

POLICY NETWORK MANAGEMENT IN TOURISM SECTOR POLICY

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ABSTRACT

As one of the sectors that is important for a country's economic growth, tourism requires a strong and well-coordinated policy framework to ensure sustainable growth and sustainable development. This research discusses the importance of policy network management in developing and implementing effective policies in the tourism sector. This research uses a qualitative approach with descriptive methods. The results of this research show that policy networks management has a crucial role in managing the complex tourism sector. By considering the complexity and dynamics involving multiple stakeholders, this research highlights the importance of effective management to resolve conflict, facilitate coordination, build trust, and increase active participation. By implementing an inclusive and collaborative approach, policy networks management can create a conducive environment for sustainable tourism development, provide a satisfying tourist experience, and provide a significant positive impact on local communities and the environment. Thus, this conclusion provides important insights for practitioners and policy makers in managing the tourism sector holistically and sustainably.

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INTRODUCTION

Tourism policy, as the product of a complex process, is significantly affected by major changes occurring at local, national and international levels. In an effort to understand and manage this complexity, the policy environment in the tourism industry plays a very important strategic role for the government to introduce the tourism potential of a country or region (Krisnawati, 2021). With the right tourism policy, the government can integrate natural resources, culture and existing infrastructure with a careful marketing strategy, thereby strengthening tourist attractions and having a positive impact on the local economy and national economic growth (Suardana, 2013).

Tourism as a multidimensional and cross-sectoral industry requires involvement from all related parties, including government, the private sector, local communities and non-governmental organizations. Thus, harmony between various sectors is crucial in developing sustainable tourism (Kharisma & Yuniningsih, 2017). In this context, tourism management cannot be seen as a separate entity, but must be seen as an integral part of the economic and social system of a country or region. In managing an integrated tourist destination, synergy is needed between the tourism sector and other related sectors, such as transportation, infrastructure, environment and culture, in order to achieve sustainable growth and equitable economic benefits for all parties involved (Firsty & Suryasih, 2019) .

Selecting the right policy instrument in the context of the tourism industry requires a holistic and comprehensive study of the goals to be achieved. Effective policies must be

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based on a deep understanding of the dynamics of the tourism industry, including the economic, environmental and social challenges involved (Jupir, 2023). Thus, the selection of appropriate policy instruments should not be based solely on partial analysis or simply prioritizing technical aspects. Moreover, there must be a comprehensive assessment of the policy's potential impact on local communities, the environment and the economy as a whole. In addition, it is important to emphasize that the process of selecting policy instruments must also be based on strong morals and political will, which aims to ensure that the policies implemented bring equal benefits to all parties involved in the tourism industry (Amirudin, 2017) .

In practice, tourism planning issues are often viewed from a purely technical perspective, without considering the political dimensions underlying the tourism industry. However, in reality, tourism planning is a complex political problem, which involves comprehensive regulation of various components of tourism, including infrastructure, environmental management, marketing, and local community participation (Kusworo & Damanik, 2020). Therefore, to achieve sustainable tourism goals sustainability, there needs to be stronger awareness of the political dimensions that shape tourism policy. By considering the political issues that underlie tourism planning, governments and relevant stakeholders can develop more effective and inclusive regulations, which are able to address the multidimensional challenges faced by the industry tourism on its journey towards sustainability (Hidayat et al, 2019).

Smart policy management in the tourism industry is not only about strengthening the tourist attraction of a destination, but also about integrating economic, environmental and social aspects in a balanced manner (Qodriyatun, 2019). In this context, policy network management, which refers to the network of interactions between various stakeholders and related institutions, becomes very important to ensure harmony and successful implementation of holistic tourism policies (Sahli, 2021).

Due to the natural complexity of the tourism industry which involves various sectors and interests, tourism policy management needs to consider multidimensional and cross-sectoral aspects. Various stakeholders, including government, the tourism industry, local communities and non-governmental organizations, must work together to create a policy environment that supports sustainable tourism growth (Isdarmanto, 2020). It is in this context that the concept of policy network management plays an important role, as a framework for understanding and managing complex interactions between various stakeholders involved in tourism policy making. In this research, we will examine the role and dynamics of policy network management in developing and implementing effective and sustainable tourism policies.

