




Stakeholder Collaboration Strategy in the Development of Gegesik Kulon Tourism Village: A MACTOR Analysis

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ABSTRACT

This study explores the development strategy of Gegesik Kulon, a potential tourism village in Cirebon that uniquely combines travel with cultural preservation. However, it faces challenges such as suboptimal tourism management and low carrying capacity among stakeholders. Additionally, this area has the highest poverty rate in Cirebon Regency. By utilizing the MACTOR method, this study identifies the involvement of stakeholders in the development process of the Gegesik Kulon Tourism Village. Through purposive sampling based on the Quadruple Helix concept, the study highlights the importance of collaboration among academics, local governments, tourists, and business actors. The results indicate that the main actors include Kuwu Gegesik Kulon, the Tourism Awareness Group, the Cirebon Regency Culture and Tourism Office, and academics, all of whom play a crucial role in the development of village tourism. These findings advocate for a development strategy that emphasizes stakeholder integration to promote sustainable tourism, ultimately aiming to enhance the economic viability and integrity of Gegesik Kulon's cultural tourism.

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1. Introduction

Indonesia, the largest archipelago in the world with more than 17,000 islands, boasts a rich and diverse tourism potential. Each region offers unique destinations that showcase the natural beauty and cultural richness of the local area, from charming beaches to majestic mountains. These destinations include not only recreational and religious sites but also a variety of natural and cultural attractions that draw both domestic and international tourists (Masitah, 2019). With its ethnic and cultural diversity, Indonesia provides a distinct tourist experience in each province, establishing itself as a key destination in global tourism. This underscores the importance of effectively managing and promoting the existing tourism potential to enhance Indonesia's appeal in the eyes of the world.

The development of the tourism sector plays a crucial role in driving regional economic growth (Dunets et al., 2019). This sector creates jobs, stimulates investment, and increases public consumption. As the number of tourists—both domestic and international—continues to rise, so does the demand for local goods and services (Qu et al., 2022). This increased demand encourages greater production and innovation across various sectors. The positive impact of tourism extends beyond the economic realm; it also fosters infrastructure development and enhances the quality of life for local communities (Xu et al., 2023). Therefore, sustainable tourism development is essential for improving community welfare and fostering inclusive economic growth in every region (Yuli et al., 2023).

Law No. 23/2014 on Regional Government plays a crucial role in developing regional potential in Indonesia by granting local governments the discretion and authority to manage resources and government affairs independently. Through the principle of regional autonomy, this law encourages local governments to design policies that align with the characteristics and needs of their communities, maximizing existing economic, social, and cultural potential. Additionally, the law emphasizes the importance of enhancing public services, empowering communities, and fostering active participation in development, all aimed at improving regional competitiveness and community welfare (Karyatun et al., 2020).

The government's efforts to develop regional potential through the creation of tourism villages, particularly via the People's Core Tourism Program (PCT), represent a strategic move to optimize tourism in rural areas (Jegho, 2024). The program aims to empower local communities by leveraging the unique cultural and natural resources of each village to attract tourists and increase residents' economic income. By granting villages the authority to manage their assets and resources, the government fosters active community participation in sustainable tourism development. This initiative not only contributes to local economic growth but also preserves culture and the environment, creates jobs, and enhances the quality of life for people in rural areas. The uniqueness of a tourist village relies heavily on the potential of its region, encompassing aspects of culture, nature, and distinctive traditions that attract visitors. Each village boasts unique characteristics worth exploring, such as handicrafts, local cuisine, traditional festivals,

and captivating natural scenery (Dewi, 2013). Moreover, the development of tourism villages not only yields direct benefits for the tourism sector but also generates a significant multiplier effect for the local economy (Supriadi et al., 2022).

The number of tourist villages in Indonesia continues to increase significantly, reflecting the government's commitment to developing regional potential through the tourism sector. As of October 2024, there are 6,026 tourism villages spread across various provinces, classified from pilot to independent. Since the launch of Anugerah Desa Wisata Indonesia (ADWI) in 2021, the number of registered villages has risen dramatically, from 1,831 in the first year to 6,026 in 2024. This increase demonstrates the awareness of the community and stakeholders to explore and utilize local potential as tourist attractions, positively impacting the regional economy. With the development of tourism villages that align with the uniqueness of each region, it is expected to create a multiplier effect that supports economic growth and enhances the welfare of the local community (Candra, 2025).

