

Exploration of the Majapahit Cultural Tourism Village Governance

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ABSTRACT

This research explores the governance of the Kampung Majapahit Cultural Tourism Village with a focus on collaborative work. Primary data was obtained through interviews and observations for two months using the qualitative method. Important findings include suboptimal implementation of the educational tourism concept, important cross-sector collaboration and community participation, as well as incentives for stakeholders. Scheduled evaluations with cycles of deepening mutual trust, commitment and understanding are an integral part of the management of the Kampung Majapahit Cultural Tourism Village. This research provides theoretical and practical contributions in understanding community-based tourism governance in Indonesia.

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1. Introduction

Tourism is an important sector that plays a role In the development of a region, it not only contributes to economic growth [1]. But can also promote cultural and environmental preservation [2]. Tourism even becomes a source of foreign exchange reserves and employment opportunities [3]. The 2030 sustainable development agenda, with its 17 Sustainable Development Goals (SDGs), provides important direction regarding the tourism sector with 1.2 billion tourists who visit each year, have a huge impact on society, the environment and the economy, contributing 10% of global GDP, 1 in 10 jobs and 7% of global exports. Tourism covers three SDGs, namely SDG 8 (Decent Work and Economic Growth), SDG 12 (Responsible Consumption and Production), and SDG 14 (Life Below Water), but also has the potential to support all 17 SDGs through its connection with other sectors. This can help promote a culture of sustainability and peace [4].

The importance of the tourism sector is closely related to achieving Sustainable Development Goals (SDGs) [5]. Therefore, the Indonesian Government is seriously determined to try to improve the tourism sector, this is strengthened by the support of President Joko Widodo who has designated tourism as a leading sector in the development agenda. The President firmly stated that tourism is a sector that receives main attention, and all ministries are required to provide maximum support in efforts to develop the tourism

industry [6]. Indonesia emphasizes its tourism sector as a component that acts as if it were an "export" with its impact on the economy, with the aim of achieving a favorable foreign trade balance [7].

The *Mojokerto* Regency Government has a special strategy by creating a "Majapahit Village" as a way to improve the community's economy through an educational tourism approach that combines elements of education and tourism. This concept is based on the restoration of the cultural heritage of the Majapahit Kingdom, which includes building houses with architecture similar to the Majapahit Kingdom. However, this concept is not only limited to physical development, but also involves the use of cultural and historical resources as social capital. For the success of this concept, the quality of creativity, expertise and competence of the community is key, and cross-sector collaboration is very important to achieve the desired results in the long term [8]. In line with this, the success of a tourist village does not only depend on economic factors, but also involves dimensions such as religion, culture, and its impact on achieving Sustainable Development Goals (SDG), especially those related to employment and sustainable economic growth. This is proven by the success of being included in the Top 50 Indonesian Tourism Village Awards (ADWI) 2021 [9].

Literature in the context of the Sustainable Development Goals (SDGs) variously describes the ways in which governments are shifting focus towards partnerships, community involvement and 'responsibility' strategies [10]. In the UK, the main keyword is a focus on Place-based leadership which supports and leads projects across the country through collaborative working and active partnerships with various organizations and sectors through Do-Well (UK) Ltd (<http://www.do-well.co.uk/>) which is a catalyst for innovative approaches to education and public service leadership practice [11]. In South Korea, a new form of partnership between government, business and the non-profit sector is tripartite public-private partnerships (PPPs), which are partly funded by the CSR of non-profit companies [12]. In the Spanish Cases of Madrid and Barcelona, Mayors implemented new city government plans with a special focus on supporting the most vulnerable and promoting more collaborative governance [13]. The Hong Kong Special Administrative Region (HKSAR) government actively encourages government-funded universities to collaborate with markets and industry, as well as society at large to encourage innovation and entrepreneurship. There is a shift in university governance in Hong Kong especially as universities move beyond academia to work with industry and business to promote innovation-centred entrepreneurship [14].

Majapahit Village as a tourist destination area consisting of three villages, namely Bejjong, Sentonorejo, and Jatipasar, has tourism potential at the Trowulan site as well as significant creative economic opportunities. Many craftsmen produce various products such as statues, batik, and crafts from brass and copper. Despite this potential, Majapahit Village faces challenges, especially in terms of integration between the villages. This integration refers to the lack of coordination and clear roles between each village, so that development is mainly concentrated in Bejjong Village [15]. The research results [16] show that the development of the Kampung Majapahit Cultural Tourism Village is characterized by local wisdom and collaboration from five sectors in the "Penta Helix" model which is supported by community participation, but there are obstacles such as limited parking space, home

stays with limited facilities, and a lack of tourist attractions. Sector egos, especially those of the Village Government and the community, influence the development process. Apart from that, public awareness and self-confidence regarding tourist villages needs to be increased.

