



## Tourism Area Development Strategy Banda Naira Islands

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### ABSTRACT

**Purpose of the study:** This study aims to determine the development strategy for the Banda Naira Islands tourism area with a focus on the problem of developing tourism destination components and the strategy of the Technical Implementation Unit of the Tourism, Youth and Sports Service of Banda Naira District.

**Methodology:** This type of research is descriptive qualitative. Key informants numbered four (4) people selected using purposive sampling techniques, and secondary informants numbered three (3) people using snowball sampling. Data collection methods were through observation, documentation, and interviews.

**Main Findings:** The development of the Banda Naira Islands tourist destination has not been optimal even though it has great potential in marine, historical, and cultural tourism. The main obstacles include infrastructure, facilities, transportation, and management that have not been organized. With the SO (Strengths-Opportunities) strategy, institutional strengthening, collaboration, and integrated utilization of local potential are expected to increase the competitiveness and sustainability of the tourism area.

**Novelty/Originality of this study:** This study offers a new approach in developing tourism areas in the Banda Naira Islands by utilizing the SO (Strengths-Opportunities) strategy that has not been optimally implemented before. The focus of this study is to identify specific strengths and opportunities in the Banda Naira Islands, such as the uniqueness of historical and cultural tourist attractions, as well as natural potential that has not been fully developed, and utilize them aggressively to attract more tourists.

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## 1. INTRODUCTION

As the largest archipelagic country in the world, Indonesia has abundant natural resources and local wisdom, making it potential for tourism development. Tourism plays an important role in driving economic growth, opening up job opportunities, improving living standards, and revitalizing other production sectors. [1], [2], [3]. Effective tourism development requires synergy between the government, private sector and community to ensure optimal tourism management and provide a positive impact on regional income and state foreign exchange.

Law Number 10 of 2009 concerning Tourism and Government Regulation Number 50 of 2011 stipulates a master plan for national tourism development involving 50 National Tourism Destinations (DPN) and 88 National Tourism Strategic Areas (KSPN). One of the areas identified as a major destination is the Banda Naira

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Islands in Maluku Province. These islands are the center of tourism development based on the Maluku Province Spatial Plan (RTRW), with a focus on ecotourism, history, and culture-based tourism. The Banda Naira Islands have great tourism potential, including marine, history, culture, and agrotourism [4], [5], [6]. The area is known as part of the world's coral triangle and has many snorkeling destinations. Cultural tourism is also developing with traditions such as rofaer war (well washing) and kora-kora. The islands are also rich in historical sites left by the Portuguese and Dutch as well as nutmeg gardens and walnut forests which are agrotourism attractions. However, tourism development in the Banda Naira Islands has not been optimal due to various obstacles.

Some of the main problems in tourism development in the Banda Naira Islands include the lack of facilities and infrastructure, such as adequate transportation, and minimal government involvement in managing tourist attractions. Currently, many tourist attractions are still fully managed by the private sector without full support from the local government, although the number of tourist visits continues to increase. [7], [8], [9]. Better management from the government can strengthen tourism appeal and improve community welfare. In addition, the lack of cooperation between the Regional Technical Implementation Unit (UPTD) for Tourism, Youth, and Sports with the government, private sector, and community is another obstacle in tourism development. The involvement of all parties is very important to create attractive tourist destinations and increase tourist visits. Therefore, there needs to be increased coordination and collaboration between all stakeholders to achieve the goal of sustainable tourism development in the Banda Naira Islands.

Research related to tourism development on Mandangin Island, Sanrobengi Island, and Banda Naira Islands shows various approaches, both in methodology, study focus, development strategy, and stakeholder involvement. However, there are still several gaps, such as the lack of integration between quantitative and qualitative methods, limited studies on the role of government policies, and minimal discussion on community participation and the use of digital technology in tourism development strategies. [10], [11], [12]. Further research is needed to address this gap with a more comprehensive approach. This includes combining quantitative and qualitative methods to gain a deeper understanding, expanding the study of relevant government policies, increasing local community engagement, and leveraging digital technologies to strengthen destination promotion and competitiveness.

Based on previous research, there are some gaps with this study that show various approaches in developing tourism potential in three different locations, but there are still some methodological gaps, study focus, development strategies, and stakeholder involvement. Further research that combines quantitative and qualitative methods, expands the study of government policies, community involvement, and the use of digital technology in tourism development can bridge the existing gaps.

The novelty of this study lies in the application of tourism development strategies that have not been optimally implemented in the Banda Naira Islands. This study offers an innovative approach by using the SO (Strengths-Opportunities) strategy to identify and aggressively utilize the specific strengths and opportunities possessed by the Banda Naira Islands. This approach focuses on exploring unique potentials such as the uniqueness of historical, cultural, and natural tourist attractions that have not been fully developed. In addition, this study introduces a more targeted development strategy through mapping local strengths and market opportunities to increase tourist appeal. This study also highlights the importance of synergy between tourism destination components and the role of the Technical Implementation Unit of the Tourism, Youth, and Sports Office of the Banda Naira District in developing more effective tourism, which has not previously been the main focus of previous studies [13], [14], [15].

This study implies the need for development and improvement of tourism destination components in the Banda Naira Islands, including improving tourism infrastructure, facilities, and services, as well as implementing SO (Strengths-Opportunities) strategies to optimize local strengths such as historical, cultural, and natural attractions. In addition, better participation and coordination between the government, business actors, and local communities are needed to ensure the sustainability and welfare of the local economy. Optimization of local potential must also be supported through community training programs, while local governments need to develop more focused policies to encourage investment and sustainable management of tourism destinations [16], [17], [18].

