

# **Pentahelix Synergy in Post-Pandemic Tourism Recovery in Batu City**

**Syarif Hidayatullah <sup>1)</sup>, Irany Windhyastiti <sup>2)</sup>, Eko Aristanto <sup>3)</sup>, Ike Kusdyah Rachmawati <sup>4)</sup>, Nanny  
Roedjinandari <sup>5)</sup>**

<sup>1,2)</sup>Faculty of Economics and Business, Merdeka University Malang

<sup>3)</sup> Diploma Program in Finance and Banking at Merdeka University Malang

<sup>4)</sup> Faculty of Economics and Business ASIA Institute of Technology and Business Malang

<sup>5)</sup> Diploma Program in Tourism at Merdeka University Malang

\*syarif.hidayatullah@unmer.ac.id

## **ABSTRACT**

Batu is a city that has various potentials. Geographically, Batu benefits from the mountains that surround it so that the city of Batu is the only city in East Java that has the most mountains. These natural conditions make the city of Batu has a beautiful panorama, cool air and has the potential to attract more and more tourists. A qualitative approach is used in this study, this is because with qualitative research researchers will be able to explore and describe in depth the issues that you want to raise regarding Pentahelix Synergy in Post-Pandemic Tourism Recovery in Batu City. Batu City tourism development using the pentahelix approach which usually has 5 (five) elements of approach such as: academic, government, community, business, and mass media. This research results in collaboration from all elements such as government, community (tourism activists) collaboration that must occur and has a very strategic role such as the formation of a community that can be able to coordinate thematically and specifically what elements are involved in developing tourism in the city of Batu. From the results of the study, it was found that the Batu City Tourism Promotion Board had tried optimally in carrying out its duties as an agency formed and funded by the government to help promote tourism. Cooperation between actors in the pentahelix approach in Batu City can be seen from the study, the results have not been implemented optimally considering that there is still a tendency for elements in pentahelix to work partially, besides that there is still distrust between actors.

**Keywords** : Pentahelix, Tourism, Synergy, Batu City, Pandemic

## **1. INTRODUCTION**

The importance of the progress of the tourism industry makes the Indonesian government continue to advance this sector by collaborating and synergizing all industries that support or buffer the tourism industry and to drive the acceleration of small and medium (creative) industries and how to take advantage of the profit opportunities obtained from the tourism sector in order to achieve better economic growth. Furthermore, tourism development is a continuous development process between supply and demand for tourism provided to achieve the predetermined vision, mission, goals and strategies. (Alvianna et al., 2020). Development strategy (Saway et al., 2021)(Irany Windhyastiti et al., 2021) in principle related to tourism sector issues such as the implementation of existing policies or regulations, the goals set, and the determination of ways or methods of infrastructure development. Today, the tourism sector has a very strategic role in contributing to providing reliable foreign exchange and supporting national economic development. Tourism is also able to absorb a large workforce or provide good job opportunities and encourage regional development with existing investment developments. The government is trying hard in preparing planning and development in supporting the progress of the tourism sector. including by making policies to conduct excavation, inventory, and development of existing tourist destinations as a special attraction for tourists in each region.

East Java is the easternmost province of the island of Java which has the most potential for tourist objects in Java, with around 628 tourist objects spread across cities in East Java. Each city has at least more than 10 attractions in it (Hidayatullah et al., 2021). Batu is a city that has various

potentials. Geographically, Batu benefits from the mountains that surround it so that the city of Batu is the only city in East Java that has the most mountains. These natural conditions make the city of Batu has a beautiful panorama, cool air and has the potential to attract more and more tourists. Beautiful scenery, cool air, abundant forest and water resources have the potential to be empowered as much as possible wisely to become an attractive natural tour. In addition, Batu City also has advantages in the agricultural sector. Its agricultural commodities include food crops, horticultural crops, flower crops and toga plants (Adi et al., 2022).

