



## Synergistic Stakeholder Strategies in Sustainable Tourism Development in Tana Toraja

Niken Ayu Ningsih Panggula; Alwi; Gita Susanti

Faculty of Social and Political Sciences, Department of Public Administration, Hasanuddin University, Makassar, Indonesia

<http://dx.doi.org/10.18415/ijmmu.v10i12.5475>

---

### **Abstract**

Tourism Development is a Tourism Office program in advancing tourism in Tana Toraja Regency to increase Regional Original Income by collaborating with the government sector, the private sector and the community sector. This research aims to analyze Collaborative Leadership in Tourism development in Tana Toraja Regency. This research uses qualitative research methods with descriptive research. Data collection techniques were carried out using in-depth interviews, observation and documentation studies. The data was analyzed with data reduction techniques, data presentation and drawing conclusions. The results of the research show that Collaborative Leadership in Tourism Development in Tana Toraja Regency has not been effective, which can be seen using the dimensions of Collaborative Leadership, namely (1) Activating Resource Assistance, this can be seen from the resources that have been contributed by actors collaboration and well managed by the tourism office but it is not yet effective because resource facilitation is not evenly distributed. (2) Framing the Work Environment, this has not been effective because the coordination process, Standard Operating Procedure, communication and involvement of other actors are very inadequate.

**Keywords:** *Collaboration Leadership; Socio-Economic Impact; Cultural Tourism*

### **Introduction**

In carrying out the collaborative process, leadership cannot be separated because one of the successful aspects of implementing Collaborative is Leadership. Collaborative leadership is considered the most popular and dynamic leadership theory because of its relationship to collaborative or network governance studies (e.g., Agranoff & McGuire, 2001; O'Leary, Gazley, McGuire, & Bingham, 2009; Quick & Feldman, 2014).

In the field of government, Collaborative Leadership is used to make decisions that can be accepted by the community so that they can resolve existing conflicts and problems. Collaborative leadership is effective leadership in overcoming change, which requires collaboration, listening, influencing and adaptation (Meyer, 2009). The presence of Collaborative Leadership as a new study in public administration is basically considered capable of helping the government in resolving various complex problems in the collaboration process and improving the quality of collaboration. The emergence

of the Collaborative Leadership concept as a government effort to improve the collaboration process and speed up the program. One sector that requires collaboration is the tourism sector.

The tourism sector is one of the service and service industry activities that is Indonesia's mainstay in order to increase the country's foreign exchange in the non-oil and gas sector. Tana Toraja Regency is also one of the most favorite tourist destinations in Indonesia which, if managed and developed well and appropriately, will become a tourist destination.

In developing tourism in Tana Toraja, of course the Tana Toraja Regency Tourism Office cannot work alone. Therefore, institutional collaboration is needed that is efficient and effective in implementing development programs. The institution that oversees the collaborative process in tourism development in Tana Toraja Regency is the Tourism Awareness Group or POKDARWIS. The Tourism Awareness Group is a group that is a forum for the Tourism Office and related agencies together with the private sector and the community sector to collaborate together in tourism development.

Tourism in Tana Toraja Regency is also the largest source of Regional Original Income in Tana Toraja Regency. The amount of income received depends on the size of the number of visitors who come to the tourist attraction. However, in reality, the percentage of visits over 5 years experiences a cycle of ups and downs so that regional income also experiences a cycle of ups and downs.

Another phenomenon that the author found was that there were 14 government actors included in the collaboration team but in reality only 10 actors were willing to involve themselves and contribute to the collaboration and the involvement of 2 private actors was still very lacking so it needed to be increased more. So the researcher can conclude that the collaboration process in tourism development is not optimal. This states that the Tourism Office as the leader in collaboration is not optimal in leading and directing the collaboration process. From the problems found, the author considers that collaborative leadership in tourism development in Tana Toraja Regency is still inadequate.

This research aims to analyze Collaborative Leadership in tourism development in Tana Toraja Regency. This research uses qualitative research methods with descriptive research. Data collection techniques were carried out using in-depth interviews, observation and documentation studies. The data was analyzed using the case study method with a data analysis model by (Miles & Huberman, 1994) with data reduction techniques, data presentation and drawing conclusions. The research results show that Collaborative Leadership in Tourism Development in Tana Toraja Regency uses Collaborative Leadership dimensions (Hsieh and Liou, 2018), namely (1) Activating Resource Assistance (2) Framing the Work Environment.