The concept of developing tourism villages in Indonesia emphasizes not only its natural potential but also various other attractions that can entice tourists, such as local culture, traditions, and crafts. By taking a holistic approach, village tourism aims to create a rich and diverse experience for visitors, which includes interaction with local communities, participation in traditional activities, and exploration of regional culinary specialties. This approach seeks to enhance the value for tourists and create a lasting impression of each village's uniqueness. Furthermore, the development of non-natural aspects, such as art, history, and local festivals, can enrich the tourism offerings and increase the village's competitiveness in the market (Badan Riset dan Inovasi Nasional, 2025).

Gegesik Kulon Tourism Village, located in Cirebon Regency, West Java Province, is a prime example of a cultural tourism destination rich in local artistic heritage and traditions. Situated in the Gegesik sub-district, the village spans 402 hectares and is home to approximately 5,783 residents, most of whom are artists and farmers. The uniqueness of this village lies in its diverse cultural offerings, including fine arts, dance, music, theater, and literature, all of which are well-preserved. To attract tourists, Gegesik Kulon Village provides an immersive educational experience through various art and cultural activities, such as wood carving and mask dance performances (Priyadi, 2022).

Gegesik Kulon Tourism Village, located in Cirebon Regency, West Java, has been recognized as one of the best tourism villages in the 2021 Anugerah Desa Wisata Indonesia (ADWI). While the award highlights the village's rich cultural and artistic potential, economic challenges remain significant, with high poverty rates among its residents (Hudani et al., 2021). This is largely due to the underutilization of existing local resources and a lack of support and integration from various stakeholders in the development of tourism initiatives. The people of Gegesik Kulon possess expertise in arts and culture; however, turning this potential into tangible economic benefits requires improved collaboration among the local government, businesses, and the community (Sinh et al., 2016; Daoud et al., 2021). By fostering strong synergies and implementing an

integrated management system, Gegesik Kulon Village has the potential to not only become an attractive tourist destination but also to enhance the welfare of its community in a sustainable manner (Dewi, 2013).

Most of the existing research focuses on other well-known tourist villages, such as Pentingsari and Nglanggeran (Lestari, 2016; Restiani & Susanto, 2023). However, more in-depth research on the unique potential of Gegesik Kulon Tourism Village, including its cultural, natural, and local economic aspects, still needs to be conducted. Research that emphasizes cultural acculturation could serve as a model for exploring the cultural potential of Gegesik Kulon (Sofiani et al., 2024). The role of stakeholders is crucial in the development of tourism villages. Support from various parties is vital for the sustainability of tourist villages, as it fosters a well-integrated system. Stakeholders play a significant role in bridging the gap between bureaucracy and the management of a tourist area. Furthermore, sustainable development models for tourism villages are still rare, particularly those focusing on Gegesik Kulon Tourism Village (Dewi, 2022; Dwirayani & Suciati, 2017). Most existing research discusses tourism development in general, without considering sustainability aspects (Widari, 2020). Research that emphasizes sustainability in tourism village development can help create models that are more environmentally and socially friendly.

2. Literature Review

Eco-Tourism

Ecotourism has become an increasingly vital aspect of sustainable tourism, focusing on the conservation of natural resources and the promotion of local cultures. A systematic literature review conducted by Ismail et al., (2021) highlights the evolution of ecotourism over the past decade, emphasizing its role in fostering environmental awareness and economic growth without compromising ecological integrity. The review categorizes findings into three main areas: the authors' contributions, the variables tested, and core outcomes. It concludes that ecotourism not only aims to protect the environment but also facilitates economic development through responsible tourism practices. This growing trend is further amplified by social media, which plays a crucial role in promoting ecotourism initiatives and raising awareness about environmental sustainability among travelers.

In addition to the environmental and economic dimensions, community involvement is critical for the success of ecotourism initiatives. Research by Batta, (2006) identifies key indicators for evaluating ecotourism, including its impact on local economies, conservation efforts, and community participation. The study underscores that genuine ecotourism must engage local communities in decision-making processes to ensure that tourism benefits are equitably distributed. By fostering stronger connections between local producers and the tourism industry, there is significant potential for enhancing both economic benefits and environmental protection. This highlights the necessity for integrated management approaches that involve multiple stakeholders to

create sustainable ecotourism models that are beneficial for both communities and ecosystems.

Tourism and Regional Development

Tourism has been recognized as one of the main drivers of regional development, contributing significantly to economic growth and community welfare. Research conducted by Nurhajati (2021) indicates that the development of tourism villages in areas such as Mulyosari, Tulungagung Regency, has a positive impact on the economic lives of the community. Tourism activities create numerous new business opportunities and increase income for local residents, who previously depended on the agricultural sector. This research emphasizes the importance of direct interaction between tourists and local communities, which not only enriches the tourist experience but also encourages the preservation of local culture and traditions.

