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## *Stakeholders Collaboration in Optimizing Tourism and Creative Economy Integration*

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### ABSTRACT

*Tourism development has a very important role in driving the economic growth of a country. Tourism contributes to national income, through job creation, foreign exchange earnings, market creation for native commodities, and promotion of local products. Tourism development has great potential as a multiplier effect in the development of the creative economy. Pentahelix, as the main stakeholder, plays a key role in the socio-economic progress of the region, including encouraging the development of tourism and the creative economy. This study aims to determine the influence of the role of stakeholders on the development of tourism and the creative economy in Pasuruan Regency using the PLS method. The results of the study showed that only academics had a significant influence on efforts to increase the attractiveness of tourist villages. Meanwhile, on the creative economy side, only the role of the government has had a positive impact on increasing digitalization. Based on the results of these estimates, it is important for Pasuruan Regency to develop the concept of integrating tourism and the creative economy or community-based creative tourism.*

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### ABSTRAK

Pembangunan pariwisata memiliki peran yang sangat penting dalam mendorong pertumbuhan ekonomi suatu negara. Pariwisata berkontribusi dalam memberikan sumbangan terhadap pendapatan nasional, melalui penciptaan lapangan kerja, penerimaan devisa, penciptaan pasar untuk komoditas asli, dan promosi produk-produk lokal. Pengembangan pariwisata memiliki potensi besar sebagai *multiplier effect* dalam pengembangan ekonomi kreatif. *Pentahelix*, sebagai pemangku kepentingan utama memainkan peran kunci dalam kemajuan sosial-ekonomi daerah, termasuk mendorong pembangunan pariwisata dan ekonomi kreatif. Penelitian ini bertujuan untuk mengetahui pengaruh peran *stakeholders* terhadap pengembangan pariwisata dan ekonomi kreatif di Kabupaten Pasuruan dengan menggunakan metode PLS. Hasil penelitian menunjukkan, hanya akademisi yang berpengaruh signifikan terhadap upaya peningkatan daya tarik desa wisata. Sedangkan, pada sisi ekonomi kreatif hanya peran pemerintah yang telah berdampak positif terhadap peningkatan digitalisasi. Berdasarkan hasil estimasi tersebut maka Kabupaten Pasuruan penting untuk mengembangkan konsep integrasi pariwisata dan ekonomi kreatif atau *community-based creative tourism*.

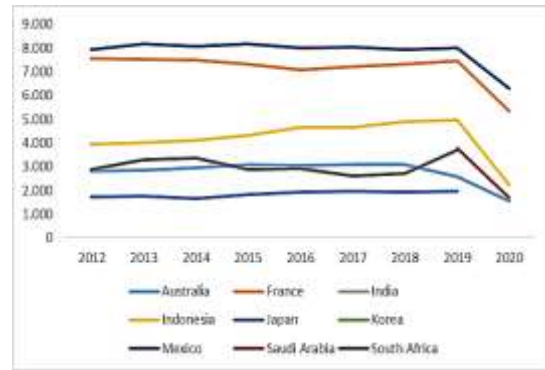
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## INTRODUCTION

Tourism development plays a very important role in driving a country's economic growth. Tourism contributes to national income, through job creation, foreign exchange earnings, market creation for indigenous commodities, and promotion of local products (Kyara et al., 2021; Zheng et al., 2023; Hutama & Suliswanto, 2023; Novianti et al., 2024). In addition, tourism development has great potential as a multiplier effect in the development of the creative economy. When tourism destinations develop, this creates new opportunities in creative industries such as arts, crafts, design, music, and culinary (Richards, 2020). Pentahelix, as a key stakeholder, plays a key role in regional socio-economic progress, including encouraging tourism and creative economy development (Budhi et al., 2022).

