places for recreational purposes and studying the uniqueness of the tourist attractions visited.

The institutional aspect is an important component in supporting the success of tourism development. Through institutional efforts, it is hoped that tourism development can continue and be sustainable (Triambodo, 2015). In this case, it is necessary to do cooperation or partnership through approaches with existing tourism organizations consisting of government, private and community, and related parties, which are expected to support the continuation of tourism development (Stokes, 2008). According to Pratama and Iqbal (Pratama, 2017), there are three elements in tourism institutions: i). Government; ii). Private Sector, and iii). Public.

### **Community-Based Tourism Development**

Community-based tourism is a form of tourism in which the local community has substantial control over involvement in its development and management, and the proportion of benefits remains largely in the hands of the community. In principle, according to Sunaryo (2013), Community Based Tourism (CBT) is closely related to the certainty of the active participation of the local community in the existing tourism development. Therefore, there are three main principles in the community-based tourism development planning (CBT) strategy: i). Involve community members in decision making, ii). There is the certainty that local communities will benefit from tourism activities, and iii). Tourism education for local communities

### **Tourism Village Development in East Lombok**

Tourism village is one of the efforts to build tourism based on local potential. Tourist villages are divided into several categories, namely independent tourist villages, developed tourist villages, and developing tourist villages (Farhan & Anwar, 2016). The Government of East Lombok Regency, West Nusa Tenggara (NTB) Province, has established dozens of Tourism Villages. Until 2021, through the Regent's Decree, from 239 villages in East Lombok, around 91 villages have been designated as Tourism Villages. Villages that are designated as tourist villages must have potential tourist destinations, there are tourism awareness groups (*pokdarwis*), and there are Village-Owned Enterprises (BUMDes or ready to make BUMDes. The mechanism in determining tourist villages is through the recommendation of the local village head or can also be initiated by the village head). The tourism office in the region. The concept of developing a tourist village in East Lombok Regency is to preserve nature, strengthen culture and obey existing norms in the community (Kusuma, 2020). This tourist village is expected to be able to improve village development from social, economic, and environmental aspects. Planning for the development of this tourist village efforts is made to improve the economy of rural communities, encourage the growth of tourism businesses in the village, and create employment opportunities without ignoring traditional socio-cultural values and damaging the ecological environment in the village and its surroundings.

To develop a tourist village in East Lombok Regency, information was obtained that the role of each stakeholder is very important. Information from many parties explains the role of each institution,

such as local government agencies, the private sector, and the community, in tourism activities (McKercher, 1999). The Regional Government has the authority and authority in the regulation, provision, and allocation of various infrastructures related to tourism needs. Government agencies play a role in planning the development and management of tourism in East Lombok Regency. Private institutions play a role in the arrangement and maintenance of tourist objects. Meanwhile, the people who live around the tourist attraction play an active role in protecting and securing the existing tourist attraction. The existence of tourism awareness groups (Pokdarwis) to manage tourism objects voluntarily also strongly supports the development of tourism based on local potential in the region.

## **Discussion**

Several parties have carried out efforts to take advantage of tourism potential but have not shown optimal results, so they require improvement (Minnaert et al., 2009). With the synergy of all stakeholders, it is hoped that the process of developing a tourist village is supported by sufficient resources, capacity, and thinking so that its success and sustainability are relatively guaranteed. Differences in missions, capacities, and weak coordination can trigger the slow development of tourism objects in this area. The synergy of stakeholders in the development of tourist villages is not a situation that occurs automatically but needs to be built and developed. Synergy is also influenced by many factors and differs from one situation to another. Thus, a systematic effort is needed to determine the factors that determine synergies and how stakeholder synergies are formed.

Based on observations and limited discussions with stakeholders (stakeholders), they identified four factors or conditions that affect the synergy between stakeholders in East Lombok Regency related to tourism village development policies (Wildan et al., 2016). The four factors or conditions are 1). stakeholders' mindset towards tourism, and 2). the capacity of stakeholders in the provision, human resources, budget, technical support, and capability in tourism development, 3). Strategic vision among stakeholders, 4). All stakeholders (stakeholders) are responsible for developing tourist villages. Table 1 describes the synergy of stakeholders (column 1, the number of stakeholders is the result of initial/previous observations about the relationship between stakeholders in East Lombok) based on the four determinants of synergy. The condition of the stakeholders is measured on a scale of 1-5 (very poor - very good), and the data on the synergy of stakeholders is rated on a scale of 1 or 0 (not synergized or synergized).