However, despite the potential of tourism to improve community welfare, challenges remain in its management. Research by Arlini (2021) shows that unplanned tourism development can lead to negative impacts, such as environmental damage and social injustice. Therefore, a holistic and integrated approach is needed in tourism development to ensure that economic benefits are felt equally by all levels of society.

Sustainable Tourism Development

Sustainable tourism development is increasingly becoming a major focus in the global tourism industry, aiming to balance the needs of tourists with the preservation of the environment and local culture. Sustainable tourism prioritizes not only economic benefits but also the conservation of natural resources and the improvement of local communities' quality of life (Gupta et al., 2024). This concept emphasizes practices that minimize negative environmental impacts, such as effective waste management and the use of renewable energy, while still providing significant social and economic benefits to local communities.

Community Based Tourism

Community-based tourism (CBT) is an approach that positions local communities as the primary actors in the management and development of tourist destinations. The concept aims to provide sustainable economic, social, and environmental benefits to local communities through their active participation in every stage of tourism development. CBT enables communities to own, run, and manage tourism activities independently, allowing the income generated to directly benefit local residents (Riyanto & Nugraha, 2023). Additionally, CBT plays a vital role in preserving cultural traditions and natural resources while raising public awareness of environmental conservation. With a bottom-up approach that emphasizes community empowerment, CBT not only creates new jobs but also strengthens the community's sense of ownership over their cultural and natural heritage. This makes community-based tourism one of the most effective strategies for achieving inclusive and sustainable tourism development (Pantiyasa, 2018).

Institutional Theory

Institutional theory is a conceptual framework that explains how norms, rules, and social structures influence the interactions of individuals and organizations in society.

Institutions can be defined as a set of rules that govern the rights, obligations, and responsibilities of individuals and groups in social and economic contexts (Berthod, 2016). This theory emphasizes the importance of both formal and informal arrangements that shape human behavior, as well as how these rules can create order in social interactions. Institutions consist of cognitive, normative, and regulative elements that interact with each other to provide stability and meaning to social life. Thus, institutional theory not only explains the structure of organizations but also the dynamics of social change that occur within the broader environment.

Furthermore, institutional theory underscores the significant role of cultural and historical context in shaping policies and practices across various sectors. For example, Veblen (1899) stated that institutions function as ways of thinking and acting that have been internalized within the culture of a particular society. This suggests that changes in institutions are not only triggered by economic or political factors but also by shifts in social and cultural values that evolve over time. Therefore, understanding institutional theory is crucial for the development of institutions (Ucak, 2015).

Tourism Village

Village tourism is a form of tourism development that harmoniously integrates the potential of nature, culture, and local community life. According to the Regulation of the Ministry of Culture and Tourism, a tourist village is an area with unique attractions that can serve as a tourist destination, involving the local community in its management. This involvement allows the community to play an active role as the primary actor in tourism development, which not only increases economic income but also helps preserve local culture and traditions. Research by Zakaria & Suprihardjo, (2014) confirms that tourism villages can strengthen local identity and improve the quality of life for the community through community-based economic empowerment.

However, the development of tourism villages faces challenges related to management and sustainability. A study by Karyatun et al., (2020) indicated that the success of a tourist village relies heavily on the community's readiness to manage existing resources, along with support from the government and other stakeholders. Without an effective management system and active community participation, the potential of tourism villages cannot be fully realized. Therefore, it is essential to establish a framework that fosters collaboration among the community, government, and the private sector, ensuring that the development of tourism villages is sustainable and provides long-term benefits for all parties involved.

Stakeholder Collaboration

Stakeholder collaboration is a key element in sustainable tourism development and management, involving various parties, including the government, local communities, entrepreneurs, and non-governmental organizations, working together to achieve common goals. The active participation of stakeholders in the collaboration process can enhance the attractiveness of tourist destinations and strengthen the sustainability of the tourism industry (Rahman & Usman, 2022). A case study conducted in Padang, West Sumatra, found that effective collaboration between the government and local

communities not only improved tourism infrastructure and services but also raised awareness of the importance of cultural and environmental preservation. The results of this study emphasize that planned and integrated collaboration can minimize the obstacles faced in tourism development and encourage the growth of tourist visits.

Stakeholder collaboration plays a crucial role in developing policies that respond to local needs. The success of collaboration in managing tourism resources heavily depends on stakeholders' ability to build trust and communicate effectively (Akram et al., 2024). The study found that open dialogue and a shared commitment among stakeholders lead to a better understanding of both the challenges they face and the potential opportunities available. By fostering a collaborative approach, stakeholders can devise innovative solutions that enhance the quality of public services and ensure that the economic benefits of tourism are distributed equitably among all community members.