## ***Method***

This research uses qualitative research methods with descriptive research. Data collection techniques were carried out using in-depth interviews, observation and documentation studies. The data was analyzed using the analysis model by (Miles & Huberman, 1994) with data reduction techniques, data presentation and drawing conclusions. The location chosen by researchers was Tana Toraja Regency. The location of this data collection area is at the Tana Toraja Regency Tourism Office.

This research aims to analyze Collaborative Leadership in Tourism Development in Tana Toraja Regency. The informants in this research were the Head of the Tana Toraja Regency Tourism Service, Head of the General Officers and Spatial Planning Service, Head of the Environmental Service, Head of the Cooperatives, MSMEs and Industry and Trade Service, Head of the Agriculture Service, Head of the Public Housing and Settlements Service, Head of the Civil Service Police Unit, Chair of ASITA, Chair of HPI, Head of Lembang Pa' Tengko, and Deputy Chair of PHRI. The focus of this research uses the Collaborative Leadership dimensions proposed by (Hsien and Liou, 2018), namely (1) Activating

Resource Assistance, this can be seen from how the Leader is able to involve the required resources and manage them well (2) Framing the work environment, This can be seen from how leadership can maintain the collaboration process between the actors involved.

## ***Results and Discussion***

The programs implemented by the Tana Toraja Regency Tourism Office support other sector programs in order to improve the physical and spiritual welfare of the community. The success of tourism development will have multiplier effects that benefit all development sectors. Good tourism management will become fertile ground for the creation of new jobs in the fields of transportation, accommodation, food provision, other services and the target of supplying agricultural products, livestock, crafts, friendship and social relations between regions and between countries.

The actors involved in tourism development in Tana Toraja Regency are stated in Decree No. 61/11/ 2022 concerning the Formation of a Team for the Acceleration of Regional Tourism and Creative Economy Development in Tana Toraja Regency, namely: Head of the Tana Toraja Regency Tourism Service, Head of Tana Toraja Regency BAPPEDA, Head of the Tana Toraja Regency Environmental Service, Head of the Tana Toraja Regency PUPR Service, Assistant for Economics and Development, Head of the Tana Toraja Regency PRKP Service, Head of the Tana Toraja Regency Communication and Information Service, Head of the Saddang I Forest Management Unit, Head of the Community Empowerment and Lembang Service, Tana Toraja Regency, Head of the Tana Regency Cooperatives, MSMEs, Trade and Industry Service Toraja, Head of Satpol PP and Fire Department of Tana Toraja Regency, Head of Investment and PTSP Service of Tana Toraja Regency, Head of BPKAD Tana Toraja Regency and Head of Culture Service of Tana Toraja Regency.

Not only with the government sector, the Tourism Department also collaborates with the private sector, namely the Indonesian Tourist Guide Association (HPI), the Indonesian Hotel and Restaurant Association (PHRI) and there is also the community sector, one of which is the Head of Lembang Pa'Tengko.

Based on the results of research in the form of interviews with related parties and the results of observations on the phenomenon of the collaboration process in the tourism development program in Tana Toraja Regency, the researcher tries to describe various findings and field phenomena related to the implementation of aspects of Collaborative Leadership that have been implemented by the Regency Tourism Office Tana Toraja is based on the perspective of Collaborative Leadership theory according to Hsien and Liou, 2018 with 2 dimensions which are the main analytical tools in this research.

### **1.Enable Resource Help**

The category of enabling resource assistance is a set of behaviors used to achieve program goals. Activating resource assistance is an important component of leadership because it marshals critical resources such as money, information and expertise. Matching the right players with the right resources is a critical task of collaborative leadership. Refers to the behaviors used to identify and combine the people and resources needed to achieve program goals.

The role of the Tourism Office in activating resource assistance is seeking resource assistance from other sectors to provide services such as the government, private or community sectors. The actors who contribute resources currently play an active role in tourism development, namely the Public Works and Spatial Planning Service, the Environment Service, the Agriculture Service, Satpol PP, the Public Housing and Settlement Service, the Cooperatives Service, MSMEs, Industry and Trade. , Lembang and Community Empowerment Service, Head of Lembang Pa'Tengko, Indonesian Tourism Association, and Indonesian Hotel and Restaurant Association.

Based on the results of data reduction in the form of interview transcripts with 10 (ten informants), it is known that the activation of resource assistance came from parties who were members of the Decree on the Regency Tourism Development Acceleration Team. Tana Toraja and other external parties implemented by the Tourism Office as the leader in the tourism development program in the District. Tana Toraja is sufficient because the Tourism Office as the leader has carried out an analysis of the required resource needs and has distributed the results of the analysis of resource needs to be followed up by collaborating actors and the Tourism Office as the leader has been able to match resource needs with collaborating actors.