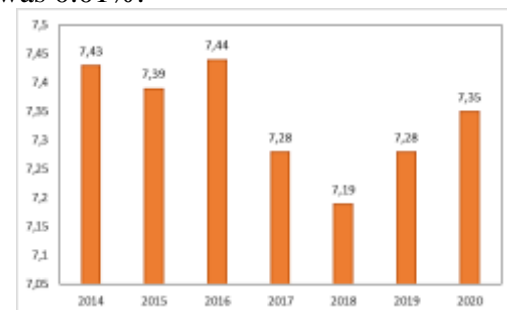
Indonesia, as a country rich in natural and cultural resources, has experienced significant economic challenges as a result of the COVID-19 pandemic. Based on data from the OECD, in 2020, Indonesia's tourism sector experienced a drastic decline, contributing only 2.24% to national GDP. When compared to countries that are members of the G20, Indonesia is in 3rd place in terms of the tourism sector's contribution to GDP. In 2021, Indonesia began to recover and make a recovery in the tourism sector by contributing 2.25% to national GDP. Although this figure still shows a low increase, the success of the recovery is also reflected in the increase in the Travel and Tourism Competitiveness Index (TCCI) achieved by Indonesia. Based on data from the World Economic Forum (WEF) in 2022, Indonesia is in the top 32 in the world, up from 44th place.



**Figure 1. Contribution of the Tourism Sector to GDP of G20 Countries**

Source: Organization for Economic Cooperation and Development, processed, 2024

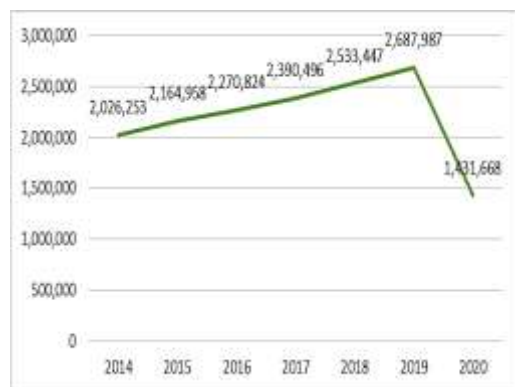
The COVID-19 pandemic has not only impacted the tourism sector, but also involved the creative economy sector in a series of challenges that must be faced. Unlike the tourism sector, the creative economy sector experienced growth during the pandemic. Based on data from the Ministry of Tourism and Creative Economy, in 2020 the creative economy sector contributed 7.35% to national GDP. This growth is in line with the development of the game and application sub-sector. Despite the increase, the creative economy sector is still affected by the COVID-19 pandemic, which has weakened other sub-sectors. Based on data from the Ministry of Tourism and Creative Economy, in 2020 the sub-sector with the lowest contribution to national GDP was the interior design and visual communication design sub-sector, which was 0.01%.



**Figure 2. Contribution of the Creative Economy Sector to National GDP**

Source: Ministry of Tourism and Creative Economy, processed, 2024

Pasuruan Regency as one of the regencies in East Java has natural potential that can create opportunities for the community and creative industry players in this region. Based on data from the Pasuruan Regency Tourism Office, in 2020 Pasuruan Regency had tourism assets consisting of 22 natural attractions, 5 special interest attractions, 12 religious attractions, 17 cultural attractions, 18 artificial attractions, and 14 agrotourism. This has resulted in an increase in tourist visits to Pasuruan Regency every year. In 2019, 2,687,987 people visited Pasuruan Regency tourism. This figure decreased due to the COVID-19 Pandemic in 2020, which fell to 1,431,668 people. However, the government has committed to restoring and developing the tourism and creative economy sectors in Pasuruan Regency through programs.



**Figure 3. Development of Tourist Visits to Pasuruan Regency 2014-2020**

Source: Pasuruan Regency Tourism Office Strategic Plan 2018-2023, processed, 2024

The development of tourism and the creative economy is faced with a number of problems, including in human resource management. The challenges in human resource management involve technological developments that give rise to deep specialization that causes social fragmentation and replaces human work with machines (Darsana & Sudjana, 2022). Based on the Ministry of Tourism and Creative Economy, that of the 17 sub-

sectors in the creative economy, only 5 sub-sectors have an Education and Learning Development Institution. Judging from the development of the tourism and creative economy workforce, based on data from the BPS in 2021, out of 100 Indonesians who work, only 16 of them work in the tourism sector. Meanwhile, the share of the creative economy workforce in 2021, namely out of 100 workers there are around 17 people who work in the creative economy sector. Specifically in Pasuruan Regency, based on data from the Pasuruan Regency Tourism Office, in 2021 the number of human resources serving as civil servants only reached 34 people. This figure has decreased compared to 2019, which reached 43 people.

