Analysis of Tourism Development Management in Increasing Regional Economic Competitiveness
(Case Study: Pandeglang District, Banten)

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A R T I C L E   I N F O

ABSTRACT

The variety of tourism potential in Pandeglang Regency is one of the mainstays for regional economic growth and development. Natural conditions dominated by mountains and the longest beach in Banten Province make Pandeglang Regency a very promising tourism alternative. However, the various tourism potentials have not been properly mapped and optimally managed, so that a comprehensive development management is needed. The purpose of this study was to develop a management strategy for tourism development in Pandeglang Regency in increasing regional economic competitiveness. The research method used is the mixed method, namely quantitative and qualitative methods are used together to obtain comprehensive, valid, reliable and objective results. Based on the results of the analysis, Pandeglang Regency is included in a fast-growing or potential area (based on the Klassen typology) and its inequality index is said to be quite high (Williamson Index> 0.7). An alternative tourism management strategy that can be carried out by the Pandeglang Regency Government based on a SWOT analysis isare (1) increasing accessibility and building public infrastructure, public facilities, and tourism facilities, (2) improving the quality of human resources and tourism management institutions, and (3) increasing promotion by utilizing various social media.

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1.   INTRODUCTION

National development in Indonesia is one of the efforts to achieve the aspirations of society towards a better state(Tenges, 2016). The development covers all fields and all levels of society in all regions of Indonesia(Daryanto, 2004). Development must be seen as a multidimensional process that includes fundamental changes in social structure, societal attitudes, and national institutions, while continuing to pursue accelerated economic growth, handling income inequality and poverty alleviation (Todaro 2000). The success of regional development, as a part of national development, will be well achieved if it is supported by good planning(Sya'rawie, 2020). Thus, a strategic plan in regional development is needed as an effort to support the success of national development(Hardianto et al., 2020;Jaenuddin, 2019).

Inappropriate development policies can eventually lead to development inequality. This imbalance in development causes public dissatisfaction, especially dissatisfaction with the government's public

services. Regional inequality is characterized by the non-optimal development of the potential of local resources in economic development so that the process of economic development is hampered so that in order to achieve better economic changes, each region must at least know the potential resources it has and be able to optimize these resources.

The tourism sector is currently a field that has the potential to contribute to the economic growth of a region or country (Setiawan, 2016). The Indonesian government through the mandate of the Outline of State Policy (GBHN) expects the tourism sector to play a strategic role as a source of national income and foreign exchange, creator of employment and business opportunities, as well as a medium for preserving cultural values (Kusworo and Damanik, 2002). Tourism in Indonesia is a sector that the government continues to develop as a pillar of national development when the world is experiencing a crisis (Pajriah, 2018).Pandeglang Regency is one of the regencies in Banten P

rovince which is in the south. Pandeglang Regency has quite varied landscapes in the form of beaches, plains, hills to mountains, as well as beaches/coasts and small islands. With such a morphological landscape, it is not surprising that the natural resources owned by Pandeglang Regency are quite potential and prospective. However, the potential that is owned is still untapped and economic activity in Pandeglang Regency is still not as developed as the districts/cities in North Banten.

The existence of Mount Karang, Aseupan and Mount Pulosari and the Park Ujung Kulon National with its various characteristics, causing the Regency Pandeglang is positioned as a conservation area in Banten Province. Plains area to the hills used for agricultural activities. In coastal areas and islands small in accordance with its potential to develop tourism and fishery activities. In the western part of the South Pandeglang region is developing mining activities. Potency Leading economy that has been and will be developed is activity in the sector agriculture and tourism(Surachman & Suhandi, 2021).

The various potential and prospective resources owned by Pandeglang Regency have not been mapped properly so that a comprehensive tourism planning and development is needed so that Pandeglang Regency can compete with other regions both at the provincial and national levels. Good and informative mapping of tourism potential can provide positive input to determine development prospects in Pandeglang Regency which will ultimately benefit the people of Pandeglang Regency as a whole. In addition, the existence of human resources (HR) plays an important role in tourism development (Pajriah, 2018). In many tourism planning and development processes, discussions about the human resources needed in the service of tourism activities that are correct and effective often receive low attention. This resulted in the emergence of serious problems in the tourism industry and prevented the participation of local communities in economic activities developed from tourism development (Setiawan, 2016).