The three aspects of excellence mentioned above are things that are not owned or only possessed by a small number of other cities, especially in East Java. Therefore these three things can be called a competitive advantage for Batu City. The competitive advantage of destinations can be increased by carrying out good and appropriate cooperation between destination resources and attractions. (Cronjé & du Plessis, 2020)(Dwyer & Kim, 2003). (Luštický & Štumpf, 2021) said that in order to make a destination that has basic competitiveness, it still needs excellent service quality as well as a memorable and satisfying experience for visiting tourists. so that in order to achieve this competitiveness, it is necessary to have good cooperation between tourism marketing strategies and development must be improved (Crouch, 2011). (Armenski et al., 2018) delivery of a tourist destination can be improved and developed by providing a touch of attractive destinations and service performance to satisfy tourists, besides that to encourage them to return to visit and recommend it to others it is necessary to provide memorable nuances or memories. if tourists feel good or give a positive value to a destination, then the benefits that will be obtained by the destination will be even greater.

Another factor that can provide tourist satisfaction is the image of the existing destination and subsequent behavior or actions including giving word of mouth information to everyone to make a visit to that destination. Acquiring good experiences from tourists such as satisfactory service, good and various products, and exotic and interesting resources presented by tourist destinations also play a very important role (Septiandari et al., 2021). Information and recommendations that are complete and positive for tourists can be the best source of information for the next potential tourist or for tourists to visit again by inviting friends, relatives or others. (Cramez et al., 2021). on this basis, the tourism industry must continue to be able to enhance the positive image of the image of its destination by making something attractive so that tourists want and come to visit the destination. A positive image of a tourist destination is believed to produce positive things and provide the competitiveness of each destination (Ayikoru, 2015). Destinations that are unique, authentic, original, can attract tourists. so, by understanding destination management, a positive contribution will be made to tourist satisfaction and destination competitiveness (Pratama et al., 2021)(Hermawan et al., 2021). Thus, all tourist destinations need to have a competitive advantage by first analyzing what destinations are superior and how competitiveness and development exist. Therefore, the purpose of this research is to 1. identify and describe the tourism development efforts of Batu City; 2. identify and describe the obstacles or obstacles encountered in efforts to develop tourism in Batu City and 3. identify and formulate appropriate tourism development strategies to be implemented in Batu City.

## **2. LITERATURE STUDY**

### **a. Tourism Stakeholders**

The concept of stakeholders was originally introduced by the Stanford Research Institute in 1963 which said stakeholders are groups that are formed and these groups will not exist or run well and optimally without the support of an organization or parent organization. (Estikowati et al., 2022). The initial emergence of this concept is to classify and evaluate the concept of company performance (Caroll, 1991). Furthermore, Freeman argues that understanding the relationship between groups and individuals who influence or are affected by the organization is a means of analyzing organizational effectiveness in achieving goals. This concept has been debated in the literature on strategic management functions, such as corporate planning, performance, systems theory and corporate social responsibility.

Based on the experts' explanations about the definition of stakeholders above, the researcher concludes that stakeholders are individuals or groups that have a connection with

issues and problems that are the focus of study or concern, and can influence and be influenced by activities, policies, and organizational goals. Mitchell et al. (1997) in Figueroa (2015: 11-13)(Alvianna et al., 2002) classifies stakeholders based on stakeholder attributes/tools, namely power, legitimacy, and urgency. Power is defined as the possession of a resource or the ability to cause a desired effect, legitimacy is defined as social recognition, and interest is defined as a vulnerable or significant time claim (demanding immediate attention). Through a combination of these attributes, it is expected to form the hallmark (salience) of a company or organization.

**b. Pentahelix**

Optimizing tourism development requires various elements to collaborate with stakeholders, this strategy is an idea inspired by several tourism managers. These five strategies are known as pentahelix strategies. According to (Hidayatullah et al., 2022) said that the Pentahelix strategy or model is a strategy that can be used in the world of tourism by involving or collaborating all elements involved in the world of tourism. The strategy in Pentahelix used in tourism in Indonesia is known as the ABCGM model or strategy, namely (Academic, Business, Community, Government and Media).

