

Stakeholder Partnership Arrangements Creation of Sustainable Tourism in the Garut Regency

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— *Review of* —
**Integrative
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— *Research* —

ABSTRACT

The purpose of this study is to obtain an explanation of the partnership conducted by business actors in the tourism industry and its impact on sustainable tourism. This research is also expected to produce a new concept in the development of Business Administration Science especially on partnership and sustainable tourism. The focus of this study is a business organization (tourism industry business) with a focus on sustainable partnerships and tourism. This research is a survey research using questionnaire as a basic data measurement tool. The population in this study is the tourism industry in Garut regency, while 130 samples taken in accordance with the provisions of Structural Equation Modeling (SEM) techniques. The results showed that partnership (partnership) effect on sustainable tourism (sustainable tourism), this result explains that the hypothesis proposed tested. In this study also found the type of partnership (partnership) that exist in the tourism industry in Garut regency focuses on Attitude of mutual trust and respect. Where the viewpoints or circumstances of the individuals and organizations involved in the business, choosing to focus on mutual trust and respect as the basis for for building collaborative business relationships. The new partnership (Partnersip) builds trust and mutual respect among partners.

Keywords: Partnership, Sustainable Tourism.

1. INTRODUCTION

The tourism sector has evolved into an important driver for growth and prosperity for many countries. This sector is able to contribute to develop by creating jobs through companies that are not directly involved in tourism activities or directly related to tourism, as well as contributing in the form of foreign exchange used for infrastructure development. It is estimated that this sector contributes 11 percent of the world's Gross Domestic Product (GDP) and 10 percent of total employment. (World Economic Forum, 2012)

Tourists are no longer focused just to relax and enjoy the sun, sea and sand. The current consumption patterns started to change into the higher types of tours, not only still relaxed by nature but also with more increased taste by enjoying the product or cultural creations (culture), historical relics (heritage) and nature or ecotourism. This paradigm shift in tourism led to the term of sustainable tourism. The World Commission on Economic Development (WCED) 2010 illustrates that "sustainable tourism development attempts to find a balance between these impacts to create an improved quality of life for the host community and the destination"

Another term of sustainable tourism is the tourism industry that is committed to making a low impact on local environments and cultures, while helping create future employment opportunities for local communities. The goal of sustainable tourism development is to bring positive experiences to local communities, tourism companies and tourists themselves. (UNWTO, 2009)

Indonesia, as an archipelago country, has been considered as one of the tourist destinations that has nature breeze in it. The tropical climate of Indonesia which is supported by the beauty of nature and culture is becoming the most valuable asset and has a huge potential to be developed into tourist objects and attractions. West Java Province has an attraction for domestic and foreign tourists because of its natural beauty. The reason why tourists come to West Java are for the vacation and the recreation. The tourist attraction in West Java includes nature, cultural arts and special interests where the potential is quite diverse and spread in West Java. The development of tourism in West Java is divided into several districts and municipalities where each district / municipality seeks to increase tourist visits to the region.

Garut Regency has a tourism potential. The complete tourism location consists of 28 tourist sites, with 17 mainstay attractions ranging from mountain tourism (Mount Papandayan, Guntur, Talaga Bodas), hot water tour (Cipanas), forest tourism (Sancang), beach tourism (Cangkuang, Godog Cemetery), geowisata (Curug Orok, Darajat crater, Curug Citiis) and artificial tourism (Arum Jeram Tourism, Wisata Agro Barundua).

Initial results on sustainable tourism in Garut regency can be described as follows:

1. There are still many tourist attractions filled with garbage scattered (example: Cangkuang Temple, Santolo Beach, Cipanas).
2. The tourism industry has not been able to involve the community around the location of tourism.
3. Viewed from the growth, only a small number of tourism business actors that can grow well, when the most slowly growing tend to stagnate because it is still managed as a routine.
4. Slow development in tourist destination areas that cause facilities and facilities at tourist attractions is still very minimal.
5. The marginalization of local culture due to the transformation of global culture, this resulted in the difficulty to find cultural attractions in Kab. Garut, currently there are only 15 studios that provides cultural attractions.

Businesses in the tourism industry in Garut regency consists of several entrepreneur fields such as hotel, restaurant, souvenirs stall, transportation, attraction and tour operator companies. Partnerships that are established in the tourism industry consist of business people, government and society.