3. Research Method

The research was conducted using a mixed-methods approach to gather through information about the observed object. This approach integrates findings, comparisons, interpretations, and the conversion of qualitative data to quantitative data to facilitate analysis. Primary data was thoroughly collected from tourists and selected respondents, while secondary data was obtained from other indirect sources. Data validity was assessed to ensure accuracy through technical triangulation. Triangulation involves using various data sources and collection methods to verify the validity of information. This step employs different techniques and occurs at different times (Wijaya, 2018). Direct interviews were followed by Focus Group Discussions to assess the veracity of the information. Data collection was conducted using a questionnaire that included the necessary questions for researching the development of the Gegesik Kulon Tourism Village, aimed at selected respondents.

The sample was chosen based on the Quadruple Helix concept, which encompasses academics, government, businesses, and the community. Academics were selected based on their research experience in tourism development in Cirebon. Local government entities were included because they are directly involved in the operations and administration of the Gegesik Kulon Tourism Village. Their involvement is rooted in their duties and functions aimed at advancing the regional economy through tourism development in Gegesik Kulon. Business representatives include traders who have long operated or established themselves in the tourist area, while the community is represented by tourists visiting the Gegesik Kulon Tourism Village. Stakeholder analysis using the Alliance and Conflict Matrix: Tactics, Objectives, and Recommendations (MACTOR) is an appropriate method for mapping stakeholder characteristics in the development of the Gegesik Kulon Tourism Village. This analysis is conducted in stages, beginning with stakeholder identification, followed by issue formulation, long list preparation, and stakeholder mapping.

4. Results and Discussion

Stakeholders Identification

Table 1. List of Stakeholders

No	Stakeholder		Information
	Long Label	Short Label	
1	Regional Planning, Development, Research and Development Agency	<i>Bappeda</i>	Government
2	Culture and Tourism Office	<i>Dinbudpar</i>	
3	Public Works and Spatial Planning Office	<i>PUPR</i>	
4	Local Academics	<i>Academics</i>	Academics
5	Head of Sub-district	<i>Camat</i>	Government
6	<i>Kuwu</i> (Head of Village)	<i>Kuwu</i>	
7	Arts Group	Arts	Community
8	Tourism Awareness Group	<i>Pokdarwis</i>	
9	Traders in the Gegesik Kulon Tourism Village Area	Traders	Businesses
10	Tourists	Tourist	Community

Source : Primary data, 2023

Matrix Direct of Influence (MDI) Analysis

Matriks Direct of Influence (MDI) matrix is an analysis tool used to predict both direct and indirect influences among stakeholders related to Gegesik Kulon Tourism Village.

Table 2. Matrix Direct of Influence (MDI)

MDI	Bappeda	Dinbudpar	PUPR	Academics	Camat	Kuwu	Arts	Pokdarwis	Traders	Tourists
Bappeda	0	1	0	2	1	0	0	0	0	0
Dinbudpar	1	0	1	2	1	3	2	3	0	0
PUPR	1	1	0	0	1	2	0	0	0	0
Academics	2	2	0	0	1	3	3	3	2	0
Camat	0	1	1	0	0	1	0	0	1	0
Kuwu	0	3	1	2	1	0	4	4	4	2
Arts	0	0	0	2	0	3	0	4	0	4
Pokdarwis	0	0	0	4	2	4	4	0	3	3
Traders	0	0	0	0	0	0	0	0	0	4
Tourists	0	0	0	0	0	4	4	4	4	0

Source : Primary Data, 2023

Based on Table 2, the MDI indicates that each stakeholder influences one another in the development of villages. Bappeda collaborates with academics to create a strategic approach that integrates research, planning, and community empowerment. Academics contribute by providing scientific studies, such as mapping the cultural and history-based tourism potential, which serve as the foundation for Bappeda's formulation of tourism destination development policies in Gegesik Kulon Tourism Village. Additionally,

Bappeda, Dinbudpar, and the sub-district head are responsible for oversight, tourism management, and supervision.

Dinbudpar operates in accordance with Cirebon Regent Regulation No. 79/2016, with responsibilities that include local tourism development planning, potential coaching, and strategic studies related to licensing facilities, services, attractions, entertainment, and supporting services. According to Drs. Agus Herdhyana, M.Si., Head of the Research Division of Bappeda, regarding the development of Gegesik Kulon Tourism Village:

"We understand the potential that can be developed as cultural tourism in Gegesik Kulon, but we need to study it in depth with other OPDs to produce a sustainable tourism destination."