The urgency of this research lies in the urgent need to optimize the development of tourist destinations in the Banda Naira Islands which are currently not running optimally. Although the Banda Naira Islands have great potential, such as the uniqueness of historical and cultural tourist attractions and natural wealth that has not been fully developed, its management strategy still requires better improvement and development. A new approach through the application of the SO (Strengths-Opportunities) strategy is very important to be implemented immediately in order to maximize existing strengths and opportunities, so that it can increase tourist attraction, encourage local economic growth, and ensure sustainable management of tourist destinations. This requires active involvement from the government, community, and other stakeholders to accelerate the development of tourist destinations effectively and with high competitiveness [19], [20], [21].

## 2. RESEARCH METHOD

In this observation, the researcher used qualitative research techniques. Qualitative research is intended to present information so that it focuses more on the problem of process and value by presenting a problem. The observations carried out are descriptive in nature, namely to understand or illustrate the facts that occur by comparing and connecting other variables. The type of research used is descriptive and approaches using inductive analysis. In this study, the process and meaning (subject perspective) are more dominant based on the theory used as a guide so that the focus of the research is in accordance with the reality in the field. The basis of the research used is qualitative descriptive, namely research that describes events and facts that occur by presenting actual events. Thus, in the research conducted by the researcher, it will be described with the reality that occurs in the field, attitudes and views that occur in an organization, differences between two or more conditions, relations between variables that arise, differences between existing facts and their influence on a condition and so on [22], [23], [24].

The type of research used in this study uses a qualitative model used to obtain accurate information and contains the real meaning. The meaning of the data in question is a clear meaning that has a value behind the information that appears. [25], [26], [27]. Therefore, in qualitative research does not describe generalization, but rather describes the meaning. In this study using primary and secondary data. Primary data in this study in the form of data information obtained from the results of observations (conducted directly by researchers at the UPT Office of Tourism, Youth and Sports) and interviews (conducted directly by researchers with informants in the UPT Office of Tourism, Youth and Sports, Banda Naira District (key informants) and those outside the UPT Office of Tourism, Youth and Sports (Secondary Informants). Secondary data is intended as data that provides primary data needs such as books and literature. Data sources in this study were obtained from the archives of the UPT Office of Tourism, Youth and Sports and laws and regulations, books, journals and other library materials related to the research.

The informants of this study are key informants that are in accordance with the characteristics of qualitative research. Thus, researchers will individually go down to the community to obtain data from informants. Informants are obtained from field visits conducted at the research location where the determination of informants in this observation uses the purposive sampling method, meaning that the determination of informants is adjusted to the ability to understand the location to be studied. The informants are determined and assigned not based on the number needed, but based on considerations of the function and role of information. In accordance with the purposive sampling statement, the sources in the study were the Head of the Technical Implementation Unit of the Tourism, Youth and Sports Office of Banda Naira District and the staff of the UPT of the Tourism, Youth and Sports Office of Banda Naira District as key informants. And the secondary informants using the Snowball method were the Sub-district Head of Banda Naira District, the Head of TWP of Banda Naira District and Private Managers [28], [29], [30].

The data collection technique used in this study is by collecting primary and secondary data that are in accordance with the problem to be discussed. Data collection techniques include steps, collecting information through observation and interviews, both structured and unstructured, documentation, visual materials, and efforts to design protocols to record/record information. Observation is a data collection technique carried out by deliberately and systematically observing events that occur so as to make records. Based on this, the observation carried out by the author in this study is an open observation, where the author explains to the data source that the author is conducting research. So that the parties being studied know from the beginning to the end about the author's activities. In addition, the author also conducts non-participatory or covert observations where the parties being studied do not yet know that the author is conducting research activities. Interview is a data collection technique that is carried out through a question and answer process, while face to face between the interviewer and the respondent by utilizing an interview guide. The interview referred to in this study is a one-way question and answer activity with the respondent which uses question materials related to the strategy for developing the tourism area in this case adjusted to the indicators described through the formulation of the problem. Documentation is a data collection technique that is complemented by the use of observation and interview techniques in the form of writing, pictures or someone's work. The documentation referred to in this study is in the form of photos, or books related to the strategy for developing the tourism area in Banda Naira District [31], [32].

Qualitative data analysis is a method that is done by working with data, organizing data, determining manageable units, synthesizing them, finding and obtaining patterns, finding what is important and what is learned by deciding what can be told to others. Data analysis in qualitative research is carried out from the beginning of the research and during the research process. Data is obtained, then combined to be processed analytically. Data analysis starts from interviews, observations, editing, classifying, reducing, then data presentation activities and concluding data. The analysis technique in this study uses the interactive analysis model from Miles & Huberman, as in the picture below. Data collection is intended as the initial stage to obtain information by entering the research environment and collecting research data. Data reduction is intended as the second stage after data collection which

refers to a complete and detailed report description. Then summarized, by selecting points and data focus then looking for the theme or model. At this stage, unnecessary data is sorted to make it easier to display, present, and draw temporary conclusions. Data presentation is the third stage after data reduction is carried out. Data display is intended to make it easier for researchers to see illustrations as a whole or certain parts of the research data. This is done by organizing data into a form so that its figure is clearly visible. The resulting data is then selected and placed according to its type group and arranged systematically to be displayed to suit the problems faced, including temporary conclusions obtained when the data is reduced. Drawing Conclusions/verification is the last stage in qualitative data analysis. This stage will be concluded after the data presentation has been collected. The basic assumptions and initial conclusions found are still temporary and will continue to change as long as the data collection process continues and no accurate evidence is obtained to support the next data collection stage. However, if the conclusion is supported by accurate evidence and researcher consistency, then the conclusion found is a credible conclusion.