The results of research [17] that focuses on community participation in four forms of participation show that community participation in the development of the Kampung Majapahit Cultural Tourism Village is going well. In particular, they are active in carrying out development activities, such as contributing as workers in building Majapahit houses and maintaining them. Apart from that, people also take advantage of Majapahit houses by opening homestays, shops, restaurants, galleries and souvenir shops typical of Majapahit. The research results [18] revealed two main findings. First, the construction of the Majapahit cultural house in Bejjong Village was driven by the community's high level of knowledge in preserving cultural heritage as well as the presence of Majapahit historical sites around the village, such as the temple and Raden Wijaya's grave. This cultural house is an addition to the cultural tourism destination in Bejjong Village. Second, the research found six socio-cultural changes in society, such as changes in livelihoods, new job opportunities, hospitality, education, language, and social solidarity, but also identified challenges such as increased security risks and inconvenience due to the surge in tourist visits. In the face of these changes, it is important to manage them wisely to support tourism sustainability and community well-being in the future.

There are several gaps in this research that require further attention. First, although research states the importance of collaboration between five sectors (Government, Private, Community, Academics, and Mass Media) in the development of the Kampung Majapahit Cultural Tourism Village, more in-depth research still needs to be carried out to understand the extent to which this collaboration is effective and has an impact on achieving development goals. sustainability, especially SDG 8. Second, although research shows that community participation in the development of tourist villages is going well, more research can be carried out to identify the factors that influence the level of community participation and its impact on the sustainability of tourism and local communities. Third, research states that the development of the Kampung Majapahit Cultural Tourism Village has the potential to bring about social and cultural change in society. However, further research is needed to evaluate the concrete impacts of these changes, both positive and negative, and how to manage these impacts effectively. By answering these questions, future research can provide deeper insight into how the development of the Kampung Majapahit Cultural Tourism Village can contribute significantly to achieving the Sustainable Development Goals (SDGs) and how to overcome the challenges that arise in the process.

The governance concept of the Kampung Majapahit Cultural Tourism Village includes active community participation, collaboration between sectors, incentives for stakeholders, building trust and commitment, and scheduled evaluations. This is in line with Ansell & Gash's [19] theory regarding collaborative governance, which emphasizes the importance of participation of non-state actors in decision making, collaboration between sectors, incentives for participation, building trust and commitment, and continuous evaluation in achieving sustainable development goals. By implementing these collaborative governance principles, Majapahit Village can be more effective in its contribution to achieving the

Sustainable Development Goals (SDGs) through the development of a sustainable tourism sector and cultural preservation.

2. Method

This research was conducted in the Kampung Majapahit Cultural Tourism Village. The selection of the Kampung Majapahit Cultural Tourism Village as the research location was based on several significant reasons. First, this village has unique tourism potential with the presence of historical sites and cultural heritage from the Majapahit Kingdom, which also have historical and religious value. Second, the active role of the Kampung Majapahit Cultural Tourism Village in the tourism industry and its achievement in being included in the Top 50 Indonesian Tourism Village Awards (ADWI) 2021 shows its potential and impact. Third, this village is a model of cross-sector collaboration, including the important role of the religious sector in preserving and promoting cultural and spiritual heritage. Fourth, research here can also explore the social and cultural impacts related to changes in the tourism context and efforts to maintain a balance between economic growth and religious and cultural values. Apart from that, another reason is the ease of access to informants, so that the results obtained are expected to be more representative.

Informants include various groups who have knowledge and experience relevant to the development of the Majapahit Village Cultural Tourism Village consisting of local people, namely Mr. Margono as Chair of the Bejijong Ladewi (Tourist Village Institute). Mr. Pradana Tera, SI Kom as the head of Bejijong village, Mr. Ahmad Seroja as a stakeholder from the private sector involved in tourism, Mr. Yanuar Kadaryanto, SE, MM as an academic in the field of tourism, religious and cultural figures namely Mr. Triono as the person in charge of Maha Vihara Majapahit, Mr. Selis is a tourist visiting from Surabaya City.