The synergy of the Pentahelix model is an activity that collaborates all fields such as the Academic, Business, Community, Government and Media fields or known as ABCGM. This collaboration is expected to accelerate or accelerate the development of quite large tourist destinations. Pentahelix was originally in the form of a Triple Helix which involved elements of Academic, Business, Government. in its development it has changed and added one element, namely the element of Civil Society (or Community in this study), in its development again it continues to change into the Quadruple Helix. To accommodate elements from the community side. Furthermore, media and cultural elements are also included and are also an integral part of innovation in the dynamic 21st century. The Community Element really provides or opens opportunities for cross-disciplinary network expansion, and includes the concept of "innovation" with considerations not only from an economic perspective, but also to synergize with creativity as part of the process of knowledge production and innovation or the creative economy (Muhyi, Chan, Sukoco, & Herawaty, 2017, p.417).

**1) Academic**

Academics act as drafters in the pentahelic model, where academics can identify potential, provide tourism human resources and certify employees and products that support the improvement of tourist destinations. Academics are also a source of tourism scientific development by developing and applying the latest concepts, theories and those that are relevant to the conditions for the development of tourist destinations, so that existing knowledge can really be applied to the fullest.

**2) Business**

The Pentahelix model in the world of tourism can act as an enabler. From a private sector standpoint, it can be an entity that can carry out a business process to create added value and can maintain sustainable and continuous growth. The private sector can also play a role in presenting infrastructure procurement, technology procurement and capital participation. In the current digital era, this is very helpful in developing the potential of tourist destinations to be more effective, efficient and productive.

**3) Community**

In the Pentahelix model, the community has a role as an accelerator. In this case the community or community are people who have the same passion and interests and are relevant to the development of tourist destinations that will be improved or developed. the community also acts as a liaison between stakeholders and the community in developing tourist destinations. In addition, the community also has a role in promoting existing products and services.

**4) Government**

In the Pentahelis the role of the government is the regulator and controller where the government regulates rules, regulations and responsibilities in the development of tourist destinations. Government roles can also take the form of program planning, activity implementation, activity monitoring, system control, destination promotion, financial allocation for program development, place and business licensing, strategic programs, legislative requirements, destination development and management knowledge, policies such as destination public innovation, support program innovation and partnerships with stakeholders or related agencies. Besides that the government has a role in coordinating and bridging the interests of stakeholders who want or will contribute to the development of tourist destinations.

### **5) Media**

On the media side in pentahelic destinations where the media is expected to have a role as expanders in supporting publications such as print, sound, video media promotions and helping to create a positive brand image for a destination. Besides that what activities exist and existing activities can also be informed through the media.

### **c. Collaboration**

Collaboration is an absorption word that comes from the Latin word *collaborare* which means "to work together" (Merriam-Webster). In the American Heritage Dictionary (2000), collaboration is defined as the activity of working together, especially in an effort to unify thoughts. This is in line with the opinion of Wood & Gray (1991: 5) which states that:

Collaboration is an activity or process in which various parties will be involved in looking at a problem from different perspectives or aspects, so that constructively collaborative activities can bring together differences and activities in finding the best solution from another point of view about what can or might be done as a mutually beneficial relationship.

Processes and structures or models for making policy management decisions that include and involve the community constructively across borders, various levels of government, as well as the public or private sector, as well as civil society in order to realize a common goal. This concept is a regime of collaborative governance model that is strengthened by intensive collaboration where the principles of involvement (communication), sharing of motivation (trust, commitment, and mutuality), and capacity for collective action (administration) reinforce one another in a positive feedback loop. To improve the quality and dynamics of collaboration.