Tourism as an industry is highly dependent on the existence of human resources (Setiawan, 2016; Pajriah, 2018). The existence of human resources acts as a driving force for the tourism industry, creators of tourism industry products and as a determinant of the competitiveness of the tourism industry (Pajriah, 2018). However, experience shows that reforming human resources and bureaucracy has not yet been voiced strongly. Human resource development policies in the tourism sector are still too one-sided to handle front liners (industry) (Kusworo and Damanik, 2002). Therefore, attention to strategy formulation, management issues and tourism planning in addition to relying on quantitative aspects, namely how much foreign exchange, employment opportunities, tourist visits and so on,

2. RESEARCH METHOD

The research method used is mixed method. Mixed method is a quantitative and qualitative method used together to obtain comprehensive, valid, reliable and objective results. The types of data used in this research are primary data and secondary data. Primary data comes from survey results or observations related to tourism conditions in Pandeglang Regency. Sources of secondary research data are in the form of statistical publication reports, research reports, annual reports, as well as other data in the form of writing, tables, diagrams, graphs, drawings and other information issued by related agencies and so on. More complete information can be found in Table 2.1.

Table 1. Types and Data Sources for Tourism Development Strategy Development Activities in Pandeglang Regency.

No	Objective	Data Type	Data source	Data collection technique	Data analysis technique	Output
1	Analyzing the economic performance of the Pandeglang Regency area.	▪ GRDP ▪ Social, Education and Health Facilities ▪ Transport/Road	BPS Pandeglang Regency	Study of literature	Descriptive	Performance of the Pandeglang Regency Economy
2	Analyzing tourism development in Pandeglang Regency	▪ Number of tourists ▪ Tourism site ▪ Tourism facilities ▪ Hotels/Accommo dations	▪ BPS Pandeglang Regency ▪ RIPARDA Pandeglang Regency ▪ RIPARPROV Banten Province	Study of literature	▪ Descriptive ▪ Williamson ▪ Klassen	Pandeglang Regency Tourism Development Conditions
3	Analyze the potential and problems of tourism management in Pandeglang Regency	▪ Pandeglang Regency tourist attraction ▪ Pandeglang Regency Tourism Market ▪ Tourism management constraints/proble ms	▪ Field Survey ▪ Journal/Research Report	Literature Study and Field Survey	Descriptive	Potential and Constraints of Pandeglang Regency Tourism Management
4	Formulate tourism management alternatives in Pandeglang Regency to increase regional competitivene ss.	Results of analysis of objectives 1, 2, and 3	▪ BPS Pandeglang Regency ▪ RIPARDA Pandeglang Regency ▪ RIPARPROV Banten Province ▪ Field Survey ▪ Journal/Resear ch Report	Study of literature	SWOT	Alternative tourism management to increase the economic competitivenes s of Pandeglang Regency

Primary data collection is done by observation and direct observation in the field observation and interview methods. Acquisition of data and information by way of observation is done by way of observation directly on tourism objects in Pandeglang Regency, observing potential tourism objects, observing activity patterns tourists, a survey of the characteristics of the people around the area tourism, and the potential and existing problems related to it procurement of facilities, facilities and infrastructure supporting tourism and use of space, and how much community involvement on tourism activities in the tourist area of Pandeglang Regency.

Data analysis techniquewhich is used to describe the economic conditions in Pandeglang Regency consists of Descriptive Analysis(Ariwibowo et al., 2018), Williamson Index and Klassen Typology(Rahayu, 2010;Sumiyaarti, 2019;Henry, 2020). The analysis to describe the condition of tourism in Pandeglang Regency uses GIS analysis tools, while SWOT is used to formulate development strategies(Adityaji, 2018; (Penu, 2020).

3.   RESULTS AND DISCUSSIONS
Pandeglang Regency Economic Performance

The Pandeglang Regency Economic Growth Rate in 2018 grew by 5.04 percent. That means in 2019 the total real added value (not affected by price changes). created from the production of goods and services in the Regency Pandeglang increased by 5.04 percent. Experience slowdown when compared to 2018 which was able grew by 6.02 percent. Pandeglang's economic growth in 2019 is below the average growth Banten and still slightly above economic growth National where respectively amounted to 5.53 percent and 5.02 percent.