## RESULTS AND DISCUSSION

### 3.1. Research Results

#### 3.1.1. Development of Tourist Destination Components in the Banda Naira Islands Banda Naira

As a mainstay area with superior tourism sector, Banda Naira Islands has great potential to be developed. To realize the development of a good tourism area, it is necessary to improve the quality and quality in order to create a good destination image in the eyes of the community and visitors. In this case, agencies that play an important role in the development of tourism areas need to understand the components of the destination. The development of destination components can affect whether a tourism area runs well or not. The components of tourism destination development referred to in this study are related to the indicators explained, namely objects and attractions (Attractions), Accessible (Easy to Reach), Amenities (facilities), and Ancillary (management institutions). If these components can be implemented properly, tourist satisfaction when visiting the destination will be fulfilled so that the view of the tourism area will be built and the level of visits to the Banda Naira Islands will increase.

Attractions (Objects and Attractions) Banda Naira Islands is a mainstay area based on PP RI no. 50 of 2011 as a center for the development of the National Development Strategic Area with a leading sector, namely in the tourism sector.

Table 1. Number of Tourist Attractions in Banda Naira District

Types of Tourist Attractions						
Nature	History	Nautical	Culture	Agrotourism	special interest	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)
4	27	8	6	2	3	50

Source: UPT Tourism, Youth and Sports Service, Banda Naira District

The tourism potential in the Banda Naira Islands can be seen from the natural potential, marine potential, historical potential, cultural potential, agrotourism and special interests. Of the five potentials, the advantages of marine and historical potential are the target of tourists. The Banda Naira Islands have very dominant objects and attractions. Looking at the natural potential in the form of the beauty of the sea and land, historical potential and cultural potential which are known for their heterogeneity. Based on this potential, the most superior are marine tourism and historical tourism. As the results of observations found by the author, that the preparation of the development of artificial attractions carried out by the UPT has not existed. So that tourist interest is only focused on marine tourism objects and historical tourism objects. If the UPT is able to cooperate with the sub-district government and village government in developing attractions by looking at the opportunities for advantages possessed by the Banda Naira Islands, tourists will automatically be interested in the attractions they have so that the attractions of the Banda Naira Islands are not focused on one advantage only, but for all the attractions in the Banda Naira Islands. However, even though a tourist area has great potential with unique and enchanting attractions, if it is not supported by seriousness from the government, then the objects, attractions and potential it has will not develop and will become mortal.

Accessible (Easy to Reach) Tourist attractions can become the main tourist destination if the accessibility is easy for tourists to reach, in this case the ease of transportation, roads and others that can make tourists reach the object safely, comfortably and properly. Although the route to the Banda Naira Islands is very easy, optimal transportation is needed to make it easier for visitors to travel. On average, from every tourist area in Indonesia, transportation is one of the obstacles that is difficult to face. As is the case in the Banda Naira Islands, where transportation is one of the complaints faced by tourists. As stated by the Head of the Tourism and Youth Sports Service, namely: "Transportation is a major problem in the development of Banda Naira tourism. 90% of tourists who visit use ships with a time of around 1-2 days. If from Ambon to Banda there is a PT. Pelni ship for around 18 hours and a fast ship for around 6 hours. With a fairly long distance, of course tourists need fast transportation, one of which is a plane. Because the length of the airport is around 900 meters, so the existing aircraft can only

accommodate a small capacity. Therefore, the existing airport must be enlarged again to be able to accommodate a large capacity". Based on statements from several informants above, the author can formulate that transportation as a supporting facility is one of the main factors in attracting tourists. Tourists who want to visit must adjust the target of how long to vacation. However, sometimes the time needed for a vacation exceeds the target time they have prepared, this is because transportation is difficult to get out of the Banda Naira Islands, causing them to be trapped.

Table 2. Transportation Infrastructure Data for Banda Naira District

No	Infrastructure	Facility	Dimensions	Status
1	Banda Sea Port	1. Pier 2. Port Office 3. Waiting Room 4. Warehouse	1. 120 m 2. 10 x 14 m <sup>2</sup> 3. 8i x 14 m <sup>2</sup> (2bh) 4. 12 x 20 m <sup>2</sup> i	Central government
2	Speed Boat Harbor (3 units)	1. Pier 2. Toll Post	1. 102 m 2. 2 x 2.5 m <sup>2</sup>	Malteng Transportation Agency
3	Banda Aceh Airport	1. Runway 2. Arrival/departure terminal	1. 900 m 2. 10 x 20 m <sup>2</sup>	Central government

Source: Central Maluku Transportation Agency

With the availability of transportation, visitors can easily reach tourist attractions in the Banda Naira Islands. However, as good and potential as an area is if the available transportation is still difficult, visitors will think twice about visiting the tourist attraction. As the results of observations found by the author, that transportation operating in the Banda Naira Islands takes once a week and sometimes even twice a month to operate. This is a big problem if traced, because the lack of operating transportation causes tourists to sometimes get stuck until the visa limit they have to be extended again. Seen in the transportation infrastructure data table for Banda Naira District, there are three infrastructures available, namely the Banda seaport, the Speedboat port and the Banda airport. However, in reality, even though complete infrastructure is available, if the transportation operating system is still difficult, tourist interest will decrease.