To get a meaningful relationship between the various conditions and the varying levels of synergy, the data at the initial stage was calibrated and processed with Tosmana software as QCA data. Data processing using QCA software obtained results from a Truth Table as presented in Table 1. The QCA outputs presented in Table 1 show the level of contribution of each stakeholder actor in supporting the realization of institutional synergy in tourism village development. This table shows that all major stakeholder actors support the realization of institutional synergy with different contribution levels. The level of contribution is measured through 4 (four) parameters/factors, and the level of contribution of each stakeholder actor varies according to perceptions, availability of resources, authority, and capabilities.

Based on the truth table above, it is known that there are seven variations of the relationship pattern between conditions and synergy. The truth table indicates that seven or all stakeholders can synergize with one another in the development of tourist villages in the East Lombok district, and there are no conflicting stakeholders.

The contribution of each actor can be stated as follows:

1. East Lombok Tourism Office contributes to institutional synergy by strengthening the factors: Vision (V1), Capacity (V2), and responsibility (V4).
2. Regional planning agency (Bapeda) Lombok Timur provides strengthening of synergy on factors: vision (V1), Mindset (V3), and responsibility (V4).
3. Tourism business actors provide strengthening of synergy through the following factors: capacity (V2), mindset (V3), and responsibility (V4).
4. The Village Head strengthens the synergy on the factors of vision (v1), capacity (V2), and responsibility (v4).
5. Local communities contribute to strengthening synergies in the following factors: vision (V1), and responsibility (V4)
6. Youth Organizations contribute to strengthening synergies on factors: vision (V1), capacity (v2), and responsibility (V4)
7. Universities strengthen the synergy on the vision (v1), capacity (V2), mindset (V3) and responsibility (v4).

**Table 1. Conditions and Synergy of Stakeholders (Stakeholders) in the Development of Tourism Villages in East Lombok Regency**

Stakeholder Interests ( ID )	Vision (V1)	Capacity (V2)	Mindset (V3)	Responsibility (V4)	Synergy (O)
Lotim Tourism Office	1	1	0	1	1
Bapeda Lotim	1	0	1	1	1
Tourism Business Actors	0	1	1	1	1
Village head	1	1	0	1	1
Local Community	1	0	0	1	1
Youth Organization/Org	1	1	0	1	1
College	1	1	1	1	1

Source: results of Tosmana row data is processed

The analysis results with QCA indicate that the contribution between stakeholder actors to synergize in tourism development through the tourism village program in East Lombok is quite strong, but each stakeholder has a different contribution.

Based on the QCA Truth Table analysis, the factors that form institutional synergy can be seen. These factors are based on factors that get strong support from stakeholders. In addition, it can also be known what factors from the conditional require strengthening. The factors that received strong support from stakeholder actors were: responsibility (v4), strategic vision (v1), capacity (v3), and mindset (3). The responsibility factor (v4) received a strong contribution from 7 stakeholders, the strategic vision factor (v1) received strong support from 6 stakeholders, the capacity factor (v2) received a strong contribution from 5 stakeholders, and the mindset factor (v3) received moderate support from 3 stakeholders.

The mindset factor is a factor that needs strengthening to build synergy between institutions related to the development of tourist villages in the East Lombok district. Based on this fact, it can be stated that building synergy between institutions in the effort to develop tourist villages in East Lombok

Regency can be done by building the mindset of each stakeholder related to tourism development policies in Lombok Regency and village development, specifically as tourist objects or destinations.

## CONCLUSION

Stakeholders related to the development of tourist villages in East Lombok Regency have a fairly strong contribution to realizing synergy between institutions in tourism development in general and tourism village development in particular. There are differences in the contribution and types of factors supported among stakeholder actors (stakeholders); there are also similarities. Responsibility, strategic vision, and capacity are strong supporting factors for realizing institutional synergy. While the mindset factor still needs to be strengthened to be able to synergize with other stakeholders

This study's results explain the need between stakeholder actors (stakeholders) to realize synergy. It needs to be followed up to strengthen the synergistic factor that still needs strengthening, namely the mindset factor. Strengthening can be done by increasing coordination and strengthening collaboration between stakeholder actors (stakeholders). Support this. It can be done by developing communication channels and coordination networks between stakeholders in the framework of tourism development and tourism village development in the East Lombok Regency.

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