The slowdown in Pandeglang's economic growth was caused by six business fields experiencingslowdown growth. Where three of them have a major contribution against creationmarkadded pandeglang economy. The business fields that experienced a slowdown in growth were: agriculture, forestry and fishery business fields; Mining and excavation; Procurement of Electricity and Gas; Wholesale and Retail Trade, Car and Bicycle Repair Motor; Financial Services and Educational Services. However, although it has experienced a slowdown when viewed from the share of the largest contributor to Pandeglang's economic growth is the Agriculture, Forestry and Fisheries business field of 0.96 percent; business sector Wholesale and Retail, Car and Motorcycle Repair 0.80 percent; then Real Estate business field 0.74 percent; other business fields have a share of under 0.50 percent (Pandeglang Regency in Figures 2022).

During the 2015-2019 period it can be seen that the trends in the Williamson Index have decreasedonperiod 2015-2016, then rose in the period 2016-2019. The relatively high disparity in per capita income between regions is due to the uneven concentration of economic activity, one of which is the difference in the concentration of regional economic activity in Banten Province.
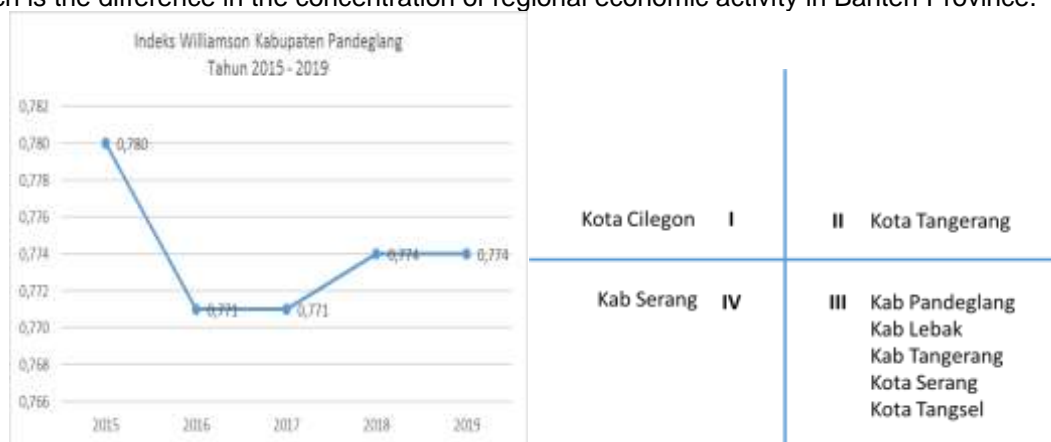

Figure 1. Williamson Index (left) and Klassen Typology (Right) of Pandeglang Regency

The concentration of regional economic activity in Banten is one of the causes of high inequality in economic development. The North Banten region has an economic base in the industrial sectorprocessing, while the South Banten region has an economic base in the agricultural sector. This is in line with the classification of areas based on the classen typology analysis, where Pandeglang Regency is included in the classification of areas that are developing fast/potentially (Quadrant III, as presented in Figure 3.1.

Pandeglang Regency Tourism Development Conditions

The tourism sector in Pandeglang Regency is one of the mainstay sectors for growth and developmentdevelopmentregional economy, this is because pandeglang has enormous potential in the tourism sector. Referondata in the Pandeglang Regency Tourism Development Master Plan for 2015-2025, Pandeglang Regency tourism objects consist of 17 beach tours, 5 hot spring tours, 5 lake tours, 1 national park tour, 14 island tours, 6 mountain tours, 77 cultural tours, 100 religious tourism, 8 man-made tours, 9 village tours, 8 culinary tours, and 1 agrotourism.

The variety and number of tourist objects in Pandeglang Regency, in this study was carried outreductionthe data then makes a delineation of tourist areas in Pandeglang Regency. The

delineation of tourist areas in Pandeglang Regency uses a cluster analysis approach, namely information from a number of tourist objects will be reduced to a number of groups. The same tourist objects are grouped in a group so that they have a high degree of similarity compared to objects from other groups.