However, there are several weaknesses found by the author, namely that the Tourism Office as the leader has not facilitated comprehensive tourism development training involving all collaborating actors and there are still collaborating actors who have sufficient capacity/competence to facilitate resources in tourism development programs, however have not received access/facilitation from Tourism Service leaders so that capacity and competence can be useful.

## **2. Framing the Work Environment**

Leaders frame the work environment by facilitating agreement on leadership roles, building an identity and culture for collaboration, developing work structures and cultivating a shared collective vision for collaboration. If leaders do not have adequate skills, experience or training on how to lead, then collaboration is needed to support each other. All behaviors framing the work environment that are facilitated by leaders are expected to improve organizational performance.

Based on the results of data reduction in the form of interview transcripts with 10 (ten informants) and the results of field observations, it is known that the role of the Tourism Office as a leader in the tourism development program in the District. Tana Toraja is inadequate in framing the work environment between collaborative actors because the Tourism Office as the leader in creating a good collaborative work environment has not been fully effective, as can be seen from the inability of the Tourism Office as the leader to encourage active involvement from all parties who are members of the Decree on the Acceleration Team District Tourism Development. Tana Toraja.

The coordination and communication capabilities of the Tourism Department as the leader are still not effective. There is no implementation of integrated coordination and communication channels that can be accessed by all collaborating actors and there is no evidence at all that shows the existence of a collaborative work structure and Standard Operating Procedure in the Tourism Development Program in the District. Tana Toraja.

## **Conclusion**

The conclusion of this research is based on the Collaborative Leadership dimensional approach in tourism development in Tana Toraja district, showing that the governance of all stakeholders involved in carrying out this collaborative process is not optimal because it is based on two dimensions, namely (1) Activating Resource Assistance, this can be seen from There is still a lack of facilitation in tourism development training that is comprehensive and involves all collaborating actors and there are still collaborating actors who have sufficient capacity/competence to facilitate resources in tourism development programs. As for the second dimension, namely (2) Framing the Work Environment, this can be seen from the inability of the Tourism Office as leader to encourage active involvement from all parties who are members of the Decree on the Regency Tourism Development Acceleration Team. Tana Toraja, there is no coordination and communication channel that is integrated and can be accessed by all collaborating actors, and the Tourism Office and all collaborating actors involved, only work according to the structure/procedure that runs in each work unit without any special work structure more effective, efficient and focused collaboration to achieve tourism development program goals.

## Reference

- Agranoff, R., & McGuire, M. 2001. Big questions in public network management research. *Journal of Public Administration Research and Theory*, 11(3), 295–326.
- Alwi, 2018. Collaboration and policy performance (Challenges and strategies in determining and implementing policies): Jenny's bookstore. Yogyakarta.
- Denhardt, J.V and R.B. Denhardt. *The New Public Service: Serving Rather Than Steering*. *Public Administration*, Nov/Dec, 60, 6, 549-559,2000.
- Fredericson, G & Smith, Kevin B, 2003, *The Public Administration Theory Primer*, United States of America, by Westview Press.
- George Frederickson. 1997. *The Spirit of Public Administration*. Jossey Bass Publishers. San Francisco.
- Hsieh, J. Y., & Liou, K. T. 2018. Collaborative Leadership and Organizational Performance: Assessing the Structural Relations in a Public Service Agency. *Review of Public Personnel Administration*, 38(1), 83–109. <https://doi.org/10.1177/0734371X15623619>.
- Klijin, E.H. & Joop Koppenjan. 2016. *Governance Networks in the public sector*. Routledge. New York.
- Kooiman, J. (Ed.). 1993 *Modern Governance*. London: Sage.
- McGuire, M., & Silvia, C. 2009 Does Leadership in Networks Matter?, *Public Performance & Management Review*, 33:1, 34-62.
- Meyer, A. De. 2009. *Collaborative Leadership*. Judge Business School, University of Cambridge.
- Miles, M. B., & Huberman, A. M. 1984. *Analyzing Qualitative Data: A Source Book for New Methods*. Beverly Hills: Sage Publications, Inc.
- O'Leary Rosemary, Beth Gazley, Michael McGuire, and Lisa Blomgern Bingham, 2008, *Public Managers in Collaboration in The Collaborative Public Manager; New Ideas for the twenty-first century*, ed Rosemary O'Leary and Lisa Blomgern Bingham, Washington DC; Georgetown University Press.
- Osborne, Stephen. P. 2010. *The New Public Governance? Emerging Perspective on The Theory and Practice of Public Governance*. New York: Routledge.

## Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).