



Original Article

The Role of Pentahelix Elements in the Tourism Development Process in Jati Tourism Village, Garut Regency

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Abstract:

In the current era, there has been a shift in tourism trends from mass models to more sustainable activities involving local community participation. Jati Tourism Village, which has been designated as a leading village in Garut Regency, was established as a Tourism Village based on Decree number 556/KBP.963-DPMD from the Head of the Tourism and Culture Office of Garut Regency, which designated this village as a Pioneering Tourism Village in Garut Regency. Over time, The tourist attraction requires development programs. This research explores the potential development of the tourism village through four main indicators: tourism village infrastructure development, tourism village marketing, institutional strengthening, and actor partnerships. Using a qualitative descriptive approach, this study aims to analyze the role of stakeholders in the development of Jati Tourism Village, using the pentahelix framework, which consists of element from Academia, Business, Government, Community, and Media. The result show that stakeholders are able to play their roles according to their respective responsibilities. Although some are considered less optimal. These obstacles pose challenges in achieving the goals of the Jati Tourism Village development program. Field findings include a lack of understanding of regulations, limited funding, inadequate human resources, and insufficient coordination and collaboration among stakeholders. Recommendations include addressing tourism needs, implementing intensive and sustainable training programs to improve the quality of human resources, and creating formal Memorandum of Understanding (MoU) that bind stakeholders together.

Keywords: tourism village development, pentahelix, strategic management

Introduction

Nowadays, there has been a shift in tourism trends from mass models toward more environmentally friendly activities and engagement with local communities (Adellia Putri Rachmasari, Muhammad Ali Syahadah, 2022). This shift reflects that tourists are no longer interested in conventional products that offer recreational activities, but rather have shifted towards products that emphasize elements of experience, uniqueness,



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authenticity, and appreciation for local environment and culture ([Damanik, 2023](#)). This change in preference supports the growth and development of community-managed tourism villages while maintaining the rural character. This can stimulate economics growth while preserving the natural environment and village culture ([Mirayani et al., 2023](#)). Law number 6 of 2014 on Villages is a regulation issued prior to the existence of specific regulations on this matter. Previously, there were no legal provisions that explicitly stipulated the functions, duties, authority, and budget of village governments in community empowerment efforts. The existence of the (Indonesian Government Regulation, 2014) clearly outlines the concepts of community empowerment, as stated in Article 1, paragraph 12. This article explains that community empowerment is an effort to increase the independence and welfare of the community by enhancing knowledge, attitudes, skills, behavior, abilities, awareness, and the optimization of resources. This is achieved through the development of policies, programs, activities, and guidance that align with the essence of the problem and the priority needs of the community. Additionally, Article 18 states that village authorities include the administrations of village governance and the implementation of village development based on community initiatives, ancestral rights, and village customs. The government continues to take various steps to use tourism as a key sector in national development efforts. One program considered to have great potential for enhancing national tourism is the development of tourism villages. As a rural area that as explained by [Haryanti, L., & Nugroho, \(2019\)](#), a tourism village is a rural area that offers authentic experiences from the socio-economic perspective, culture, daily life, local customs, distinctive village structures, and community economic activities, all of which have the potential to be expanded and developed. Currently, the Ministry of Tourism and Creative Economy emphasizes the development of tourism villages as a key focus in efforts to offer alternative tourism ([Hakim, 2022](#)). A tourism village is the result of the integration of attractions, accommodation, and supporting facilities, presented within the context of community life that is harmonious with local norms and traditions. Villages possess potential that can be enhanced into tourist destinations involving natural aspect, human resources, and cultural wealth ([Damanik, 2023](#)). The natural potential, human resources, and cultural wealth of a village can be exploited to develop it into a tourist destination ([Suranny, 2020](#)). According to [Yuniningsri Tri, Titi Darmi, \(2019\)](#), the failure of tourism village development is often attributed to the lack of synergy of effective collaboration among the elements in the Pentahelix model. The Pentahelix model involves five main pillars that are interconnected in the development of a tourism village, namely government, industry, academia, community, and media. The following is an analysis of factors that can lead to failure, including:

1. Lack of Government Coordination

The failure of a tourism village can begin with the lack of coordination between local government and related agencies. Inconsistent policies, complicated licensing, and lack of financial support can be obstacles. Without strong government support, tourism villages may struggle to implement development plans, manage infrastructure, and create a conducive business environment.