According to (Jiang & Ritchie, 2017) collaboration has 7 (seven) characteristics, namely as follows:

- 1) Participation is inclusive (not limited) and not hierarchical
- 2) Participation is responsible for ensuring the achievement of success
- 3) There is a clear purpose and definition of the problem
- 4) Participants share their knowledge with each other (educating each other)
- 5) There is identification and testing of various options
- 6) Participants share roles and responsibilities in implementing solutions
- 7) Participants are always aware of existing developments

Based on the various explanations about the meaning of collaboration above, collaboration in this study is collaboration between stakeholders that are interdependent in nature to reach collective decisions in achieving common goals where each collaborating actor has closer relationships, intensive communication, and often blurs boundaries. organization. To better understand collaboration in this research, the following will explain the dimensions and components that make up a collaboration. Collaboration has components that can be the key to the successful implementation of this collaboration. The existing components are complementary components to one another.

### 3. RESEARCH METHODS

This study uses a qualitative approach (Rahmat, 2009), the urgency of the researcher's need for data analysis can use interviews and literature studies so that this research is a qualitative research that describes more of the problems that are the subject of discussion, especially the Pentahelix Synergy in Post-Pandemic Tourism Recovery in Batu City. Data or information obtained in this research is in the form of interviews, as well as field notes, literature documents and articles, from the internet.

The researcher chose this research because qualitative research is comprehensive, dynamic, and does not generalize. This is in line with the research objective of looking at the Pentahelix Synergy in Post-Pandemic Tourism Recovery in Batu City. A qualitative descriptive study is a method for describing a social phenomenon or trying to describe a particular social phenomenon in detail.

### 4. DISCUSSION

#### a. Identify The Actors Involved

According to (Yuningsih et al., 2019) that the policy actor is a subsystem of a policy that is in a large policy network which connects between a large organization, community organization or organization in the form of a country. Policy actors can be in the form of: 1) Elected leaders, namely officials or executives at the level of implementing or formulating policies, legislative at the level of making regulations and judiciary at the level of making laws, 2) leaders or officials of a political nature who are appointed by higher leaders in a bureaucracy, 3) groups with the same interests, 4) research institutes, 5) mass media (electronic print or audio video). in principle the actors involved have relationships and interactions in giving approval (pro) or disapproval (contra) to a policy that has been established. Another opinion was expressed (Elder & Cobb, 1984).

Cobb and Elder have an opinion about the definition of actors, where actors in policy can consist of government elements and group elements such as public groups who have an interest in public affairs. The role of the mass media is also very much needed and very important in arousing public attention, provoking action to humiliate actions, weakening existing opposition. , demonstrating the strength of commitment and support. Based on the results of the research, it is known that the actors involved in the development of tourism in the city of Batu consist of 5 (five) elements, namely: Department of Tourism, Development Planning Agency at Sub-National Level, Department of Transportation, Department of trade service, Department of Public Works and spatial planning, Department of Agriculture and Food Crops, Department of Investment Service One Stop Service and Manpower, Civil service police and Tourism Promotion Agency, Pokdarwis. The second element is the academics which consist of : Merdeka University of Malang, Brawijaya University of Malang, University of Muhammadiyah Malang dan University Of Islam Malang. The third element of business is, includes Association of Indonesian Hotels and Restaurants in Batu City (PHRI), Association of The Indonesian Tours And Travel Agencies (ASITA). The fourth element of the community consists of : Tourism Activist, KOPI KU (Batu City photography community) dan Blogger. The fifth element is the media consists of: Surya Malang, Malang Post, Timesindonesia, Jawa Post, RRI, Malang Poco Media, TVRI Stasiun Jawa Timur, Dhamma TV, Batu TV dan JTV. For more details, see the pentahelix model image below.