Amenities (Facilities) The amenities aspect in this study is intended to mean the completeness of supporting facilities and infrastructure. Namely the availability of accommodation, information centers, and other comfort facilities.

Table 3. Number of Accommodations in the Banda Naira Islands

Hotel	Hostelry	Home Stay	Total
(1)	(2)	(3)	(4)
4	14	36	54

Source: UPTD Tourism, Youth and Sports

Accommodation needs in the Banda Naira Islands are not difficult. Based on data from the Central Statistics Agency of Banda Naira District, the availability of hotels, lodgings and home stays is adequate, namely there are 4 hotels, 14 lodgings, and 36 home stays that are ready to collect tourists who come to the Banda Naira Islands. It can be said that the available accommodation is optimal and adequate. As stated by the secretary of the UPT Tourism, youth and sports, namely: "Alhamdulillah for adequate accommodation, from each facility is adequate. It's just that, for the information center (TIC) managed directly by the UPT there is none. However, from the private sector there is this information center and this is one of the promotions to attract tourists ". In accordance with the results of the interviews found, the author concluded that the aspects of the facilities in the Banda Naira Islands were inadequate, due to the less than optimal provision of tourism development facilities. As the results of observations obtained by the author, the UPT as the tourism office in the Banda Naira Islands in providing aspects of tourism facilities is still lacking, such as the absence of public toilets and TICs or tourism information centers, an irregular waste system, and recreation areas that are not preserved. The completeness of facilities is the most important factor in attracting tourist visits. In the world of tourism, facilities and infrastructure are the most vital things because no matter how good and beautiful the tourist site is but is not supported by good quality, it is certain that it will not produce any results.

Ancillary (Management Institution) The management institution is one of the most important aspects in the development of a tourist area. The responsibility for packaging, creating supporting attractions, determining marketing targets and promotions is the responsibility of the manager. Of course, this must be supported by professional management. Because, the development or not of attractions in the destination area depends on the focus of development carried out by the management institution. The management institution that plays an active role in the development of the Banda Naira Islands tourist area is the Implementation Unit of the Tourism, Youth

and Sports Service. However, it can be said that the management of tourist attractions is not optimal due to the lack of clarity from the management institution. As stated, namely: "There is a management institution and this is managed directly by the district and provincial governments. Like the historical sites that exist were taken over by the Cultural Heritage Center of Maluku Province and Regency 70 Central Maluku. If it is related to marine parks or marine tourism objects, it is managed by TWP and its office is in Banda Naira". From the informant's statement above and based on the results of the observation, the author can formulate that as an agency, the Youth and Sports Tourism UPTD in developing tourism in the Banda Naira Islands must play an active role in supporting existing tourist sites. However, the reality found by the author through the results of the observation is that the management institution in the Banda Naira Islands is unclear, where it is not only focused on the UPTD, but also from several aspects of the government and the private sector. This is due to the division of management carried out by various aspects so that the management of existing tourist objects is not directed and systematic. such as the handling of tourism in the Banda Naira Islands, where the handling is sometimes from the Youth and Sports Tourism UPTD, sometimes also from the sub-district government and sometimes tourists when visiting there is no direction from the authorized institution. Of course this is the worst problem in developing tourism. Therefore, the clarity and seriousness of the management institution need to be optimized in order to get satisfactory results.

### **3.1.2. Youth and Sports Tourism UPTD Strategy to Explore Tourism in Banda Naira Islands Development Area**

**Strengths** Strengths are internal aspects that exist in the organization as strengths in achieving organizational goals. As an agency under the Tourism Office, the UPTD Tourism, Youth and Sports has the strength to respond to the development of the Banda Naira Islands tourism area so that it can run effectively and efficiently. As stated, namely: "The first strength is that the UPT Tourism staff understand their duties and responsibilities very well. Second, they also know very well about the programs that will be run by the Tourism Office in Banda Naira District and also know all the tourist attractions in Banda Naira District so that if tourists come to visit they can provide information to tourists. Third, the UPT staff are very loyal to the leadership, and also loyal to their duties and responsibilities". From this statement, the author can formulate that the skills of human resources in an organization will have a positive impact. Whether or not an organization develops is seen from the understanding of the duties and responsibilities given. If it is able to run, the organization will develop and become strong. However, on the other hand, if the human resources are found to be unable to carry out their duties and obligations, the organization can experience obstacles. The author also formulated that the Staff of the UPT Department of Tourism, Youth and Sports besides fully understanding their duties and responsibilities, are also very loyal to their leaders. Staff loyalty to leaders can have a positive impact on organizational development. Because when staff carry out their duties and responsibilities, they are able to hear direction and advice from their leaders so that the work carried out becomes focused. This is the best thing to help the process of a program so that what is programmed does not experience deviations. In running the program, UPT collaborates with managers in the Banda Naira Islands tourism. In accordance with the statement, namely: "Because Banda Naira is known as an eastern paradise that has natural advantages that have not been touched by the wider community, so the program carried out is in the form of developing tourism marketing and developing tourism destinations". Based on this statement, the promotion carried out through this event is a strength and opportunity for UPT. With the increase in tourist visits, it can provide benefits for the local community. Not only does it provide benefits for the community, but also community participation in developing Banda Naira Islands tourism has increased. In this case, the benefits felt are not only for the upper middle class but also the lower middle class can feel the benefits of this tourism development.