2. Unsustainability of Local Industries

The unsustainability of local industries can lead to business closures, loss of livelihoods, and low economic contributions to the tourism village. This is caused by a lack of support, training, or their involvement, which can hinder local economic growth.

3. Lack of Research and Innovation from Academia

Tourism villages may lose competitiveness, be unable to adapt to market changes, and lack innovation in offering tourism experiences. The lack of academic involvement in conducting market analysis may cause tourism villages to fail to understand current trends and meet tourist expectations.

4. Lack of Active Participation from The Local Community

Communities that do not feel ownership or involvement in the development of the tourism village tend to be less supportive of the project. This results in a gap between community interests and development plans, potential conflicts, and unsustainable initiatives due to a lack of support from the community.

5. Lack of Positive Media Coverage

A lack of positive media coverage or even negative reporting can affect the perception of tourists and potential investors. Consequently, decreased media appeal can reduce the number of visitors. Difficulties in promoting the village and a decline in investor interest may occur.

Not all villages have the capability to be designated as tourism villages, as achieving such status involves a series of stages and effective collaboration between various parties to support the development of tourism potentials across Indonesia ([Wahyuni, 2019](#)). The importance of the Pentahelix's roles lies in its significant impacts, where stakeholders become the main reference contributing to the success of tourism village development. [Maulana et al., \(2022\)](#) also stated that the Pentahelix concept has a significant impact on the advancement of tourism villages. Synergistic coordination and collaboration among various stakeholders, including those within the Pentahelix, are crucial factors in village development efforts. In Jati Tourism Village, the research location, there are tourism potentials capable of attracting tourist interest, which has garnered attention from the government due to its significant potential. Administratively, this village is located in Tarogong Kaler District, Garut Regency. Through observation, the author notes that Jati Tourism Village has been recognized as a Tourism Village through Decree number 556/KBP.963-DPMD from the Head of the Tourism and Culture Office of Garut Regency, designating this village as a Pioneering Tourism Village in Garut Regency. This village is particularly known for the combination of its natural resources beauty, such as fish pond tourism village as its main attraction. However, the coordination in managing the tourism village by stakeholders has not been optimal, the presence of Pentahelix roles such as academia, government, businesses, community, and media is already present and involved ([Hakim, 2022](#)).

Methods

This research adopts a qualitative descriptive approach, where the collected data is non-numeric, such as words and images, as explained by [Moleong, \(2019\)](#). This method was chosen with the expectation of providing an in-depth description through in-depth interviews and observations of individuals, groups, organizations, and the surrounding community, which are likely to be key to understanding the research object. Interviews and observations were conducted thoroughly to gather data that is depicted verbally, in writing, or through behavior. Interviews with informants are considered crucial, as they are expected to provide a comprehensive overview of the pentahelix and tourism development in Jati Tourism Village. The selection of informants was done carefully to ensure they represent all elements of the pentahelix strategy. In data analysis, this research follows the steps outlined by [Miles, \(1992\)](#), which include data reduction, data presentation, and data verification. The data collection techniques used

include interviews, observation, and documentation.

Results

Jati village is one of the villages located in Tarogong Kaler District, Garut Regency, West Java Province. This village was first established in 1982. The name 'Jati' carries the meaning that the community there has a strong sense of identity. Most of Jati Village's area dominated by agricultural land, crops, and plantations. The fishery sector is also one of the village's largest potentials, earning Jati Village the nickname 'The Village of a Million Ponds.' Jati Village boasts diverse natural beauty, such as its pristine green scenery, and a variety of cultural arts, including pencak silat, degung musical arts, and lengser performances. The village also has a wide range of potentials, including extensive land used for agriculture, crop plantations, and educational tourism.