Dinbudpar collaborated with Kuwu Gegesik Kulon and Pokdarwis to take strategic steps, including creating innovative promotional content, developing digital tourism, preserving the Gegesik Arts Building, and regularly organizing cultural attractions and events. Dinbudpar also received input and aspirations from Pokdarwis and Kuwu regarding the development of the Gegesik Kulon Tourism Village. These aspirations will be reviewed collectively as part of the development policy to be implemented at the tourist destination. Dinbudpar partners with PUPR and the sub-district head to support tourism by ensuring access and addressing clean water needs. Drs. Agus Herdhyana, M.Si, explained the development of the Gegesik Kulon Tourism Village:

"The Ministry of Tourism and Creative Economy has directed us to facilitate all aspects of tourism development, including accessibility and digital platforms. We also emphasize the importance of human resources to ensure sustainable development."

PUPR, as a supporting force for tourism, works closely with Bappeda and Dinbudpar to ensure safety and easy access in the Gegesik Kulon Village area. Additionally, PUPR is collaborating with the District Head on a project to meet the needs for clean water and agricultural irrigation, improving the quality of life for residents in Gegesik Kulon.

Academics contribute significantly to tourism development through innovative research and development based on data and in-depth analysis. By conducting such studies, they can help formulate effective and sustainable development strategies for the Gegesik Kulon Tourism Village. In collaboration with Kuwu Gegesik Kulon, Pokdarwis, and local artists, academics have developed tourism products, including wood carving, mask dance, rampak kendang, shadow puppet inlay, and glass painting. They also provide coaching and training in tourism business, marketing, and management for the management team of Gegesik Kulon Tourism Village. Based on a Focus Group Discussion with academics from Universitas Muhammadiyah Cirebon (2021) regarding village development:

"It is appropriate for academics to contribute scientific knowledge to community development programs, particularly in tourism development for the Gegesik Kulon Tourism Village. Research on tourism in Cirebon and other related areas has been conducted and disseminated. However, we have identified a significant issue: the lack of carrying capacity among policy makers. Moreover, tourism management remains quite basic, which slows the

development of tourism in Cirebon. Despite this, the tourism sector has the potential to drive significant economic growth if it is optimized properly."

Operational procedures direct the Gegesik Sub-district to integrate with Bappeda, Dinbudpar, and PUPR within the administrative framework of the area. In addition to administrative matters, community aspirations regarding the availability of clean water, road access, and tourism development are also key focuses of development. Based on a Focus Group Discussion with Indra Fitriani, the Head of Gegesik Sub-district (2021) regarding the development of the village:

"We support the development of potential in our area, which is beneficial for the village economy. We are ready to facilitate village aspirations and address complaints to promote better progress for the village."

Kuwu Gegesik Kulon, together with Pokdarwis, is the main actor in initiating the development of the Gegesik Kulon Tourism Village. Collectively, these stakeholders empower and unite independent art studios into mutually supportive art groups. Additionally, Kuwu Gegesik Kulon collaborates with MSMEs in the area to sell various traditional foods as souvenirs or for direct consumption. According to information gathered from FGD with Kuwu Gegesik Kulon (2021) regarding village development:

"Our main goals at the moment are to streamline the use of facilities and infrastructure, organize art performances, and encourage artists to continue their work. We are committed to improving the existing management system and promoting Gegesik Kulon's culture by creating engaging content. Additionally, we will develop a blueprint and roadmap for the future development of Gegesik Kulon Tourism Village. Recognizing our shortcomings in various areas, we look forward to the involvement of other stakeholders."

Arts is a key tourism product highlighted in Gegesik Kulon Tourism Village. These groups previously operated independently without an association. The cultural preservation efforts include the introduction of art classes and engaging cultural performances. These initiatives encourage the safeguarding of the cultural heritage that constitutes the wealth of Gegesik Kulon. This information is based on FGD with Art Group (2021) representatives regarding the development of Gegesik Kulon Tourism:

"We hope our work can be enjoyed by everyone. Tourists who come to learn about the original culture of Gegesik Kulon inspire and motivate us to create new works. However, we recognize that traditional arts are beginning to be abandoned. Therefore, we will adapt to the changing times to preserve this beautiful culture."

Pokdarwis, along with Academics, Kuwu Gegesik Kulon, and Arts, is creating sustainable tourism and cultural education can stimulate positive economic growth. To prevent the loss of existing culture, it is essential to incorporate art subjects and extracurricular programs in schools. This approach has been successfully implemented in Gegesik Kulon, supporting effective regeneration and transforming the village into a Cultural Tourism Village. According to information from a focus group discussion with the Gegesik Kulon Tourism:

"We were inspired by the cultural tourism village in Bali. We recognized that Gegesik Kulon has a rich and diverse culture, along with an arts scene worthy of showcasing."