Based on the results of the delineation, the tourist areas in Pandeglang Regency are grouped into 4 tourist areas, namely (1) conservation beach tourism areas, (2) beach tourism areas, (3) tourism areastourcities, and (4) cultural tourism areas. A complete map of tourist areas in Pandeglang Regency is presented in Figure 3.2.
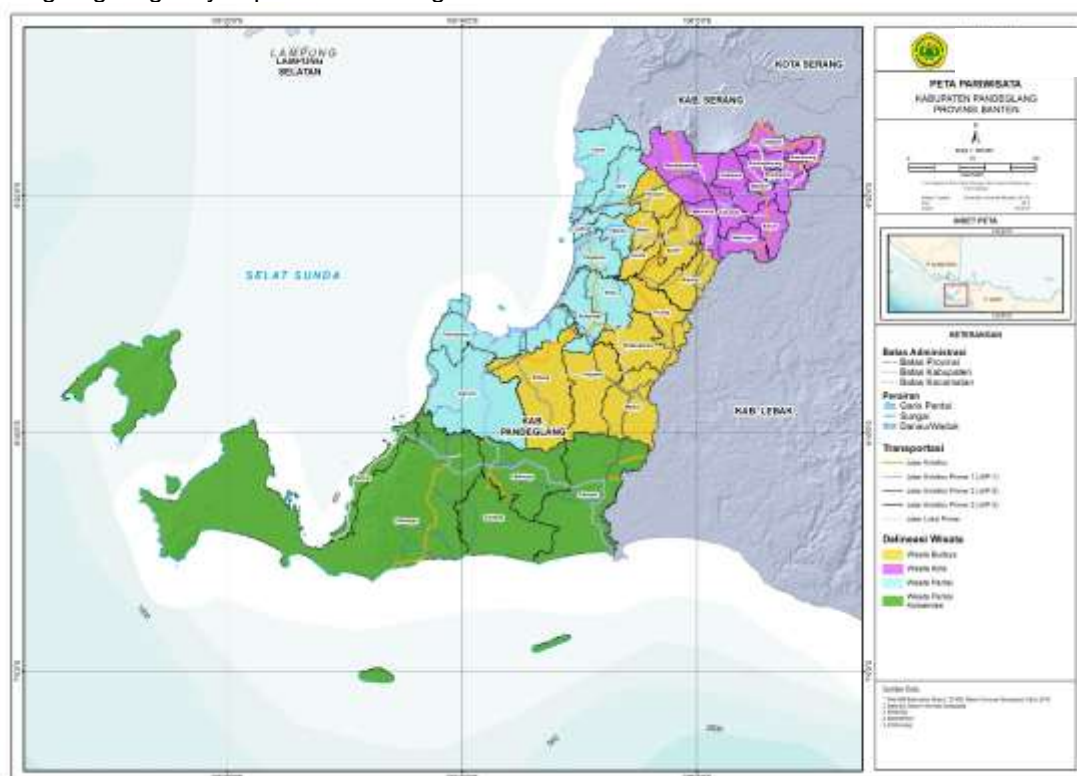

Figure 2. Delineation Map of Pandeglang Regency Tourism Area.

Potential and Problems of Tourism Management in Pandeglang Regency

The Pandeglang Regency area has natural potential that offers a lot of diversity of tourist attractions, both natural (maritime, beaches, forests) and cultural (heritage and living culture) which can be developed into tourist destinations that are worth considering to visit. For tourists who like marine tourism and diving, snorkeling, fishing with various types of fish, swimming, sun bathing, beach volleyball and playing beach kites in the Pandeglang Regency area is one of the options to visit, because this area has many islands that have quite diverse maritime potential with fine white sand.

The tourism sector is relied on as an alternative sector to boost the economy of Pandeglang Regency in its various roles. The various roles of tourism include in the form of its contribution to: Gross Regional Domestic Product (GDP), regional income, and employment. However, in its development the tourism sector in Pandeglang Regency faces various problems that need to be resolved so that the tourism sector can become a formidable leading sector.