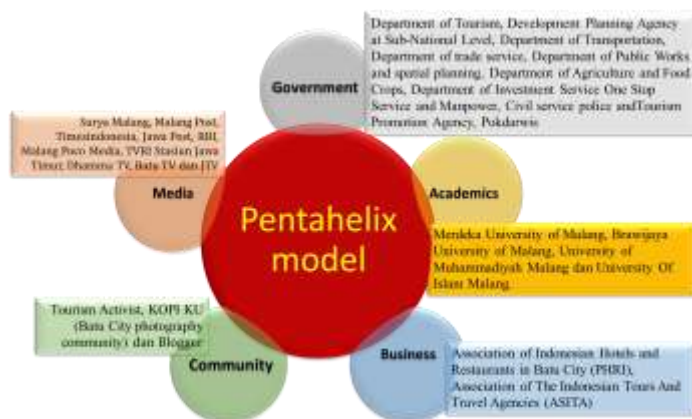


Figure 1: Pentahelix Model

**b. Role Of Actors Involved**

The role of the government in general is seen as an agent in an administration that has responsibility for the implementation of existing or predetermined policies. This opinion also applies to the implementation of policies for both developed and developing countries (NSB). The bureaucracy also has great authority in fully controlling the implementation "area" of a policy in their area because basically they obtain a mandate from the existing legislature. The actor identified in the first pentahelic element is the Government : Department of Tourism, Development Planning Agency at Sub-National Level, Department of Transportation, Department of trade service, Department of Public Works and spatial planning, Department of Agriculture and Food Crops, Department of Investment Service One Stop Service and Manpower, Civil service police and Tourism Promotion Agency, Pokdarwis. From the results of the study it can be seen that the roles of each actor are as follows :

*Table.1. The role of Actors*

No	Actor	Role	Relation
1	Department of Tourism	Cultural Affairs, Arts, Tourism Industry Development, Marketing (Promotion)	As per function
2	Development Planning Agency at Sub-National Level	Tourism Development Planning arranged in Batu City Strategic Plan	As per function
3	Department of Transportation	Provider of access and infrastructure related to tourism	As per function
4	Department of trade service	Facilitating industry and trade as well as cooperatives and SMEs	As per function
5	Department of Public Works and spatial planning	Maintenance of road access to tourist destinations and facilitating spatial planning	As per function
6	Department of Agriculture and Food Crops	Facilitating agriculture and food sector	As per function
7	Department of Investment Service One Stop Service and Manpower	Facilitating the investment sector and one-stop integrated licensing services	As per function
8	Civil service police	Enforcement of regulations and control of the area around tourist objects	As per function
9	Tourism Promotion Agency	Providing ideas and ideas for tourism promotion in Batu City	As per function

10	Pokdarwis	Providing ideas and ideas for tourism promotion in Batu City	As per function
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*Source: Researcher analysis, 2022*

Legislature, although the bureaucracy is the main actor in the implementation of public policy, a number of other actors and institutions are also involved in the process. The actor besides the bureaucracy is the legislature. Legislatures can also be involved in policy implementation when they participate in determining specific and detailed regulations. The actor in question is the Batu City Regional People's Representative Assembly. From the research results it can be seen that the role of legislative actors is as follows :

No	Actor	Role	Relation
1	Regional Representative Assembly	People's Legalization, controlling	budgeting, As per function

*Source: Researcher analysis, 2022*

Judicial institutions, in addition to the legislature, judicial institutions are also actors in implementing policies. Judicial institutions are the judicial branch that handles public law. However, the judiciary can be involved in policy implementation when public demands arise for certain policies whose implementation is considered detrimental to the community so that they become legal cases. The institution in question is tourism police and Civil service police. From the results of the study it can be seen that the roles of each actor are as follows:

No	Actor	Role	Relation
1	Civil service police	Enforcement of regulations and control of the area around tourist objects	As per function
2	Tourism Police	Security and comfort for objects and tourists	