Initially, convincing the artists of this development was challenging; however, together with Kuwu Gegesik Kulon, we believe this tour can enhance the economy of Gegesik Kulon Village. We plan to train tour guides and map tourist locations to facilitate visitor access. Additionally, we will update information related to tourism to align with the market for our tourism products."

Traders support tourism by offering a variety of typical snacks, traditional foods, and souvenirs that visitors can take home. The Pasar Gede Gegesik serves as a tourist trading point located within the tourist area. According to information based on FGD with traders regarding the development of the village (2021):

"I am grateful to sell in this area, as the location is very strategic and tourists can easily access a variety of products. It becomes even more crowded during cultural performances."

Tourism as a business destination can encourage economic growth. Visitors can enjoy a variety of tourism products, particularly those that appeal to tourists interested in the culture and artistic diversity of Gegesik Kulon. According to information based on interview with some tourists regarding the development of the village (2021):

"I don't have much to say, but I am very happy to enjoy this beautiful and preserved culture. Here, you can find a village filled with legendary artists from West Java. I will invite others to experience this tour again."

Matrix Direct of Influence (MDI) Analysis

The Direct and Indirect Influence Matrix (MDII) illustrates the influence and level of dependency among the various actors involved in the development tourism. In this matrix, the rows are labeled as I_i and the columns as D_i (Ariyani et al., 2020).

Table 3. Direct and Indirect Influence Matrix (MDII)

MDI	Bappeda	Dinbudpar	PUPR	Academics	Camat	Kuwu	Arts	Pokdarwis	Traders	Tourists	I_i
Bappeda	3	4	2	3	3	4	3	3	3	0	25
Dinbudpar	4	8	3	10	7	12	10	10	9	7	72
PUPR	2	5	3	4	4	4	3	3	3	2	30
Academics	3	7	3	11	6	12	11	11	9	10	72
Camat	2	3	3	2	3	3	2	2	2	2	21
Kuwu	4	7	3	10	6	16	14	15	12	13	84
Arts	2	5	1	8	4	13	13	13	12	9	67
Pokdarwis	2	6	2	8	4	14	14	14	13	12	75
Traders	0	0	0	0	0	4	4	4	4	4	16
Tourists	0	3	1	8	3	11	12	12	11	13	61
D_i	19	40	18	53	37	77	73	73	74	59	523

Source : Primary Data, 2023

The MDII results indicate that the main actors with the highest influence in the development of Gegesik Kulon Tourism Village are represented by the I_i values. These include Kuwu Gegesik Kulon with a value of 84, Pokdarwis with a value of 75, Dinbudpar, and Academics in Cirebon Regency with a value of 72. Additionally, actors with a high

level of dependence include Kuwu Gegesik Kulon with a value of 77, traders in the Gegesik Kulon area with a value of 74, and Arts and Pokdarwis, both with a value of 73.

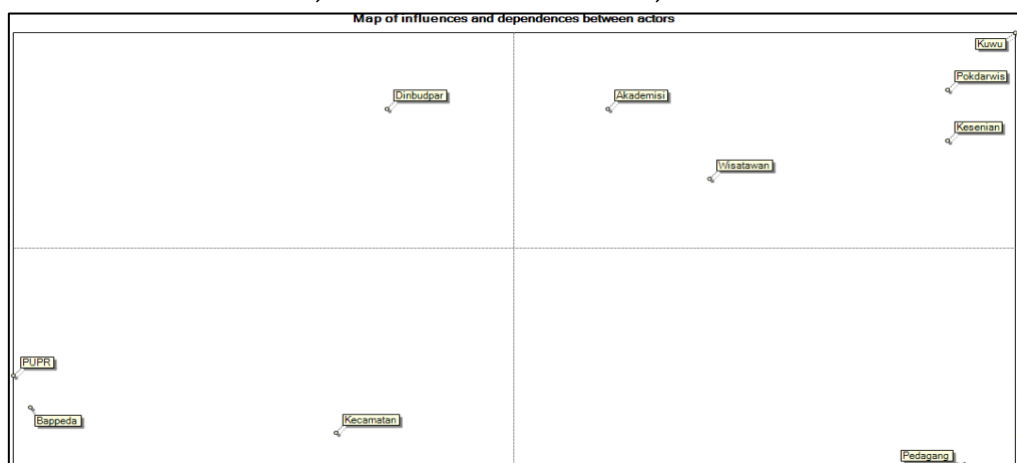


Figure 1. Influence and Dependence of Actors in Developing Gegesik Kulon Tourism Village

Source: Lipsor Epita Mactor processed, 2023

Based on the Map of Influence and Dependences, stakeholders with high influence and low dependence are located in quadrant I, specifically Dinbudpar. Dinbudpar plays a strategic role in implementing tourism development policies and fostering regional tourism. Furthermore, it has low dependency because its duties, principal, and functions do not depend on the performance of other stakeholders who develop regional tourism.