1. Key stakeholders

The parties playing a central role in the development of Jati Tourism Village include the Village Government, the Regional Government represented by the Regional Tourism Promotion Board (BPPD) of Garut Regency, and Jati's POKDARWIS (tourism Awareness Group). These stakeholders are individuals or entities with legal policies, authority, and responsibility for the implementation of tourism village development. Additionally, the research identifies Jati's POKDARWIS as a key stakeholder.

2. Primary stakeholder

The main parties involved in the initiative to develop Jati Tourism Village include local community members, who are recognized as primary stakeholders. The residents of Jati Village are the main group directly affected by the development programs. Which can stimulate economic growth within the community. The involvement and active participation of the local community in the management and development of Jati Tourism Village are key factors.

3. Secondary stakeholders

In the development of Jati Tourism Village, private sector involvement, such as entrepreneurs, academics, and the media-referred to as secondary stakeholders-also contributes significantly, despite not having a direct interest. The interest and influence of each stakeholder vary, and classification based on interest and influence, as explained by [Handayani, A. A. I., Martono, E., & Muhamad, \(2019\)](#), identifies four groups of stakeholders:

- a. **Subject:** stakeholders with high interest but low influence. In Jati Tourism Village. Local community members such as homestay owners and small business operators (UMKM) fall into this category.
- b. **Key players:** stakeholders with both high interest and high influence. Jati tourism Village fall into this category, including POKDARWIS plays a primary role, with significant interest and influence in village development. The private sector holds both high interest and influence through their corporate social responsibility (CSR).
- c. **Crowd:** stakeholders with both low interest and low influence. In the context of Jati Tourism Village development, the Transportation Department belongs to this group, as it has an indirect interest in village development.
- d. **Context setters:** stakeholders with low interest but high influence. These stakeholders serve as supporters of the program. Stakeholders such as the Jati

Village Government, the Department of Tourism and Culture (Disparbud), Jati's BUMDES (Village-Owned Enterprises), the Department of Industry and Labor, as well as electronic and print media, fall into this category in the development of Jati Tourism Village.

Table 1. Analysis of the Role of Each Stakeholder in the Effort to Develop Jati Tourism Village.

Stakeholder	Position	Role (Interest And Influence)	Role Analysis
Community of Jati Village	Primary stakeholder	subject	1. Provide areas for the development of the tourism sector. 2. Provide accommodation for tourist 3. Actively participate in the tourism sector development process. 4. Business operators contribute by paying fees to POKDARWIS. 5. Landowners set fees and charge POKDARWIS as rent for using these areas.
POKDARWIS Jati	Key stakeholder	Key player	1. Coordinate and hold meetings with various stakeholders such as government offices, academics, the community, and the village government to discuss Jati Tourism Village development programs. 2. Responsible for managing facilities that support tourism activities. 3. Involved in constructing tourism infrastructure with the support of other stakeholders, such as road repairs, toilets, and more. 4. Organize annual events as offline promotional and branding tools to attract tourist and potential visitors. 5. Provide competent workers, including ticket attendants, parking attendants, cleaners, and tourist site guards. 6. Contribute funds allocated to Jati's BUMDES. 7. Conduct online promotions through social media platforms.
Private sector/Business (BUMD and Companies)	Secondary stakeholder	Key player	1. Provide financial assistance to Jati Village business operators through the People's Business Credit (KUR) scheme with low-interest rates. 2. Provide knowledge about cashless transactions and conduct digital marketing via social media