Other problems arise from infrastructure, facilities, transportation, and environmental aspects. Based on data from the Pasuruan Regency Tourism Office, the problems faced include: (1) Lack of tourism promotion; (2) Lack of certified tourism actors; (3) Suboptimal destination development by local governments; (4) Regulations and SOPs that are not yet available in national strategic tourism areas; and (5) Lack of support for national strategic tourism areas, including the influence of halal tourism discourse on local tourists. Another challenge is the inefficient and poorly integrated transportation system. Lack of accessibility and limited public transportation can hinder the mobility of tourists and creative business actors, thereby reducing local economic potential. In addition, environmental issues are also a concern, where uncontrolled tourism growth can cause damage to natural ecosystems, pollution, and loss of biodiversity, which can ultimately harm tourist attractions and local environmental balance.

Pentahelix, which includes government, industry, academics, society,

and media, plays a crucial role in supporting the development of the tourism sector and the creative economy. Optimizing the role of the pentahelix can create alignment and ensure the quality of activities, facilities, services, and create experiences and tourism benefits, thus providing a positive impact on society and the environment (Mandalia et al., 2023; Hidayatullah, 2022). However, there are still several problems that make the role of the pentahelix less than optimal in supporting tourism and the creative economy. One of the main problems is the lack of coordination and synergy between these five parties. Schottle et al. in Mastika et al. (2023), explains that collaboration is influenced by the willingness to compromise, communication, commitment, trust, exchange of information, knowledge, and the courage to take risks, while the negative factors are the emergence of potential conflicts, lack of coordination, ineffective cooperation, and lack of independence. Lack of coordination between stakeholders can hinder knowledge transfer, project collaboration, and effective policy implementation. In addition, disparities in goals and priorities between government, industry and society can also make it difficult to achieve common goals.

There are several previous studies that are relevant to this research topic at both international and national levels. Research conducted by Chen et al. (2023), shows that the key factors influencing the development of ethnic village tourism in China include resources, location, environmental development, tourist preferences, stakeholders, products, and innovation. In line with research conducted by Lapuz (2023), community empowerment is an important factor in digital transformation in the tourism management process. At the national level, research conducted by Maulana et al. (2022) shows that the role of the

pentahelix in the development of Perlang Tourism Village has been running optimally because each actor has carried out its role optimally. In contrast to research conducted by Hakim (2022), the need to increase the role of stakeholders for tourism planning in Hegarmukti Village, focused on the development of cultural tourism, nature tourism, infrastructure and tourism facilities.

Based on the problems explained previously, this research is important to be conducted considering that the tourism and creative economy sectors have an important role in the economic growth and development of a country. The purpose of this study is to determine the influence of the role of pentahelix on the development of tourism and the creative economy in Pasuruan Regency. By considering local dynamics, culture, and environmental sustainability, this study paves the way for local decision makers and stakeholders to design more effective and sustainable policies, making Pasuruan Regency an example for the development of inclusive tourism and the creative economy in various regions.

## LITERATURE REVIEW

Tourism is a tourism activity supported by the facilities and services offered to visitors or tourists. Provision of tourist attractions can be done through collaboration or cooperation with various parties, including village-owned enterprises with academics to the private sector. The development of tourist attractions can be adjusted to the resources owned by each region, one of which is a tourist village. Tourism is related to organizations, relationships between institutions and individuals, service needs, services, and so on. From an economic perspective, tourism arises from four main elements that are interrelated or interconnected in a system.

Support for tourism development can be done through the development of supporting factors, especially the creative economy side. Acceleration of creative economy development can be done through integration between various creative economy actors. Centralization of creative economy actors is done by providing support and facilities for the development of creative economy products; expanding networks between creative actors; reaching development centers from both institutions or industries; developing communication for the general public; and accelerating the formation of innovation.