**Weaknesses** internal aspects that are owned in the body of an organization such as limited resources, skills and expertise that become serious obstacles to the performance of the organization. The weaknesses of the UPT in developing tourism areas are: "The staff of the UPT Tourism Office are very loyal to the leadership besides that they understand their duties and responsibilities very well. However, the UPT Tourism Office has a weakness, namely the lack of quality and quantity of human resources". Based on the results of the interview, it can be seen that the lack of budget causes limitations in developing tourism areas. Triggered by the absence of regulations related to the management of income in the tourism sector, it causes it not to know what percentage of original income is obtained from tourism. In addition, in carrying out its duties and functions, the UPT does not have an SOP or standard operating procedure.

**Opportunities** external aspects that are in the environment with a beneficial and profitable situation for an organization. Banda Naira Islands are the center of development as a National Development Strategic Area based on RIPPARNAS stating that Maluku Province, especially Central Maluku Regency, is included in the Ambon-Banda Naira DPN. Related to this, in the Maluku Provincial RTRW No. 16 of 2013 in article 54 it is stated that the determination of the mainstay and strategic areas of Maluku Province, where the Banda Naira Islands are a mainstay area that has a very strong influence with the superior sectors it has. The Technical Implementation Unit of the Tourism, Youth and Sports Service in developing tourism areas has great opportunities seen from the potential in the Banda Naira Islands. The following statement is: "If we look at the opportunities in the Banda

Naira Islands, first, there is an official regulation stating that Banda Naira has a superior tourism sector so development is needed. Second, if we look at the potential of Banda Naira, it is very diverse. Of course, these two are opportunities that must be utilized to develop tourism in the Banda Naira Islands." Based on the interview results, the author can formulate that there is an opportunity to develop a tourist area if the UPT is able to formulate the right strategy. In this case, if the UPT is able to utilize the existing potential, the level of tourist visits will increase.

Threats external aspects of the environment that are not good for an organization. In developing the Banda Naira Islands tourism area, UPT has threats and obstacles. The threats that UPT gets in developing the Banda Naira Islands tourism area as stated are: "Banda Naira tourism has become a national icon and even a prima donna for Central Maluku Regency, but seen from the current conditions with the national disaster, namely Covid 19, it is one of the threats and obstacles in the development of Banda Naira Islands tourism, which in the end all physical and non-physical activities run to handling Covid 19 ". Based on the work program carried out by UPT, namely the development activity program, socialization, and implementation of standardization supervision (TDUP Socialization) which has been realized. However, in reality, based on the results of observations made by the author, this work program has not experienced significant development. Because the socialization carried out does not touch all levels of society. So that there are still many people in the Banda Naira Islands who do not know about tourism development. And of course, this causes a lack of public awareness of tourism development. Tourism development cannot be separated from tourism implementers, whether they start from local communities, regional apparatus or the private sector, so it is necessary for UPT to intensify socialization on a monthly basis to provide understanding to the community so that they can understand the importance of tourism in developing the region.

### 3.1. Discussion

#### 3.2.1. Development of Tourism Destination Components in the Banda Naira Islands

Attractions (Objects and Attractions) Based on the Republic of Indonesia Law Number 10 of 2009 concerning tourism, Article 1 states that "Tourist attractions are something that has uniqueness, beauty, and man-made products that are the target or destination of tourist visits". Based on the results of research through interview and observation techniques carried out by the author, that the Banda Naira Islands have superior objects and attractions in the form of marine tourism objects, historical tourism, cultural tourism, agrotourism and special interests. Marine tourism objects in the Banda Naira Islands can be seen from the beautiful Marine Park that is not owned by other places, because the coral reefs and marine biota have their own specifications and uniqueness. Not only that, there are 34 points that are used as snorkeling spots where tourists can enjoy the beauty of the underwater world. The superiority of the Banda Naira Islands is reinforced in the Maluku Provincial Spatial Plan No. 16 of 2013, Article 54, which states that the Provincial Mainstay Area (KAP) is a spatial planning area that is prioritized because it has a very strong or important influence within the scope of the province on economic interests that originate from leading tourism sectors. This is also stated in Regional Regulation No. 1 of 2012 concerning the Central Maluku Regency Spatial Plan, Article 43, where the Banda Naira Islands are included in the mountainous natural tourism area and coastal natural tourism area, cultural area and special interest tourism area. Judging from the existing potential, it can be said that the Banda Naira Islands have extraordinary natural tourist attractions that can be enjoyed by tourists. However, based on the results of observations found by the author, that the preparation of artificial attraction development carried out by the UPT has not been there. So that tourist interest is only focused on marine tourism objects and historical tourism objects. If the UPTD Youth and Sports Tourism of Banda Naira District is able to cooperate with the sub-district government and village government in developing attraction objects by looking at the opportunities for excellence owned by the Banda Naira Islands, tourists will automatically be interested in the attractions owned so that the attraction objects of the Banda Naira Islands are not focused on one advantage only, but for all attractions in the Banda Naira Islands.