Literature Review

Kickert et al. (1997), emphasizes the importance of the concept of dependency in network analysis and interdependence between organizations. In his view, dependency in this context refers to the resource limitations and interests held by each organization, which fundamentally underlie the relationship between these organizations or networks. Especially in the context of public organizations, the characteristics that are more inclined towards the political than the administrative realm, as well as the existence of pluralism in

the formation of public policies, place public organizations in a position that requires the involvement of other parties.

Moreover, the shift in the role and function of public organizations is in line with the concept of good governance, requiring the development of networks or collaboration between public organizations, the private sector and society as the main pillar of this concept. Kickert et al (1997) emphasize that dependency in this context is not merely one-sided dependency, but rather mutually beneficial interdependence, where each party has equal power in efforts to solve problems or handle public affairs to achieve common goals.

Thus, it is important for parties involved in public policy networks to be aware of the limitations of existing resources, understand the interests of each party, and anticipate social, economic and technological changes that occur on a discontinued basis. These increasingly complex conditions encourage the need to build networks or strategic alliances that are mutually beneficial. In this context, the focus is no longer just on efforts to build independence, but rather on how to build interdependence or a strong network, where the autonomy of each party remains respected and does not provide space for the practice of co-optation or domination of one party over another.

Through an interdependence and network building approach, public organizations can overcome the complex challenges faced in the context of public policy development. Thus, building an effective and balanced network is key in ensuring the achievement of common goals that lead to sustainable development and increased community welfare.

METHOD

The study conducted was descriptive in nature and used a qualitative approach. This type of research describes existing phenomena by explaining the problem being studied in depth with data obtained through interviews, and conveying data in the form of narratives or texts from various sources. This research describes existing phenomena by explaining the problems studied in depth with data obtained through interviews (Sugiyono, 2011). This research seeks to obtain actual and real facts regarding the settings and situations that exist in the research topic, which is why researchers use this type of descriptive research together with qualitative methods. Literature relevant to the topic under study is searched to obtain the necessary data.

RESULTS AND DISCUSSION

As previously explained, the network concept in the context of public policy emphasizes the importance of interaction between various actors involved in solving problems or public affairs, with the aim of achieving optimal results. In the context of management and development of the tourism sector, this is also a crucial factor that requires serious attention. Tourism as a sector has multidimensional dimensions and broad impacts in its development process, so it needs to be understood as a complex and interrelated system (Susanto, 2016).

Clare A. Gunn (1988) in *Tourism Planning* emphasized that the first approach that must be considered in managing or developing the tourism sector is to view tourism as an integrated system. In this context, the tourism system must be seen as an entity that

functions holistically, where there is a close connection and network of cooperation between various actors involved in all aspects of tourism components, both from the demand and supply sides.

Within the framework of a functional tourism system, it is important for stakeholders in the tourism industry, such as the government, local communities, tourism entrepreneurs, and other related parties, to understand the interdependencies between various tourism components. The relationship between aspects of tourist demand, accommodation facilities, tourist attractions, transportation infrastructure and various other supporting services must be managed in an integrated and sustainable manner. Integrated planning and synergy between government, the private sector and local communities are the main keys in ensuring harmony between tourist demand, infrastructure development, environmental preservation and the welfare of local communities.

In efforts to manage and develop the tourism sector, it is important to understand that all components involved, both from the demand and supply sides, must be managed holistically and integrated. The availability and quality of tourism facilities, tourist attractions, transportation, supporting services, and tourist experiences are all interrelated and form a unified whole, known as the tourism industry. Thus, the successful actualization of quality tourism travel can only be achieved when all these components are integrated and managed comprehensively (Suwitri, 2008).

In this context, every activity or component involved in the tourism industry is interconnected with each other and is an integral part of the system called tourism. Tourist demand for certain destinations is driven by the availability of attractive attractions, quality accommodation and adequate supporting services. On the other hand, offerings in the tourism industry include accommodation facilities, tourist attractions, transportation infrastructure, as well as various other supporting services, all of which collectively contribute to a satisfying tourist experience.