The development of integration of tourism villages and the creative economy requires the role of organizations, especially the government. Based on literature related to organizations, it states that through organizations, parties can improve products and services. Activities within the organization can increase the innovation of each member in producing products. Another study developed organizations can not only play a role in members, but also from the side of members can contribute to building an organization. The following is a description of the contribution and role of the organization to members and vice versa.

The development of tourism objects and the creative economy cannot be separated from the role of the environment around the target of tourism object development. Current product development is heading towards being environmentally friendly. The development of environmentally friendly products can start from packaging that can accelerate the recycling process. Institutionally, the government continues to encourage environmental preservation so that it is hoped that innovative products can be created. Therefore, in developing a

group of people or organizations, it can be sustainable if it pays attention to environmental components. Not only to members, organizations must have an impact socially and environmentally.

## RESEARCH METHOD

This study uses quantitative research to measure the influence of pentahelix on tourism and creative economy development in Pasuruan Regency. The data used in this study are primary data with data collection techniques in the form of questionnaires. The questionnaire was distributed to various related parties in Pasuruan Regency, consisting of tourism and creative economy actors, government, communities, media and village communities.

The collected data will be analyzed using the Partial Least Squares (PLS) method, an effective multivariate analysis technique for testing and measuring relationships between variables in a structural model. PLS allows researchers to evaluate the extent to which the variables studied contribute to the construction of the model and how strong the relationship between the variables is. PLS analysis is also able to identify the variables that have the most influence on the research results. SmartPLS is used to implement the PLS-SEM method. The independent variables in this study include the pentahelix parties, including academics (X1); community (X2); society (X3); media (X4); and government (X5). While the dependent variables are tourism development (Y1); tourism digitalization (Y2); creative economy development (Y3), and creative economy digitalization (Y4). Based on the variables used above, the operational definition of each variable can be determined as follows.

Table 1. Operational Definition of Variables

Variables	Definition	Measurement
Academics (X1)	Academic contributions to supporting tourism and the creative economy involve research, education, training, and direct involvement in development initiatives in these sectors.	Likert scale
Community (X2)	Local community contributions involve active participation in local initiatives, collaboration with tourism and creative economy actors, and joint efforts in designing and implementing sustainable development programs.	Likert scale
Society (X3)	Community involvement includes participation in local activities, support for creative economy products and initiatives, and efforts to preserve and promote local cultural heritage.	Likert scale
Media (X4)	Contribution to promotion, information and image, including evaluation of media coverage, assessment of positive/negative representation and the impact of media in increasing public awareness and interest in tourism products and destinations.	Likert scale
Government (X5)	The government's contribution in supporting tourism and the creative economy involves policy formulation, budget allocation, infrastructure development, promotion of tourist destinations, as well as coaching and support for creative economy actors.	Likert scale
Tourism Attractions (Y1)	Tourism appeal involves the beauty, uniqueness, authenticity and diversity of experiences offered by a tourist destination.	Likert scale
Digitalization of Tourism (Y2)	Tourism digitalization involves the use of digital technologies in various aspects of the tourism sector, including information management, marketing, and interaction with tourists to improve efficiency and tourist experience.	Likert scale
The Attraction of Creative Economy Products (Y3)	The appeal of creative economy products includes elements such as uniqueness, aesthetics, innovation, and the product's ability to meet market needs and expectations.	Likert scale
Digitalization of the Creative Economy (Y4)	Digitalization of the creative economy includes the use of digital technology in the activities of the sector, including the adoption of information technology, the sustainability of digitalization, and the use of digital platforms for innovation, marketing, and interaction with consumers.	Likert scale

Source: Author, 2024

## RESULTS AND DISCUSSION

The estimation results can be seen based on several tables, such as (i) table 4. Estimation results of the influence of stakeholders' roles on the development of tourism villages (Y1); (ii) table 5.

Estimation results of the influence of stakeholders' roles on the development of digitalization of tourism villages (Y2); (iii) table 6. Estimation results of the influence of stakeholders' roles on the development of the creative economy; and (iv) table 7. Estimation results of the influence of

stakeholders' roles on the development of digitalization of the creative economy.