Organizations or groups that join to make partnerships are sometimes referred to by different terms. According to Roberts in Mai Ngoc Khuong (2011: 66) there are 4 types of IOR (Inter-Organizational Relations): (a) Coalitions (b) Alliances (c) Partnership (d) Joint Venture / Consortium. In the tourism industry the partnership consists of organizations which is different between the government, the private sector and the community then the term partnership used.

Based on interviews and preliminary observations, information on partnership among stakeholders was found among others: First, low commitment; Second, guidance and assistance to business actors engaged in the tourism industry by the government has not run well; Third, the community's trust to the government and business actors are still low; Fourth, in the partnership activities each stakeholder has the same position, in partnership that exist in tourism activities in Garut regency the government power is still very dominant in it, so the position among the stakeholders is to be unfair or lame.

2. LITERATURE REVIEW

2.1. Partnership

Oliver in Mai Ngoc Khuong (2011: 36) “*the relatively enduring transactions, flows and linkages that occur between an organization and one or more organization in its environment*”. Owen (1998:129) “*These companies will collaborate because they can not get what they want without the support or action from another party.*” Oliver in Mai Ngoc Khuong (2011: 64) “*Those organizations incorporate inter-organizational relationships to enhance the legitimacy of the organization. Increased legitimacy can enhance the reputation, image, prestige and norms in their organizations*”.

Robert in Mai Ngoc Khuong (2011: 67) “*Partner organization still remain autonomous, with separate decision-making boards and administrations, but the IOR is operational in handling a particular business function*”.

Factor in partnering Fasel (2000 :13)

1. *Alignment of purpose : the arrangement or order of your venture that allows all pieces to fit together. Other prefer to concentrate on perfecting the processes for their venture, and on ensuring that everyone knows what he/she is supposed to do as a way to get clarity and define a positive, successful relationship. These collaborators count on clarity of role and responsibility and defined ways of doing things to provide the basis for working together. They determine in as much detail as possible, for every individual and organization, who will do what and how things will be done. They clarify authority level, and protocol for decision-making and problem resolution. They develop and deploy systems, both manual and computer based, to help them through the course of the venture.*
2. *Ability to perform: the capacity of both individuals and organization to act*
3. *Attention to process : regard for and vigilance about things that make collaboration work for your venture*
4. *Acuity of communication: keenness or sharpness of focus with respect to your collaboration. Some need to concentrate on clarifying communication for their venture in order to build collaboration. They work together to determine what protocol they will use for meetings, conference call, email message and distribution of documents as well to agree on timeframes for response.*
5. *Attitude of mutual trust and respect : the point of view or state of mind held by the individuals and organizations involved in your venture. Some choose to focus on attitude of mutual trust and respect as the base on which to build their successful collaborative business relationship. They prefer to approach their business dealings from the basis of solid personal relationships. These collaborators spend*

time defining what it means to trust and respect their colleagues. They cite examples of where they experienced trusting relationships, and where trust was broken. They spend time just getting acquainted with their colleagues, finding out as much as they can about each other as people.

6. *Adaptability to learn and change : flexibility and versatility on the parts of all involved to adjust their plans and activities as circumstances change. Some prefer to look at their collaborative venture from the point of view of offering for all involved a learning opportunity right from the start. They determine at the onset of the venture how each participant will have to change to collaborate successfully in this specific situation.*

Model partnerships from Mohr dan Spekman (1994 : 136-137) :

1. Attribute

” suggest that certain process is related to constructs help guide the flow of the information between partners, manage the depth and breadth of interaction and capture the complex and dynamic interchange between partners acknowledge their mutual dependence and their willingness to work for the survival of the relationship. These attributes include commitment, coordination, interdependence, trust, power”.

- a. *Commitment :“ refers to the level where the partners are willing to work or commit themselves for the sake of the partnership”. Austin (2000:85) “ indicates that within cross-sector partnerships, focused attention or commitment is an alliance enabler.”*
- b. *Coordination : “this factor relates to the set of tasks each party expects the order to perform. Successful working partnership are marked by coordinated action directed at mutual objectives that are consistent across organization”.*
- c. *Interdependence : “indicate that firms entering into a relationship must recognize that they depend upon each other for the success of that relationship. This realization usually result when both organization recognize that they will get the benefit from the collaboration”.*
- d. *Trust : “indicate that trust (i.e the belief that a party’s word is reliable and that a party will fulfill its obligation in an exchange) is highly related to firms desires to collaboration”.*