However, it is important to remember that tourism cannot be identified from just one component, but must be seen as a unity consisting of various components that are interrelated and support each other. For example, the presence of attractive tourist attractions will not provide optimal benefits if they are not balanced with quality accommodation facilities, good accessibility and other supporting services. Likewise, the existence of good transportation infrastructure will be useless without attractive tourist attractions and adequate supporting services. Therefore, effective tourism management must involve close coordination between all relevant parties to ensure harmony between demand and supply in order to provide a satisfying and memorable tourism experience (Sugandini et al, 2020).

Tourism as an interesting social phenomenon involves various components or determinants. This covers broad and complex aspects, starting from sociological dimensions involving social interactions between tourists and local communities, psychological aspects related to tourist motivation and satisfaction, to ecological aspects related to environmental preservation in tourist destinations. Apart from that, economic aspects also play an important role, including the impact of tourism on local economic growth, job creation, as well as business development and investment in the tourism sector.

In the tourism system, all of these components play an important role in attracting the interest and participation of tourists to leave their place of origin and travel to various tourist destinations. Thus, comfortable accommodation facilities, interesting attractions, safety and friendliness of the local community, as well as good accessibility are absolute components that support the overall tourist experience. In this context, it is important for relevant parties in the tourism industry to understand the importance of paying attention to and managing all of these components holistically, in order to ensure a satisfying tourist experience and create a sustainable positive impact on local communities and the environment (Syahrudin et al, 2023).

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In the context of travel, it is important to recognize that each individual who travels has certain motives, interests, or reasons that encourage them to undertake the trip. In the tourism industry, this refers to tourists' motives, namely the reasons underlying their decision to visit a particular destination. For example, tourists may have a motive to seek adventure, relax on the beach, explore local culture, or experience amazing natural attractions. In this case, tourist attractions, which include various objects or activities such as sports facilities, entertainment venues, museums, performing arts, historical sites, local crafts, cultural traditions, religious ceremonies, and the like, play an important role in attracting tourist interest.

When a destination is able to provide attractions that suit tourist motives, this will be a strong determining factor in attracting tourist visits. These tourist attractions will be the main motivator for tourists to visit the place, spend time, and participate in various activities offered by the destination. Therefore, managing and developing diverse and attractive tourist attractions is an important aspect in developing the tourism sector. By understanding and accommodating various tourist motives through the development of appropriate attractions, tourism destinations can broaden their appeal, attract more visits, and increase tourist satisfaction and experience.

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The principle of compatibility and complementarity between tourist motives and tourist attractions, as stated by Soekadijo (2000), emphasizes the importance of a harmonious relationship between tourists' reasons or motives for traveling and the existence of attractions that fulfill these needs. In other words, the existence of tourist attractions that suit the desires and interests of tourists is crucial in attracting their attention. The attraction must complement or support the tourist's motives, thereby creating a rewarding and fulfilling experience during their trip. Therefore, tourism destination managers need to deeply understand the motives and preferences of tourists so they can develop relevant and attractive attractions to attract tourist interest.

Apart from tourist attractions, tourist consumer satisfaction is also closely related to the availability of various services and facilities needed during the trip. Facilities such as accommodation, restaurants, tour guides and other supporting services play an important role in meeting tourists' daily needs while at the destination. While tourist attractions and tourist services form the basis of tourism activities, to make a place a successful tourism destination, transferability factors are also very important. Transferability shows the need to provide efficient and easily accessible means of transportation, such as motorized

vehicles, trains, airplanes, good road networks, as well as travel services that can facilitate the movement of tourists from their place of origin to their tourist destination. By meeting all these needs, tourism destinations can create a complete and satisfying experience for tourists, allowing them to enjoy their travels comfortably and safely.

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The three types of components of tourism activities, namely tourist attractions, tourist services and tourist transportation, are absolute requirements for tourism, but are not yet capable of causing tourism. These three are absolute requirements. This means that if there is tourism, these three components or determinants must be present, but not vice versa. Prospective tourists still have to be informed that there are tourist attractions, there is transportation to tourist attractions, and there are tourist services available. So there is still a need for publications, and not just ordinary publications, but ones that can make potential tourists interested. These activities are called promotions and marketing. Only with this activity, based on the model above, tourism potential becomes a reality, something actual.