Stakeholders' influence on tourism development, only academics showed a positive impact on the attractiveness of tourist villages in Pasuruan Regency, especially Cendono Village. Meanwhile, the focus of each stakeholder has not had a positive and significant impact on the digitalization of tourist villages. The results of this study indicate that to increase the attractiveness of tourist villages, the role of the government, the role of the media, the role of the community and the community is still not optimal. Meanwhile, the development of digitalization has not been carried out massively by various parties.

Table 2. Estimation Results of the Influence of Stakeholders' Roles on Tourism Village Development (Y1)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
X1 -> Y1	0.552	0.348	0.271	2.038	0.042
X2 -> Y1	0.036	0.059	0.348	0.104	0.917
X3 -> Y1	-0.124	0.030	0.225	0.553	0.580
X4 -> Y1	0.158	0.025	0.221	0.716	0.474
X5 -> Y1	0.096	0.118	0.297	0.324	0.746

Sig p<0.1

Table 3. Estimation Results of the Influence of Stakeholders' Roles on the Development of Digitalization of Tourism Villages (Y2)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
X1 -> Y2	0.027	0.091	0.250	0.106	0.915
X2 -> Y2	0.054	0.122	0.335	0.162	0.872
X3 -> Y2	0.053	0.030	0.178	0.297	0.767
X4 -> Y2	0.134	0.108	0.186	0.720	0.472
X5 -> Y2	0.327	0.309	0.328	1.000	0.318

Sig p<0.1

Stakeholders' influence on the development of the creative economy, it shows different results from tourism development. The role of stakeholders has not had a significant impact on increasing the attractiveness of the creative economy. However, the government in Cendono Village and its surroundings has had an impact on the development of

digitalization of the creative economy. In line with the go digital planning that will be massively implemented by various parties.

Table 4. Estimation Results of the Influence of Stakeholders' Roles on Creative Economic Development (Y3)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
X1 -> Y3	-0.380	-0.240	0.369	1.029	0.304
X2 -> Y3	0.455	0.052	0.459	0.993	0.321
X3 -> Y3	-0.559	-0.198	0.627	0.891	0.373
X4 -> Y3	0.157	0.157	0.315	0.067	0.946
X5 -> Y3	0.767	0.545	0.471	1.630	0.104

Sig p<0.1

Table 5. Estimation Results of the Influence of Stakeholders' Roles on the Development of Digitalization of the Creative Economy (Y4)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
X1 -> Y4	0.133	0.145	0.285	0.465	0.642
X2 -> Y4	0.261	0.235	0.215	1.214	0.225
X3 -> Y4	-0.240	-0.095	0.288	0.836	0.404
X4 -> Y4	-0.067	-0.071	0.194	0.343	0.731
X5 -> Y4	0.662	0.542	0.321	2.061	0.040

Sig p<0.1

Based on the results of research on the impact of stakeholders' roles on tourism villages and the creative economy, it can be seen that in order to increase attractiveness and digitalization, cooperation from various parties is needed, both from academics, communities, media, society, and government. In addition, the development of the concept of community-based creative tourism is also important. This aims to increase the integration of the tourism and creative economy sectors as an effort to accelerate digitalization.

Creative tourism is a new path formed through relationships involving the development of innovative content in creative tourism experiences, as well as increasing the participation of the creative sector in the production, consumption, and distribution of these experiences (Baixinho et al., 2020). Meanwhile, community-based creative tourism is a tourism

approach that emphasizes the participation and involvement of local communities in the development and implementation of creative tourism experiences (Dias et al., 2021). In this model, tourists are not only consumers but also participate in creative activities that involve cultural heritage, art, and local uniqueness. Local communities play an active role in designing, managing, and promoting tourism experiences that highlight creative aspects and local wisdom.

Community-based creative tourism approach aims to empower local communities by increasing income, promoting cultural heritage, and building sustainable relationships between tourists and communities (Duxbury et al., 2021). Participatory tourism experiences, such as art workshops, local cuisine, or cultural activities, provide opportunities for tourists to engage directly with local life and culture. Community-based creative tourism emphasizes the importance of preserving cultural identity, encouraging inclusivity, and generating positive impacts for local communities.