Accessible (Easy to Reach) As an archipelago far from the city center, the Banda Naira Islands are very easy to find. This is because the transportation routes provided have the right route and go directly to the Banda Naira Islands, so tourists do not have difficulty finding them. Accessibility is intended so that domestic and foreign tourists can easily reach the tourist attractions. So the ease of transportation, roads are the most important part so that tourists can easily reach tourist locations. Based on the theory, if traced with the results of data analysis and observations obtained, the author can formulate that there is a disconnection between theory and reality. Where, the location is easy to find, but the transportation owned is less than optimal. Because the main problem of the Banda Naira Islands is the provision of transportation that if tourists who visit they have to calculate the time to return and sometimes have to get stuck due to the difficulty of transportation to return. This is because the transportation operating system in the Banda Naira Islands takes once a week and sometimes also twice a month. Based on Regional Regulation no. 01 of 2012 concerning the Central Maluku Regency RTRW, article 21 paragraph (2), Banda Naira port is included in the national ports that have been developed. In the sense that the availability of transportation infrastructure has been optimal, but transportation facilities must be improved again.

Even so, the UPT of the Tourism, Youth and Sports Service of Banda Naira District and the Banda Naira District government have made efforts to optimize transportation facilities, but the attention of the district government to Banda Naira is still very minimal so that transportation development in the Banda Naira Islands is still far from what is expected.

**Amenities** Based on the research results, accommodation in the Banda Naira Islands is optimal and needs to be added again. However, related to other facilities, it is still less than optimal, namely the absence of TIC or information center, public toilets, irregular waste system, and recreation areas that are not preserved. The tourism amenities in question are the optimization of supporting tourism facilities that can provide comfort and satisfaction for tourists. Based on theory, the amenities aspect provided by UPT is still far from what is expected. In the RIPPARDA of Central Maluku Regency in 2016, it has explained the development and determination of public infrastructure, public facilities, and tourism facilities. And also stated in PP RI no. 50 of 2011 concerning RIPPARNAS 2010-2025 article 26 point (c) namely pioneering and developing public infrastructure, public facilities, and tourism facilities to support the readiness of tourism destinations and increase the competitiveness of tourism destinations. However, in reality the development and improvement of tourism facilities is still less than optimal, so there needs to be more serious development because many tourists still complain about the incompleteness of supporting facilities in the Banda Naira Islands. Of course this can make tourist attractions not develop, because tourist interest decreases. As a result, the sector that is able to provide great benefits to the community ends up with a bad impact.

**Ancillary (Management Institution)** Namely an institution that has the ability to carry out packaging responsibilities, create supporting attractions, determine marketing targets and promotions. In supporting tourism development, strengthening of tourism organizations is needed. This aims to ensure that the preservation of tourist areas is maintained and always focused. In accordance with the results of research and observations conducted by the author, that the management institution in the Banda Naira Islands is the UPT of the Tourism, Youth and Sports Office. However, this management institution is unclear, where it is not only focused on the UPT, but also from several aspects of government and private sector. This is due to the division of management carried out by various aspects so that the management of existing tourist attractions is not directed and systematic. In a previous study entitled "Strategy i Tourism Development i Banda Naira Islands Area" by Kartini La Ode Unga, the researcher obtained facts that were in accordance with the results of the observations obtained, where the development of the management institution for the past nine years has not been clear so that the tourism system has become unorganized and fragile. This also causes the management of tourist attractions in the Banda Naira Islands not to experience serious development, such as the handling of tourism in the Banda Naira Islands, where the handling is sometimes from the UPT, sometimes also from the sub-district government and sometimes tourists when visiting there is no direction from the authorized institution. If traced in PP RI no. 50 of 2011 concerning RIPPARNAS 2010-2025 article 57, there needs to be development of tourism institutions as a way to improve environmental preservation of tourist attractions and also as strengthening the strategic function of tourism in generating foreign exchange. Therefore, the clarity and seriousness of the UPTD Youth and Sports Tourism of Banda Naira District as a management institution under the auspices of the Tourism Office needs to be optimized in order to obtain satisfactory results.

### **3.2.2. Youth and Sports Tourism UPTD Strategy in Developing the Banda Naira Islands Tourism Area**

**Strengths (Strengths)** Based on the research results, the strength factors possessed by the Youth and Sports Tourism UPTD include staff loyalty to the leadership, duties and responsibilities. Staff loyalty to the leadership can have a positive impact on organizational development. Because when staff carry out their duties and responsibilities, they are able to hear direction and advice from the leadership so that the work carried out becomes focused. In carrying out duties and responsibilities, the UPT coordinates with the private sector. Coordination is intended so that the programs implemented do not conflict with each other. Also in accordance with Law of the Republic of Indonesia no. 10 of 2009 concerning Tourism, article 33 paragraph (1) concerning coordination. The work program is in the form of developing tourism marketing and developing tourism destinations. From the marketing program implemented, there has been an increase in tourist visits from the previous year. With this increase in visits, it is a strength for the UPT to develop the Banda Naira Islands tourism area.

**Weaknesses of UPT in developing tourism areas** are the lack of quality and quantity of human resources. The importance of quality and quantity of human resources will provide good development for the organization. The lack of quality and quantity of UPT human resources is due to the lack of empowerment of employees. Employee empowerment is carried out in order to be able to grow and create quality employees. Aligned with the direction and development of policies in the Central Maluku Regency RIPPARDA, namely Improving the Quality of Human Resources and Tourism Institutions to Increase Understanding of Tourism Awareness. Not only that, in PP RI no. 50 of 2011 concerning RIPPARNAS 2010-2025 article 62 point (b) namely improving the quality of employees in the tourism sector. In the sense that improving quality and quantity is carried out in order to get employees who are able to understand the direction of tourism development policies so that they are able to plan work programs that will be carried out. The relationship between internal weaknesses owned by UPTD is due to



having a minimal budget which causes limitations in developing tourism areas. This is also triggered by the absence of regulations related to the management of income in the tourism sector causing it not to know what percentage of original income is obtained from tourism and of course there is no income for the UPT institution. The UPT of the Tourism, Youth and Sports Office in carrying out its duties and functions does not have a standard operating procedure as a guideline to facilitate and organize the work it does. The reality is that the activities carried out by the UPT are activities directed by the Tourism, Youth and Sports Office of Central Maluku Regency so that the UPT only follows directions without looking at the SOP it has.