2. *Communication Behavior : “ indicate that partnerships must have effective communication, including communication quality, information sharing and participation in goal and planning”*

- a. *Communication quality “refers to practical issues, such as accuracy of information, timeliness, adequacy of information and credibility (which is also tied to trust, as previously discussed)”*
- b. *Information sharing : “refer to the level information (critical or not) that is shared between partners. More frequent communication or sharing information may result in more effective partnerships”.*
- c. *Participation : “ refers to the ability of the partners to jointly develop goals”. Gray (1989) “indicated that joint decision making based on consensus is critical to partnership success”.*

3. Conflict Resolution Techniques

“ conflict often exists in interorganizational relationship due to the inherent interdependencies between parties. Given that a certain amount of conflict is expected an understanding of how such conflict is resolved is important. The impact of conflict resolution on the relationship can be productive or destructive.

Thus the manner in which partner resolve conflict has implication for partnership success”.

2.2. Sustainable Tourism

Manning & Dougherty (1995:35) “*use of natural resources to support economic activity without compromising the quality of the environment*”. The World Commission on Economic Development (WCED) 2010 “*sustainable development as a way to meet the needs of the present without compromising the ability of future generations to meet their own needs*”. Principle Sustainable Tourism :

1. *Environmental sustainability to ensure that development is compatible with the maintenance of essential ecological processes, biological diversity and biological resources*
2. *Social and cultural sustainability to ensure that development is compatible with the culture and values of people who is affected by them, maintains and strengthens social and cultural identity*
3. *Economic sustainability to ensure that development is economically efficient and that resources are managed so that they can support future generations.*

Sustainable tourism is the implementation from Bruntland report. As Peter & Garry said (2005:168) “Tourism's interested in sustainable development is logical given that it is one industry that sells the environment, both physical and human as its product”. Sharpley and Sharpley in Knollenberg (2011 : 34) “ suggest that sustainable tourism can establish a symbiotic relationship between tourism and the environments it relies upon”.

3. METHOD OF RESEARCH

Object of Research

The object of this study are: the variable partnership as the independent variables and the dependent variable is sustainable tourism (sustainable tourism).

Research of Design

Research that will the author do includes in the field of administrative science, especially business administration. The focus of this research study is the tourism industry with a focus on organizational studies. Approach in this research using quantitative approach. In this study used two types of research that is descriptive research and verification research.

Operationalization of Research Variables

Tabel 1 Variable of Operationalization

Variable	Dimension	Indicator	Scale
<i>Partnership</i> (X)	<i>Attribute</i>	<ul style="list-style-type: none"> a. <i>Commitment</i> b. <i>Coordination</i> c. <i>Trust</i> d. <i>Interdependence</i> 	Ordinal
	<i>Communication behavior</i>	<ul style="list-style-type: none"> a. <i>Quality</i> b. <i>Participation</i> c. <i>Information sharing</i> 	Ordinal
	<i>Conflict resolution techniques</i>	<ul style="list-style-type: none"> a. <i>Joint problem solving</i> b. <i>Persuasion</i> 	Ordinal
<i>Sustainable Tourism</i> (Y)	<i>Environmental sustainability</i>	<ul style="list-style-type: none"> a. <i>Resource benefits</i> b. <i>Minimal resource degradation</i> c. <i>Acceptance of resource values</i> d. <i>Matching of supply and demand</i> 	Ordinal
	<i>Social and cultural sustainability</i>	<ul style="list-style-type: none"> a. <i>Community benefits</i> b. <i>Participation</i> c. <i>Education</i> d. <i>Health</i> e. <i>Employment</i> f. <i>Visitor satisfaction</i> 	Ordinal
	<i>Economic sustainability</i>	<ul style="list-style-type: none"> a. <i>Economic benefit to local and other stakeholder</i> b. <i>Economically viable industry</i> 	Ordinal

Population

The population in this study are business people in the tourism industry which amounted to 484 people.

Sample

The sample in this study was determined by statistical approach of Structural Equation Model (SEM), this approach requires a sample of at least 100 respondents or 5 to 10 times the number of parameters assessed (Hoile, 1995, Hair, 1998). Sample size in this study based on the approach is 10 multiplied by 13 parameters so that as many as 130 tourism business actors in Garut regency. Then use propositional sampling

Test Validity and Reliability Instruments

In this study, data collection is done by using the questionnaire instrument, therefore this research instrument needs to be tested to know the validity and reliability. By using valid and reliable instruments in data collection, it is expected that the results of the research will be valid and reliable. So a valid and reliable instrument is an absolute requirement to obtain valid and reliable research results (Sugiyono, 1999: 110).