High influence and dependence in Quadrant II are represented by academics in Cirebon Regency, Kuwu Gegesik Kulon, Pokdarwis, Arts, and Tourists. Academics significantly influence and depend on their scientific contributions to community empowerment and regional tourism development research. Additionally, Kuwu and Pokdarwis are key players in the management of tourism in Gegesik Kulon.

Arts and tourists also have a significant influence and dependency on each other, as they are both the subject and object of the village. Arts, being the main product of tourism, are constantly innovating, while tourists are essential for achieving the goals of ecotourism. Therefore, these two stakeholders are integral to the development and success of Gegesik Kulon Tourism Village.

Competitiveness of each stakeholder

Stakeholder competitiveness is represented by the value R_i , which interprets the percentage of competitiveness among actors. A higher R_i value indicates greater competitiveness of the stakeholder. The details are presented in Table 4.

Table 4. List of Stakeholders of Gegesik Kulon Tourism Village

List of Stakeholder	R_i
Regional Planning, Development, Research and Development Agency	0,54
Culture and Tourism Office	1,78
Public Works and Spatial Planning Office	0,73
Local Academics	1,52
Head of Sub-district	0,28
Kuwu (Head of Village)	1,54

List of Stakeholder	Ri
Arts	1,12
Tourism Awareness Group	1,34
Traders in the Gegesik Kulon Tourism Village Area	0,09
Tourists	1,06

Source: Primary Data, 2023

Actors with competitiveness greater than 1 (100%) indicate high competitiveness. This is exemplified by Dinbudpar, which has a value of 1.78, followed by Kuwu Gegesik Kulon at 1.54, Academics at 1.52, Pokdarwis at 1.34, Arts at 1.12, tourists at 1.06, PUPR at 0.73, Bappeda at 0.54, Camat at 0.28, and Traders in the Gegesik Kulon area at 0.09.

The competitiveness of Gegesik Kulon Tourism Village development is shown in Figure 2.

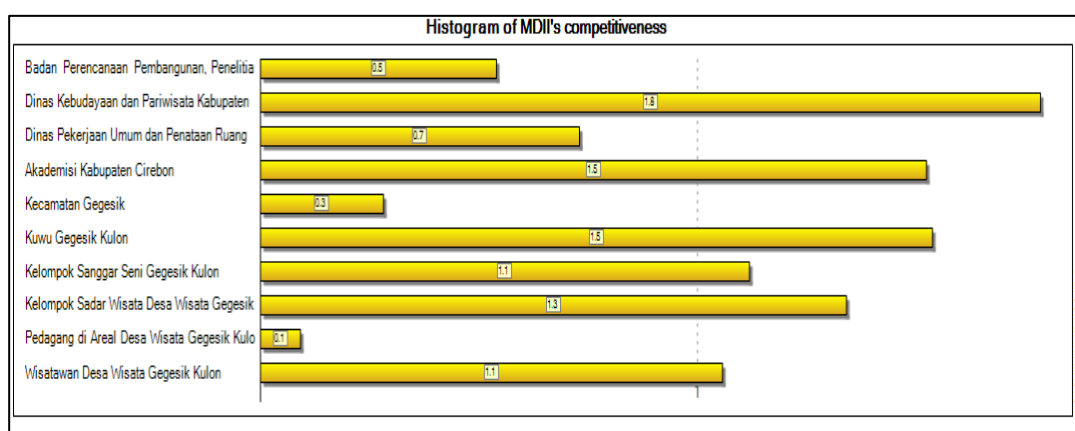


Figure 2. Competitiveness of Gegesik Kulon Tourism Village Development

Source: Lipsor Epita Mactor processed, 2023

Stakeholder involvement demonstrates their capacity to contribute, share authority, and foster a unity of purpose. The convergence of actors in tourism development will be illustrated in the following figure.