Opportunities Banda Naira Islands become the center of development as a National Development Strategic Area based on RIPPARNAS, it is stated that Maluku Province, especially Central Maluku Regency, is included in the Ambon-Banda Naira DPN. Related to this, in the Maluku Provincial RTRW No. 16 of 2013 in article 54, it is stated that the mainstay and strategic areas of Maluku Province are determined, where the Banda Naira Islands are a mainstay area that has a very strong influence with the superior sectors it has. Opportunities for UPT in developing the Banda Naira Islands tourism area can be seen with the support of the local government. Based on the Indonesian Ministerial Regulation No. 3 of 2018 concerning operational instructions for managing special physical allocation funds in the tourism sector, Chapter IV, menu and activities, point A, development of tourist attractions as an effort to improve the quality of attraction facilities includes the construction of a tourist information center/TIC and its equipment. In the sense that the Youth and Sports Tourism UPTD in planning the development of the Banda Naira Islands tourism area has followed existing regulations. This proves that there have been efforts made by UPTD to develop the Banda Naira Islands tourism area. However, from the results of observations made by the author, the planned program that was to be implemented was delayed due to a national outbreak which caused the government to have to focus on handling the outbreak.

Threats The threats faced by UPT in developing the Banda Naira Islands tourism area are the national disaster in the form of Covid-19. Where, the work program must be postponed until 2021, this is because all program handling is directed at handling Covid-19. Public concern for the development of the Banda Naira Islands tourism area is still minimal, because they are not fully ready to develop Banda Naira tourism. This is also triggered by the lack of public awareness of the environment. Based on PP RI No. 50 of 2011 concerning RIPPARNAS 2010-2025 article 28 point (a) concerning the direction of community empowerment policies through tourism including the development of potential, capacity, and community participation through tourism development. Point (h), increasing awareness and the role of the community and related stakeholders in realizing the seven charms to create a conducive climate for local tourism. Thus, UPT as an important institution must be able to carry out an extra approach and socialization so that public awareness is increased. Tourism development cannot be separated from tourism implementers, whether from local communities, regional apparatus or the private sector, therefore it is necessary for UPT to intensify socialization on a monthly basis to provide understanding to the community so that they can understand the importance of tourism in developing the region.

Table 4. SWOT Analysis of Research Results

	<b>Strength (S)</b>	<b>Weakness (W)</b>
Internal	<ol style="list-style-type: none"> <li>1. Staff loyalty to the leadership</li> <li>2. Staff understanding and knowledge of duties and responsibilities are very good</li> <li>3. Able to cooperate with the private sector</li> <li>4. Work programs that support increasing visits</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of quality and quantity of human resources</li> <li>2. Limited budget</li> <li>3. Lack of facilities and infrastructure</li> <li>4. No regulations on tourism income and regulations on tourism area management</li> <li>5. No SOP</li> <li>6. No investors yet</li> <li>7. Lack of cooperation between UPT and the private sector and government</li> <li>8. Minimal promotion</li> <li>9. Not yet able to distribute typical products</li> </ol>
Eksternal		
	<b>Opportunity (O)</b>	<b>Strategy (S-O)</b>
	<ol style="list-style-type: none"> <li>1. Diverse tourism potential</li> <li>2. Able to develop tourism areas</li> </ol>	<ol style="list-style-type: none"> <li>1. Strengthening UPT institutions by improving good management.</li> <li>2. Improving the ability of staff/employees in preparing and planning tourism agendas.</li> </ol>
		<b>Strategy (W-O)</b>
		<ol style="list-style-type: none"> <li>1. Maximizing budget allocation for management.</li> <li>2. Making regulations on tourism area management and tourism revenue regulations.</li> </ol>

3. Government support 4. 2020 planned program	3. Empowering staff/employees so that they have quality views in managing tourism in the Banda Naira Islands. 4. Implementing cooperation with government institutions and managers to be able to cooperate with investors. 5. Utilizing human resources of the apparatus to be able to develop technology.	3. Building coordination and expanding cooperation between the government and the private sector in developing the Banda Naira Islands tourism area. 4. Utilizing tourism potential to develop the Banda Naira Islands tourism area
Threat (T)	Strategy (S-T)	Strategy (W-T)
1. National disaster 2. Low level of public participation and awareness 3. Bad foreign culture	1. Improve the quality of human resources who have responsibility and commitment in facing free market competition. 2. Conduct massive and creative socialization so that the community is aware, understands and is able to work together in realizing a healthy climate so that investors are willing to invest their capital in the tourism sector. 3. Create enthusiastic promotions regarding the Banda Naira Islands point in print and electronic media.	1. Maximizing quality and quantity of human resources. 2. Making policies that regulate clear planning for the development of the Banda Naira Islands tourism area. 3. Increasing cooperation with tourism actors through meetings and socialization of programs and activities for the development of the Banda Naira Islands tourism area. 4. Optimizing coaching and skills training for the local community of the Banda Naira Islands.