The data source used in this research is primary data obtained through direct observation of the research object, namely the Kampung Majapahit Cultural Tourism Village. This data was used to explore efforts to improve the governance of the Kampung Majapahit Cultural Tourism Village by considering religious, cultural aspects and the impact on achieving Sustainable Development Goal (SDG) 8. Data collection was carried out through interviews and observations. Interviews are used so that informants can provide more detailed information regarding the problems being studied. Furthermore, observations were carried out by being a participant observer for two months, from June 2023 to July 2023, to observe how the Majapahit Village Cultural Tourism Village is managed: Exploration of Collaborative Work and its Contribution to SDGs achievements.

The qualitative analysis process in this research follows four stages that have been developed. The first stage is a description of the phenomenon, where the research begins by describing the phenomenon based on the results of interviews. Then, the second stage is the identification of themes that emerge from the description of the phenomenon in the first stage. After that, the third stage is to connect the correlation between description of the phenomenon the interpretation or understanding of the subject contained in the identified themes. The final stage in data analysis was to abstract the essence of the relationship between findings.

The initial stage in this research involves introducing phenomena related to the governance of the Kampung Majapahit Cultural Tourism Village by considering religious, cultural dimensions and their contribution to achieving Sustainable Development Goal (SDG) 8. After identifying this phenomenon, the next step is to conduct interviews and observations in depth into the behavior of tourism actors and visitor behavior. The results of these interactions and observations were then analyzed and formulated which ultimately allows researchers to conclude that the phenomena that occur are influenced by the awareness and unconsciousness of the relevant subjects in their cultural behavior.

3. Results and Discussions

Management of the Majapahit Cultural Tourism Village includes collaborative work and its contribution to SDGs achievement is linked to the theory of Ansell & Gash [19]. In creating better results in achieving sustainable development goals. It requires the following terms being fulfilled.

First, active participation. The governance of the Kampung Majapahit Cultural Tourism Village includes active community participation in decision making and implementing tourism programs. Participation of non-state actors in decision making and policy implementation. This creates direct community involvement in the tourism village development process.

Second, inter-sector collaboration. Majapahit Village Governance underlines the importance of cross-sector collaboration in tourism development. Integration between villages in Majapahit Village reflects collaborative efforts between various stakeholders. Third, providing incentives. The governance concept also includes incentives for stakeholders to participate in tourism development. These incentives include economic benefits, training, or providing resources that can motivate active participation.

Fourth, trust and commitment. In the context of Kampung Majapahit, building trust and commitment among the community, village government, and local craftsmen is a key element in achieving sustainable development goals. Fifth, scheduled evaluations. Majapahit Village governance includes scheduled evaluations to monitor progress and identify problems.

Even though the Indonesian Government has designated tourism as the main sector on the development agenda, there are several shortcomings and obstacles in collaborative governance in the Kampung Majapahit Cultural Tourism Village that need further attention. First, although the concept of educational tourism which combines elements of education and tourism is a positive step, its implementation is still not optimal. This is supported by research [17] which states that before Majapahit Village, the community did not take advantage of the historical potential in Bejjong Village. In tourism development, it is necessary to take into account the social and cultural impacts of the surge in tourist visits. Even though there are positive changes such as a new job, there are risks such as security and inconvenience. A wise strategy is needed to maintain a balance between tourism growth, community welfare, and cultural and environmental preservation. Another obstacle is the lack of research on the effectiveness of collaboration between five sectors: Government, Private, Community, Academics, and Mass Media. Further research is needed to understand

the impact of this collaboration on sustainable development goals, particularly in the aspects of employment and sustainable economic growth.

In the context of tourism development, it is important to recognize that a surge in tourist visits can have positive impacts, such as increasing job opportunities and economic growth in the area. Additionally, with appropriate management strategies, risks such as security and inconvenience can be minimized. Cross-sector collaboration, including government, private sector, society, academics and mass media, has proven effective in achieving sustainable development goals, especially in creating jobs and sustainable economic growth. However, there is still room for further research to understand how this collaboration can be improved and optimized to provide greater benefits for all parties involved in the tourism industry.