*Source: Researcher analysis, 2022*

Research Organizations / academics, other institutions that are often involved in policy implementation are academics. There are still many programs designed to implement a political policy that is labeled or has a pro-community development label or slogan. Academics have expertise and as research institutions they have an important role to play. Academics will automatically be involved in policy implementation. The actors involved and identified from this element are Merdeka University of Malang, Brawijaya University of Malang, University of Muhammadiyah Malang dan University Of Islam Malang. From the results of the study it can be seen that the roles of each actor are as follows:

No	Actor	Role	Relation
1	Merdeka University of Malang	Research Institute	There has been research on tourism development
2	Brawijaya University of Malang	Research Institute	There has been research on tourism development
3	University of Muhammadiyah Malang	Research Institute	There has been research on tourism development
4	University Of Islam Malang	Research Institute	There has been research on tourism development

*Source: Researcher analysis, 2022*

Business, as an entrepreneur, must be used for business development to achieve business goals, namely: profit, people, planet, sustainability and growth and development on a micro, small, medium and large scale. It is time for tourism entrepreneurs to utilize concepts that have been tested and analyzed by academics with seminars and discussions. The actors involved and identified from this element are:

No	Actor	Role	Relation
1	Association of Indonesian Hotels and Restaurants in Batu City (PHRI)	Contribute to conveying ideas and ideas as well as criticism to the leading hotel and restaurant sector, as well as hotel and restaurant management	According to the role
2	Association of The Indonesian Tourism Travel Agencies (ASITA)	provide input and development programs to the mainstay-potential and superior sectors, as well as coordinators in the travel sector and travel agencies	Its main role is to be able to convey and arrange a comprehensive tour package

*Source: Researcher analysis, 2022*

Other actors who are involved or have a role in implementing this activity such as the community or community groups. they will adjust the various existing discretions and those that have been carried out by the bureaucracy involved, so that many communities try to try to influence various existing regulations such as reference guidelines or regulations. The actions of these groups are intended so that they can benefit from the implementation of certain programs. The actors involved and identified from this element are :

No	Actor	Role	Relation
1	Tourism Activist	provide ideas and input to the leading sector	Active in tourism development
2	KOPI KU (Batu City photography community)	Destination promotion and Batu City tourism event in the field of photography and is independent	Haven't played a full role yet
3	Blogger	Promotion of tourist destinations and events in Batu City on the website and is independent	According to the role

*Source: Researcher analysis, 2022*

on the side of the Mass Media as a funnel of information, can be an important link for delivery to outside destinations both locally, regionally, nationally and internationally. . Other actors who have involvement and are identified from this pentahelic fifth element are :

No	Actor	Role	Relation
1	Surya Malang	Publication of tourism information through online media	According to the role
2	Malang Post	Publication of tourism information through online media	According to the role



3	Timesindonesia	Publication of tourism information through online media	According to the role
4	Jawa Post	Publication of tourism information through print and online media	According to the role
5	RRI	Publication of tourism information through the audio media	According to the role
6	Malang Poco Media	Publication of tourism information through online media	According to the role
7	TVRI Stasiun Jawa Timur	Publication of tourism information through audio video media	According to the role
8	Dhamma TV		According to the role
9	Batu TV		According to the role
10	JTV		According to the role

Source: Researcher analysis, 2022

## 5. CONCLUSION

- a. Planning and development of sustainable tourism in Batu City with the pentahelix model, all existing actors have played their roles in accordance with their respective duties and obligations to realize Batu as a national and international based tourist city.
- b. The field study obtained is that the Batu City Tourism Promotion Board has tried optimally in carrying out its duties as an agency formed and funded by the government to help promote tourism.
- c. Cooperation between actors in the pentahelix model in Batu City from the results of the research is not optimal considering that there is still a tendency for actors to walk alone, apart from that there is still distrust between actors.

## 6. RECOMMENDATION

- a. In order to optimize the pentahelix model for tourism development in Batu City, it is necessary to revise the Batu City tourism regulations/regions concerning "cooperation between actors".
- b. For future researchers, it is recommended to focus on research at a different locus or to make comparisons with the same focus.

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