Based on the results of the analysis of the obstacles to tourism development in Pandeglang Regency, it was found that there were 8 aspects that became obstacles in the development of tourism in Pandeglang Regency, which included planning, institutions, marketing, human resources, accessibility, facilities and infrastructure, community empowerment and financing. The constraints in tourism development in Pandeglang Regency are presented in detail in Table 3.1.

Table 2. Obstacles in Tourism Development in Pandeglang Regency

No.	Aspect	Constraint
1	planning	1) There are regional weaknesses in planning and determining the main/superior destinations.
		2) Still using the old paradigm of planning, which is full of pictures that are not substantive.
		3) There is no integration between government programs and tourism potential, the community and the creativity of the community.
		4) The future scenario of tourism with the respective functions and roles of the government, the public and the private sector is unclear.
		5) Not yet clear the share of the tourism market for each destination.
2	Institutional (Role of Government and Tourism Organization)	6) The government still holds the sectoral ego in managing tourism.
		7) The involvement of local government that has not been optimal in empowering its tourism potential.
		8) The government has not played an active role in creating tourism awareness to the public.
		9) So far, the government's view of tourism is only oriented to PAD, not to the multi effects provided by tourism.
		10) The government does not involve traditional stakeholders and the community in tourism development.
3	Marketing and Promotion	11) Promotion is less creative and effective.
		12) Lack of coordination regarding tourism icons and comprehensive travel packages.
4	Human Resources	13) Low human resources in the Tourism Agency itself.
		14) The quality of human resources of business actors/capacity of managers is still low.
5	Accessibility	15) Narrow and damaged access roads.
		16) There is no integrated mode of transportation to tourist destinations.
6	Facilities and infrastructure	17) Lack of preparedness or inadequacy in providing public infrastructure, public facilities, and tourism facilities.
7	Community Empowerment (Social and community economy)	18) Attitudes and behavior of the people in treating tourists that are not good (thuggery behavior such as bullying).
		19) Lack of public awareness, knowledge and understanding of tourism so they do not know the position where they can take an active role in tourism.
		20) The lack of growth of community creative economic activities in tourist areas / low community innovation.
8	Capital and Investment	21) Lack of government budget in the tourism sector both for the development of facilities and infrastructure as well as for increasing the capacity of actors in the tourism sector.
		22) Lack of investment in the tourism sector.

Source: Results of the author's analysis (2022).

Weakness in terms of tourism planning in Pandeglang Regency is an obstacle in its development. Even though according to documents, Pandeglang Regency already has a Regional Tourism Development Master Plan (RIPPARDA), but until now, the actual concept of tourism development in Pandeglang Regency is not clear. The respective roles of the government, the community and the private sector are also unclear. So there is always overlapping planning and overlapping authority. Existing planning is only administrative fulfillment, not as a reference in future development and tourism.

SWOT Analysis Results
        The results of the SWOT analysis of Tourism Development Management in Pandeglang Regency are presented in Table 3.1.
        Table 3 The results of the SWOT analysis related to Tourism Development Management in Pandeglang Regency.

Strengths	Weaknesses	Opportunities	Threats
▪ Great natural resource potential ▪ There is a Tanjung Lesung SEZ and Ujung Kulon National Park ▪ Strategic Geographical Location ▪ Local Government Policy ▪ The customs and culture of the people ▪ Coordination between agencies and related agencies ▪ Supportive biophysical conditions	▪ Utilization and management of natural resources that are not yet optimal ▪ Limited funding ▪ Development disparities between the southern and northern regions. ▪ Inadequate facilities and infrastructure ▪ Damaged road infrastructure ▪ Minimal tourism promotion.	▪ Technological development ▪ Investor Interest ▪ Partnership & cooperation with other parties ▪ Supporting Policy ▪ National economic conditions began to improve	▪ Natural Disaster (Earthquake and Tsunami) ▪ Competition between regions ▪ Covid-19 pandemic ▪ HR Related to Tourism

Source: Results of the author's analysis (2022).