			platforms like Instagram.
			3. Develop various tourism facilities, including ticket counters, signage, parking booths, paved roads, and more.
Academics (Universitas Garut)	Secondary stakeholder	Key player	1. Collaborate with POKDARWIS Jati in implementing a series of tourism village development programs. 2. Organize initiatives to improve human resources and business facilities, including training in digital marketing, administration, agricultural product innovation, and freshwater fish farming. 3. Coordinate with other stakeholders to design and implement Jati Tourism Village development programs. 4. Participate in marketing Jati Tourism Village via social media.
Department of Manpower and Transmigration	Key stakeholder	Supporter (contest setter)	1. Organize training programs for business operators (UMKM) in Jati Tourism Village, including training on packaging, branding, and logo creation. 2. Coordinate with other supporters to conduct training aimed at improving human resources quality.
BPPD (Regional Tourism Promotion Board)	Key stakeholder	Supporter (contest setter)	1. Develop and implement empowerment programs for the local community and POKDARWIS. 2. Support POKDARWIS and other stakeholders in carrying out Jati Tourism Village development programs. 3. Organize training for tour guides, tourism site management, homestay management, and other activities. 4. Participate in marketing Jati Tourism Village through social media posts, brochure creation, and pamphlets. 5. Provide and distribute tourism information from the central office to the village.
Department of Transportation	Secondary stakeholder	Crowd	1. Coordinate with the Department of Public Work (PUPR) regarding the installations of road markings along the route to Jati Tourism Village. 2. Plan and design the transportation route to Jati Tourism Village.
Jati Village Government	Key stakeholder	Supporter (contest setter)	1. POKDARWIS and the local community have full authority to manage and regulate tourism sites

t			setter)	with a degree of autonomy.
				2. Monitor the progress of jati Tourism Village development.
				3. Regularly coordinate with the regional government regarding village development programs.
				4. Organize annual events with POKDARWIS and the local community, such as festivals, to maintain and strengthen the image of Jati Tourism Village.
Media (electronic and print)	Secondary stakeholder	Supporters (contest setter)		1. Actively promote Jati Tourism Village through social media and news prtals.
				2. Play a key role in increasing tourist visits.
				3. Collaborate with POKDARWIS Jati to plan and execute Jati Village’s annual festivals.

Conclusion

In analyzing stakeholder roles, the first step is identifying and mapping stakeholder. Stakeholder identification is carried out to classify them into the five elements of the pentahelix, while mapping aims to understand the roles, interests, and influence of each stakeholder. In the context of the development of Jati Tourism Village, key players involve POKDARWIS Jati, the private/business sector (BUMD and companies), and academics (Universitas Garut). Key players are considered actors with significant for tourism village development, as outlined in Decree No. 556/KBP.963-DPMD from the Head of the Department of Tourism and Culture of Garut Regency, which designates Jati Village as an Emerging Tourism Village in Garut Regency. The result of this study indicate that each stakeholder plays its role, such as the Jtai Government, which needs to focus more on the sustainability of tourism by providing stimulus in the form of allocating a portion of village funds.

Suggestion

1. There is a need to enhance the role of the government, especially the department overseeing and responsible for the development of jati ourism Village, focusing on follow-up actions after the training programs are completed.
2. It is important to optimize the role of the Jati Village government and BUMDES Jati, so they do not solely rely on income from the tourism village but also diversify village enterprises.
3. The allocation of village funds should be re-evaluated, with a portion allocated to meet tourism needs, supporting village tourism development and increasing village revenue.
4. Training programs aimed at improving humas reseources should be enhanced and implemented sustainably by the auothorities, both for internal management and for the local community in general.
5. Regular coordination meetings among stakeholder are necessary for the development of Jati Tourism Village to establish a shared understanding of development aligned with existing regulations.

6. Formal MoUs between stakeholders need to be established to solidify agreements and clearly define roles and tourism village development programs.
7. Increasing the intensity of coordination and communication among stakeholder is crucial to prevent miscommunication and reduce discontinuity in the roles of each stakeholder.

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