Design of Data Analysis and Hypothesis Testing

The analysis in this research involves descriptive analysis. Descriptive analysis seeks to provide an overview of respondents' answers to each item, indicator and research variables.

Furthermore, inferential research uses structural equation modeling analysis technique. This technique is used to see the effect of the partnership variable on sustainable tourism. The researcher uses Structural Equation Modeling (SEM).

4.THE RESULT AND DISCUSSION

One of the objectives of the partnership activities is to achieve sustainable tourism in the tourism industry in Garut regency. Garut regency is one of the regencies in West Java which is now improving its tourism industry.

4.1. Analysis of Partnership Measurement Model

The Partnership variable is measured by using three dimensions and nine indicators. The results of measurement model calculations with LISREL are presented in each dimension as follows:

1.Attribute

The result of Attribute measurement model shows all valid indicators with loading factor value greater than 0.50. In addition to valid, all indicators concluded have high reliability with composite reliability value greater than 0.700. The result of this dimension analysis shows that Commitment becomes the most attention aspect by tourism business in assessing Attribute.

The value of loading factor of 0.75 and the indicator reliability value of 0.56 states that 56% of differences in views on the indicator Commitment is a reflection of the assessment of the Attribute.

The AVE value greater than 0.5 means that the measurement variance that the construct can reflect is good.

2.Communication Behavior

The result of Behavior Communication Dimension measurement model shows all valid indicators with loading factor value greater than 0.50. In addition, all indicators are considered to have high reliability with composite reliability value greater than 0.700.

This dimension is most dominantly measured by Quality indicator with loading factor of 0.77 and reliability indicator of 59%. This result suggests that the difference of vision (variance) over Quality indicator is a reflection of Communication Behavior.

The AVE value greater than 0.5 means that the measurement variance that the construct can reflect is good.

3. Dimension Conflict Resolution Techniques Measurement Model

The result of Dimension Conflict Resolution Techniques measurement model shows all valid indicators with loading factor value greater than 0.50. All indicators concluded have high reliability with composite reliability value greater than 0.700. Joint problem solving is the most dominant indicator of measure.

The AVE value greater than 0.5 means that the measurement variance that the construct can reflect is good.

All dimensions used to measure the Partnership variable have a loading factor greater than 0.50 so it can be concluded valid. The three dimensions produce a value of Composite reliability greater than 0.700 so that the three dimensions can be concluded reliable.

The analysis result shows that the dominant Partnership variable is measured by Communication behavior dimension with loading factor 0.85 and indicator reliability 0.723 which states that 72.3% variance of Communication behavior is a reflection of Partnership. The AVE value greater than 0.5 means that the measurement variance that the construct can reflect is good.

4.2. Analysis of Sustainable Tourism Measurement Model

Sustainable Tourism Variables Measured using three dimensions and eleven indicators. The results of measurement model calculations with LISREL are presented in each dimension as follows:

1 Environmental sustainability

The result of Environmental Sustainability measurement model shows all valid indicators with loading factor value greater than 0.50. In addition to valid, all indicators concluded have high reliability with composite reliability value greater than 0.700. The analysis of this dimension shows that Resource Benefits and Acceptance of Resource Values are the most viewed aspects of tourism business actors in assessing Environmental sustainability. The loading factor value of 0.77 and the indicator reliability value of 0.593 indicates that 59% of the variance of the Resource benefits and Acceptance of Resource values indicator is a reflection of the assessment of Environmental sustainability.

The AVE value greater than 0.5 means that the measurement variance that the construct can reflect is good.

2. Social and Cultural Sustainability

The result of Social And Cultural Sustainability measurement model shows all valid indicators with loading factor value greater than 0.50. All indicators have high reliability with composite reliability greater than 0.700. The AVE value greater than 0.5 means that the measurement variance that the construct can reflect is good.

The result of the analysis on this dimension shows that Education is the most considered aspect by tourism business actors in assessing Social And Cultural Sustainability. The value of loading factor of 0.78 and the indicator reliability value of 0.608 states that 60%

variance of the Education indicator is a reflection of the assessment of Social And Cultural Sustainability.