Based on the SWOT analysis that has been applied, the author tries to formulate alternative strategies that can be carried out by the Technical Implementation Unit of the Tourism, Youth and Sports Office of Banda Naira District, Central Maluku Regency, namely using the iSO (Strength-Opportunities) strategy, including strengthening the institutional structure of the Technical Implementation Unit of the Tourism, Youth and Sports Office of Banda Naira District by improving good management, improving the ability of staff/employees in preparing and planning tourism agendas, empowering staff/employees so that they have a quality perspective in managing tourism in the Banda Naira Islands, implementing cooperation with government institutions and managers to be able to cooperate with investors. And utilizing human resources of the apparatus to be able to develop technology[33], [34].

From previous research, the gap analysis between Mandangin Island and Sanrobengi Island shows several significant differences in tourism development strategies. Mandangin Island emphasizes the provision of complete facilities to increase competitiveness with other tourist destinations, while Sanrobengi Island focuses on improving supporting facilities, accessibility, and tourist attractions. This indicates that Mandangin Island needs to integrate facility development with specific strategies for supporting facilities and accessibility as suggested for Sanrobengi Island. In addition, Mandangin Island does not include an explicit promotion strategy, while Sanrobengi Island emphasizes the importance of promotion through information technology and support for the RIPPARDA vision and mission.

In addition, Mandangin Island does not mention aspects of socialization or community participation, unlike Sanrobengi Island which shows the importance of socialization related to RTRW, human resource development, and support for RIPPARDA's vision and mission. Also, Mandangin Island has not included festivals or tourism events in its strategy, while Sanrobengi Island highlights increasing tourism appeal through marine tourism festivals/events. This gap indicates that Mandangin Island needs to pay attention to elements of promotion, community involvement, and tourism activities to create a more comprehensive and attractive development plan. Overall, the gap analysis shows that while Mandangin Island focuses on providing facilities, Sanrobengi Island integrates broader aspects such as socialization, promotion, and tourism events. Both islands can learn from each other's approaches to address shortcomings and take advantage of opportunities in tourism development.

So the novelty in this study introduces a new approach in tourism development by integrating the provision of complete facilities and management of local resource potential such as culture, tourism, and culinary. This approach is different from previous studies that often only focus on one aspect, such as facilities or tourist attractions. In addition, this study emphasizes the importance of not only improving facilities but also optimizing the components of the tourist destination as a whole, especially in the Banda Naira Islands, by paying attention to the quality of the tourist experience and the integration of local potential to create a more attractive and competitive destination.

So there are implications of research in the form of developing tourism areas in the Banda Naira Islands requiring integrated planning that includes infrastructure improvements, facility improvements, and comprehensive management of local potential. The focus should be placed on improving the quality and attractiveness of destinations, with an emphasis on developing local advantages such as historical and cultural

attractions. Active involvement of all stakeholders, including local governments, tourism industry players, and local communities, is essential to ensure that the strategies implemented are in accordance with local needs. In addition, optimal utilization of local resources such as culture and cuisine must be part of the development strategy to provide positive economic impacts. Development must pay attention to sustainability in environmental, social, and economic aspects to ensure long-term benefits for the area.

This study faces several limitations including the geographical focus that may be limited to a specific area in the Banda Naira Islands, thus the proposed strategies may not be applicable to the entire archipelago. In addition, reliance on data from observations, documentation, and interviews may limit the depth of information if the available data are incomplete. Stakeholder engagement in the study may not have been comprehensive, affecting the representativeness of the results. Time and resource constraints may also limit the scope of analysis and the detail of the strategies developed. Finally, rapidly changing local and global situations may affect the relevance and effectiveness of the proposed strategies, thus the study may not be able to fully accommodate contextual changes.

Therefore, based on the limitations of the study, further research is recommended to expand the geographical scope to cover the entire Banda Naira Islands region, using more diverse data collection methods such as quantitative surveys, longitudinal studies, and participatory mapping, and involving more stakeholders, including local communities, government, business actors, and tourists. A multidisciplinary approach involving economics, ecology, and technology is needed to develop an integrated and relevant strategy. Periodic impact studies are also important to assess the relevance of the strategy amidst the dynamics of local and global situations. With adequate allocation of time and resources and the use of digital technology, such as big data analysis and GIS, it is hoped that future research can produce a more accurate, inclusive, and sustainable strategy in supporting tourism development in the Banda Naira Islands.

### 3. CONCLUSION

The development of tourism destination components in the Banda Naira Islands includes four main aspects: tourist objects and attractions, accessibility, facilities, and management institutions. The tourist objects and attractions in Banda Naira are quite good, but there needs to be additional artificial attractions to attract more tourists. Accessibility to the Banda Naira Islands is still not optimal, and supporting facilities, such as tourism information centers and public toilets, are still inadequate. In addition, the management institution, namely the Technical Implementation Unit of the Tourism, Youth and Sports Office, does not yet have a specific management structure, so it requires improvement to improve tourism management performance. To optimize tourism development, the strategy that can be applied is the SO (Strengths-Opportunities) strategy which utilizes strengths and opportunities through an aggressive approach. This strategy includes strengthening institutions by improving management, empowering staff to have a more qualified view, and establishing cooperation with government institutions and investors. In addition, the use of technology and human resources of the apparatus is expected to support more effective development.

The researcher recommends that further research can examine strategies to ensure sustainable tourism development in Banda Naira by balancing economic, social, and environmental aspects. As well as examine the potential and challenges in attracting private investment for the development of tourism facilities in Banda Naira, including the provision of transportation and accommodation facilities.

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