The role of various parties in encouraging the development of tourism and the creative economy is very much needed. According to the findings of Gato et al. (2022), local destination management organizations or communities have a significant role in the tourism and creative economy sectors. Therefore, related parties need to prioritize organizational culture by coordinating effective learning and training activities to advance local creative tourism destinations. Another study by Luongo et al. (2023) shows that collaboration and competition between companies in a regional system provide positive benefits in encouraging the development of innovation. These findings are also supported by the role of social capital and social relations in improving the tourism and creative economy sectors.

In a recent study, Ma & Ouyang (2023) identified factors influencing economic growth in the tourism and creative economy sectors, involving tourism resource abundance, tourist reception capacity, tourism development policies, transportation infrastructure, financial support, international trade activities, general economic conditions, extreme events, digital technology, and financial sector development. In addition, this study also highlights the importance of collaboration between related parties to maximize the potential for economic growth in the tourism and creative economy sectors. With strong cooperation, it can create an ecosystem that supports innovation and sustainable development in the sector.

The most commonly used indicators of tourism economic development are tourism revenue and tourist attractions (Musa et al., 2021). In line with research conducted by Menegaki & Tiwari (2022), financial sector development is significantly positively correlated with tourism economic development. Findings from Ma & Ouyang's (2023) research indicate that financial facilities, including Distributed Infrastructure Finance (DIF), and channels that facilitate payments and reduce liquidity constraints, play an important role in driving tourism economic growth. However, Dayour et al.'s (2020) research presents a different perspective by highlighting that most tourism businesses operate as Micro, Small, and Medium Enterprises (MSMEs), which tend to be less resilient to risk and vulnerable to exclusion from the financial services system.

In addition to financial access, Edelman emphasizes the importance of quality tourism education to reduce informal employment rates in the sector. Education plays a crucial role in providing people with the skills and qualifications



needed to gain better employment in the tourism industry, creating greater opportunities and stability for individuals and communities. Qamruzzaman's (2022) research shows that foreign investment, education, and information and communication technology have a positive impact on the growth and progress of the tourism industry. Education plays a central role in stimulating tourism growth by positively influencing the quality of services and experiences provided to tourists. The positive benefits of advances in information and communication technology are reflected in the use of online booking systems, mobile applications, and immersive virtual tourism experiences.

Based on the development of the creative economy sector, research conducted by Liu et al. (2020) shows that technological changes based on skills will have an impact on the development of the creative economy. In line with Nizar & Nazir (2020), human capital has a positive influence on the development of the creative economy. This influence is accompanied by an increase in the level of education, skills, and investment in Human Resources (HR), improving the quality of HR in the creative economy sector. Meanwhile, research conducted by Wardana et al. (2023) provides different results, showing that digital literacy plays a role in influencing the development of the creative economy.

## CONCLUSION

Stakeholders' influence on tourism development, only academics showed a positive impact on the attractiveness of tourist villages in Pasuruan Regency, especially Cendono Village. Meanwhile, the focus of each stakeholder has not had a positive and significant impact on the digitalization of tourist villages. The results of this study indicate that to

increase the attractiveness of tourist villages, the role of the government, the role of the media, the role of the community and the community is still not optimal. Meanwhile, the development of digitalization has not been carried out massively by various parties. Meanwhile, the estimation of the influence of stakeholders on the development of the creative economy shows different results from tourism development. The role of stakeholders has not had a significant impact on increasing the attractiveness of the creative economy. However, the government in Cendono Village and its surroundings has had an impact on the development of the digitalization of the creative economy. In line with the planning to go digital which will be massively implemented by various parties.

The results of the study on the impact of stakeholders' roles on tourism villages and the creative economy, it can be seen that in order to increase attractiveness and digitalization, cooperation between various parties is needed, both from academics, communities, media, society, and government. In addition, the development of the concept of community-based creative tourism is also important. This aims to increase the integration of the tourism sector and the creative economy as an effort to accelerate digitalization. Creative tourism is a new path formed through relationships that involve the development of innovative content in creative tourism experiences, as well as increasing the participation of the creative sector in the production, consumption, and distribution of these experiences. Meanwhile, community-based creative tourism is a tourism approach that emphasizes the participation and involvement of local communities in the development and implementation of creative tourism experiences. In this model, tourists are not only consumers but

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