The result of Economic Sustainability measurement model shows all valid indicators with loading factor value greater than 0.50. These indicators have high reliability with composite reliability values closer than 0.700. The value of AVE close to 0.5 means that the measurement variance that the construct can reflect is good enough.

The result of this dimension analysis shows that Economically viable industry is the most essential aspect of tourism business in assessing Economic Sustainability. The loading factor value of 0.70 and the indicator reliability value of 0.490 indicates that 49% variance over the Economically viable industry indicator is a reflection of the assessment of Economic Sustainability.

All dimensions used to measure the variable of Sustainable Tourism have a loading factor value greater than 0.50 so it can be concluded valid. The three dimensions produce a value of Composite reliability greater than 0.700 so that the three dimensions can be concluded reliabel. The result of variable measurement model analysis shows that the variable of Sustainable Tourism is dominantly measured by Economic sustainability dimension with loading factor 0.82 and reliability indicator 0.672 which states that 67.2% variance of Economic sustainability is a reflection of Sustainable Tourism. The AVE value greater than 0.5 means that the measurement variance that the construct can reflect is good.

residue

4.3. Hypothesis testing

The hypothesis in this research is that there is Influence Partnership to Sustainable Tourism with hypothesis as follows:

$H_0 : \gamma_1 = 0$ There is no influence of Partnership on Sustainable Tourism

$H_1 : \gamma_1 \neq 0$ The influence of Partnership on Sustainable Tourism

Tabel 2 Hypothesis Testing The Effect of Partnership on Sustainable Tourism

Pengaruh	γ_1	t hitung	t tabel	Keterangan
<i>Partnership</i> → Pariwisata Berkelanjutan (Sustainable Tourism)	0.71	3.80	1.98	Tolak H0

The table above informs that the partnership gives the effect of 0.71 on Sustainable Tourism. Testing this hypothesis gives the value of t arithmetic (3.80) is greater than the value of t table at a significance level of 0.05 (1.98) thus rejecting the null hypothesis. So it can be concluded that there is influence Partnership on Sustainable Tourism.

The calculation result on this model gives coefficient of determination equal to $R^2 = 0,712 = 0,504$. So it can be concluded that 50.4% of changes that occur in the variable of Sustainable Tourism is influenced by Partnership variables

5. CONCLUSION AND RECOMMEDATIONS

1. Conclusions

Based on the results of research that has been done can be concluded that:

1. The results of this study explain that the proposed hypothesis is tested. So it can be concluded that there is influence Partnership (Partnership) on Sustainable Tourism (Sustainable Tourism).
2. The influence of partnership on sustainable tourism in tourism industry Garut regency is determined significantly by attribute, communication behavior and conflict resolution techniques with high and significant category. The dimension of communication behavior is the dimension that determines the effect of partnership on sustainable tourism, followed by the dimension of attribute and dimension of conflict resolution techniques.
3. The result of the analysis on Environmental sustainability dimension shows that Resource Benefits and Acceptance of Resource Values become aspects that are considered by tourism business actors in assessing sustainable tourism. The results of the analysis on the Social and Cultural Sustainability dimension indicate that Education is the aspect that the tourism business acknowledges in evaluating the sustainable tourism, and the result of the analysis on the dimension of Economic Sustainability shows that Economically viable industry becomes the aspect that the tourism business acknowledges in evaluating the sustainable tourism. The result of variable measurement model analysis shows that the variable of 4. Another finding in this research is the partnership activity in the tourism industry in Garut regency just happened partially that is between government and private, government and society and also private and society. Whilst a comprehensive partnership between government, private and community has not yet taken place.

2. Suggestion

Based on the results of research on the tourism industry in Garut regency, the author gives several suggestions. It is expected that the proposed suggestions will be a meaningful input for academic and practical.

1. The author recommends conducted research on the community of the industry in tourist development. The development of industrial community can increase community participation in partnership with government and business.
2. The Government, especially the Department of Tourism, conducts community development on an ongoing basis of the benefits of tourism, so as to generate the desire of the community to maintain the object of tourism and utilize the object of tourism as a livelihood so as to drive the wheels of the economy of society.
3. Build public awareness about tourism so that the public will participate directly in tourism activities

4. Building partnerships between governments, private parties and communities jointly to develop the tourism industry.

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