The governance of the Kampung Majapahit Cultural Tourism Village includes active community participation in decision making and implementing tourism programs. This is in line with Ansell & Gash's theoretical criteria which emphasize the participation of non-state actors in decision making and policy implementation. This active participation creates direct community involvement in the tourism village development process. These results are supported by research [20] which states that Ladewi "Gajah Mada" has several roles that are in accordance with the concept of community-based tourism, from structure to principles, in managing the Cultural Tourism Village "Kampung Majapahit." However, overall, the management of the "Kampung Majapahit" Cultural Tourism Village has not reached the optimal level in accordance with the community-based tourism approach. It is also supported by research [17] which states that community participation in the development of Majapahit village as a tourist village has apparently gone quite well. Especially in terms of participation in implementation and participation in taking benefits.

In the development of Majapahit Village, the importance of cross-sector cooperation is emphasized, in accordance with Ansell & Gash's theory which highlights cooperation between sectors to achieve effective public policy. Integration between villages in Majapahit Village reflects collaborative efforts between various stakeholders, in accordance with the collaboration factor in the theory. The results of this research are different from research [16] which revealed that the development of the Kampung Majapahit Tourism Village follows the Penta Helix model, which involves collaboration with five different sectors, namely Government, Private, Community, Academics and Mass Media. This is also different from the research [21] which found that there was a sector ego problem in the development process of the Kampung Majapahit Tourism Village. Between the Village Government sector and the Community sector, there is a lack of harmony in the tourism village development process.

In the context of tourism development, this research highlights the importance of governance that includes incentives for stakeholders to actively participate. These incentives take the form of economic benefits, training, or other resources that motivate participation. In contrast, research by [17] emphasizes a participatory approach which aims to increase the role and participation of society as a whole in tourism development, with the aim of providing equal opportunities for all members of society to obtain economic, social and cultural benefits from tourism. The difference is the more specific focus on incentives in this research, while the research [17] has a broader approach to community participation.

In the context of Majapahit Village Governance, building trust and commitment between the community, village government and local craftsmen is a key element in achieving sustainable development goals. The difference between building trust and commitment in the context of Kampung Majapahit and research [22] lies in the focus and approach. Kampung Majapahit focuses on developing tourist villages by building relationships of mutual trust between the community, village government and local craftsmen. On the other hand, research [22] is more general in detailing the importance of community acceptance and commitment to tourism in general, without specifying specific contexts or locations. The main difference lies in the broader scope of the research [22] and the more specific focus in Kampung Majapahit.

Majapahit Village governance involves scheduled evaluations to monitor progress and identify problems, in accordance with the cycle found in Ansell & Gash's theory, which includes stages of deepening trust, commitment and mutual understanding. The difference between evaluation in the governance of Majapahit Village and research on the development of Tourism Villages in Bejjong Village lies [17] in the type, process and objectives of the evaluation. In the governance of Majapahit Village, there are scheduled evaluations that are used to monitor progress and identify problems with a cycle of deepening mutual trust, commitment and understanding. On the other hand, research in Bejjong Village includes formal and non-formal evaluations. Formal evaluation is a structured process with a certain schedule, while non-formal evaluation is an open discussion to generate innovative ideas. Thus, the main differences lie in the type of evaluation (scheduled, formal, non-formal), process (structured vs. open), and goals (monitoring progress vs. generating innovative ideas).

4. Conclusion

This research identified several important findings related to tourism governance and development in the Kampung Majapahit Cultural Tourism Village. Even though tourism is the main sector in Indonesia's development agenda, there are still sub-optimal implementations of the educational tourism concept. A wise management strategy is needed to maintain a balance between tourism growth, the welfare of local communities, and cultural and environmental preservation. In addition, cross-sector collaboration and community participation in decision making and implementation of tourism programs are important aspects, but there are still challenges in sector collaboration. The importance of incentives for stakeholders in active participation is also emphasized in this governance. Scheduled evaluations with cycles that include deepening mutual trust, commitment and understanding are part of the management of the Kampung Majapahit Cultural Tourism Village.

Research on the governance and development of the Kampung Majapahit Cultural Tourism Village provides theoretical contributions by strengthening understanding of the importance of cross-sector collaboration, active community participation, and incentives for stakeholders in sustainable tourism development. Practically, this research provides guidance for stakeholders to manage tourist villages more effectively and can be used as a reference in improving tourism management and development in Kampung Majapahit and other similar locations.

This research provides new insights into the governance and development of the Kampung Majapahit Cultural Tourism Village with an emphasis on aspects of cross-sector collaboration, active community participation, and incentives for stakeholders. Although revealing some valuable findings, this study has limitations, including limitations to a single study site, potential unidentified factors, and changes in circumstances over time. Nevertheless, this research provides theoretical and practical contributions in understanding community-based tourism governance in Indonesia.

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