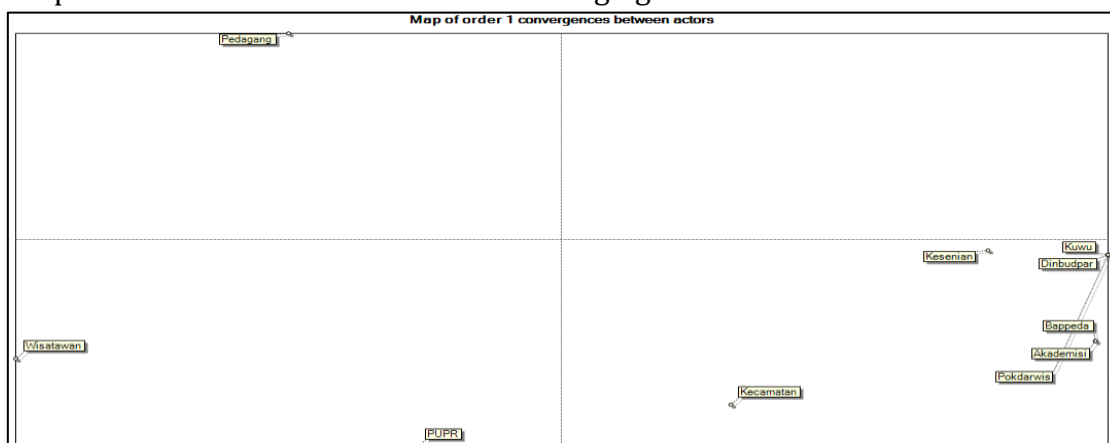


Figure 3. Convergent Map Developing Gegesik Kulon Tourism Village, Cirebon Regency

Source: Lipsor Epita Mactor processed, 2023

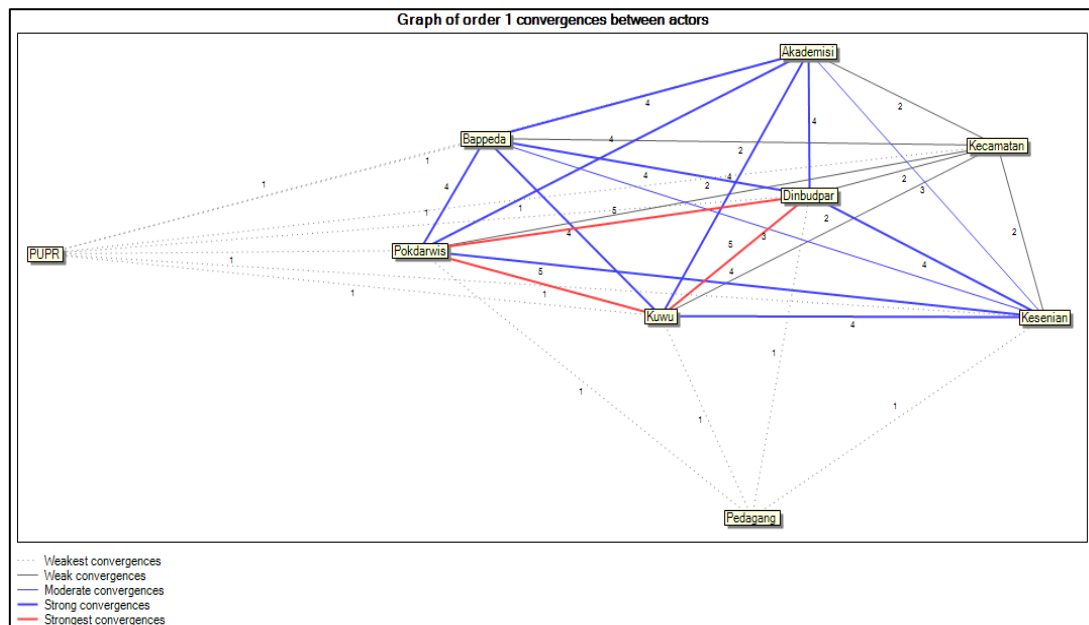


Figure 4. 1st Order Graph of Convergence Between Actors

Source: Lipsor Epita Mactor processed, 2023

The graph above illustrates the first-order convergence of the strongest convergence among Pokdarwis, Dinbudpar, and Kuwu Gegesik Kulon. These stakeholders play a major role in tourism development, while other actors serve as supporting forces. Additionally, the divergence analysis among the actors shows no significant differences, confirming that all parties share the same goals, views, and interests throughout the development process.

5. Conclusion

The development of the Gegesik Kulon Tourism Village involved a diverse range of stakeholders, including local government, academics, business entities, community groups, and tourists. The most influential among them were Kuwu Gegesik Kulon, Pokdarwis, and Dinbudpar. While Kuwu Gegesik Kulon showed the highest dependence on others, PUPR had the least. Dinbudpar was the most competitive, followed by Kuwu Gegesik Kulon and local academics, with strong collaboration among these key players driving tourism development. The absence of divergence among stakeholders indicated a unified vision, fostering effective cooperation and resource optimization. This strong integration ensured sustainable tourism development that addressed economic, social, cultural, and environmental aspects, allowing stakeholders to implement practices that mitigate potential negative impacts.

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