If tourist attractions, tourist services and tourist transportation are absolute requirements for tourism, promotion and marketing are sufficient conditions. And the absolute conditions together with adequate conditions will then produce results, namely tourism. From there it can be seen that the tourism management system is a very complex thing. The production of the components is, of course clear, handled by various institutions, both private and government and by individuals. For example, traditional ceremonies are held by the community, temples are operated by the government, artistic performances are presented by commercial arts agencies, hotel and restaurant companies provide services and facilities, and there are companies that sell transportation, so that automatically, intentionally or unintentionally, the network /cooperation must be carried out between various tourism actors or stakeholders .

In the context of a network model involving various actors with diverse roles and interests, the complexity and dynamics that occur in these interactions can be a significant challenge. First, because these actors come from different domains, they may not have fixed preferences or definite choices, so there can be difficulties in reaching agreement or consensus. Second, differences in perceptions and solution approaches from each actor can cause differences of opinion which have the potential to trigger conflict. Moreover, because these actors have different goals, resources, and action strategies, the difficulties in achieving alignment and agreement can become increasingly complex.

In such conditions, there is the possibility of certain conflicts emerging which can hamper the cooperation process and slow down the achievement of common goals. Apart from that, differences in roles between each actor can also trigger tensions and imbalances in interactions, which in turn can have a negative impact on the effectiveness and sustainability of the existing network model. Therefore, it is important to carry out effective management in managing such networks. Management must be able to manage conflicts that arise wisely, facilitate constructive dialogue, and create collaborative mechanisms that can ensure active participation and involvement from all relevant parties. Thus, although complexity and dynamics can be a challenge, proper management can help maintain the continuity of cooperation and minimize any negative consequences that may arise.

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,From the description of the complexity and dynamics that may occur in the policy network model, it becomes clear that the importance of policy networks management is a crucial factor in ensuring the effectiveness and continuity of the collaboration process involved. First of all, good management can help identify and manage potential conflicts that arise between various actors. With an approach oriented towards conflict resolution, management can create an environment conducive to constructive dialogue, facilitate the exchange of views, and encourage the formation of mutually beneficial understandings between the parties involved.

Apart from that, policy networks management also has an important role in facilitating effective coordination between various actors involved in the decision-making process. Through good management, these actors can work together to develop coordinated strategies and action plans, thus ensuring that collective interests take precedence over individual interests. With effective coordination, policy implementation can be carried out synergistically, minimizing the risk of overlapping or duplication of policies, as well as increasing the efficiency and effectiveness of the resulting policy implementation (Klijn & Koppenjan, 2000).

Furthermore, policy networks management also plays a role in building trust and mutual understanding between the actors involved. In a context full of dynamics and differences, trust is a key factor that can strengthen cooperation and facilitate open communication. Management that focuses on building trust can help reduce tensions between actors, strengthen mutual cooperation, and increase the likelihood of reaching sustainable and sustainable agreements in the long term.

Finally, policy networks management can also be a means of building capacity and increasing active participation of all parties involved in the decision-making process. By encouraging inclusivity and broad participation, management can open up space for the involvement of actors who were previously less involved, and strengthen shared commitment to the desired goals. With inclusive participation, the resulting policies have a stronger foundation in terms of legitimacy and acceptability, which in turn can strengthen the quality and sustainability of the policies implemented.

CONCLUSION

The tourism industry is a complex entity involving various stakeholders with diverse roles, interests and goals. This policy network model involving actors from various backgrounds creates complex dynamics and is often full of challenges. Given the diversity of actors and inherent differences in interests, policy networks management plays a very important role in managing interactions between actors, overcoming potential conflicts, facilitating effective coordination, building trust, and increasing active participation from all parties involved. Through good management, sustainable cooperation can be built, which in turn will encourage the achievement of a more inclusive, sustainable and results-oriented tourism policy that benefits all stakeholders. By understanding the complexity and dynamics involved in managing tourism policy networks, it is important to apply an approach that is inclusive, collaborative and oriented towards constructive conflict resolution. Only by ensuring effective coordination, strong trust and broad participation can

the tourism industry reach its full potential in realizing sustainable tourism development, enriching tourist experiences and providing a significant positive impact on local communities and the surrounding environment.

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