DISCUSSION
Linkage Analysis Between Tourism Management and Regional Economic Competitiveness
        Tourism is a form of recreational activity. As a recreational activity, tourism is a means of fulfilling human desires to explore in order to experience various differences. The inherent character of a tourism activity is to travel outside the region of everyday life. The element of travel becomes important which aims to experience differences. These differences include, physical differences, such as buildings, natural environment, objects, animals, plants, and humans. Non-physical differences, such as differences in temperature and humidity, sound, taste of food and drink and atmosphere, as well as other differences that lead to human behavior including customs, art, ways of dressing and so on.
        Tourism products as an important component in the tourism industry include 3 (three) aspects known as triple A (Attractions, Amenities and Accessibility). Tourism products can be interpreted as anything that can be "sold" as a tourism commodity. Attractions and tourist attractions are objects that have an attraction to be seen, watched, enjoyed that are worthy of being "sold" to the tourist market. Attractions are often interpreted in 2 (two) components, namely as a tourist object and as a tourist attraction. The latter is something that can be seen through shows (shows) and often requires preparation and even sacrifice to enjoy it (pay). In contrast to tourist objects (tourist object) which can be witnessed without the need for preparation. This discussion does not strictly distinguish the two meanings, both of which are included in tourism products. Thus Tourism Objects and Attractions (ODTW) are all kinds of movable and immovable objects that have tourist attractions and are worth offering, "sold" to the tourist market, both domestic and foreign tourists.
        From the three aspects of the tourism product above, the product development model must maintain its authenticity so that it can compete with other regions. In other words, each object must have its own style that is different from other tourist objects. Style is an important factor in determining sales. In tourism that is saidas a good product style are (a) the attractiveness of the object itself, (b) having differences with other objects, (c) the support of well-maintained infrastructure conditions, (d) the availability of facilities "something to see, something to do, and something to buy", and (e) equipped with facilities.
        Based onLaw of the Republic of Indonesia Number 10 of 2009 concerning Tourism, the purpose of tourism is to (a) increase economic growth; (b) improve people's welfare; (c) eradicate

poverty; (d) overcoming unemployment; (e) preserving nature, environment and resources; (f) promote culture; (g) elevating the nation's image; (h) foster a sense of love for the motherland; (i) strengthening national identity and unity; and (j) strengthening friendship among nations. This is in line with the RPJMD of Pandeglang Regency for 2021-2025, where the development priority is the management of the tourism sector to increase regional economic competitiveness.

Tourism activities will basically have an impact on the economy of the community and the region(Trisnawati & Priyono, 2006;Aliansyah, 2019). The variable that can be used to determine the contribution of the tourism sector to the regional economy is GRDP(Adinugroho, 2017). The GRDP of the tourism sector in Pandeglang Regency is the sum of the sub-sectors Provision of Accommodation & Food and Drink and Other Services (Arts, Entertainment and Recreation). These two sectors illustrate the contribution of tourism activities to the regional economy of Pandeglang Regency. Based on Table 4.1, the contribution of the tourism sector to the PDRB of Pandeglang Regency in 2015 - 2019 continues to increase, although not high, only around 0.1% each year. However, this condition shows that tourism has the potential to increase the GRDP of Pandeglang Regency, considering that the trend of the number of tourists in Pandeglang Regency also increases each year.

Table 4. The Contribution of the Tourism Sector to the GRDP of Pandeglang Regency in 2015 - 2019

Year	GRDP of Pandeglang Regency (billions)		
	Tourist	GRDP total	Percentage (%)
2015	1009.30	15975.13	6.3%
2016	1083.17	16855.62	6.4%
2017	1168.89	17,866.43	6.5%
2018	1247.59	18,941.70	6.6%
2019	1343.90	19,895.91	6.8%

Source: PDRB of Pandeglang Regency Based on Business Field in 2015-2019

Tourism Development Management Strategy

The formulation of a tourism development strategy in Pandeglang Regency in order to support regional economic competitiveness is carried out using a SWOT approach. The complete tourism development strategy for Pandeglang Regency is presented in Table 4.2.

Table 5. SWOT Matrix for Tourism Sector Development in Pandeglang Regency

Internal factors / External Factors	Strengths	Weakness
	▪ Great natural resource potential ▪ There is a Tanjung Lesung SEZ and Ujung Kulon National Park ▪ Strategic Geographical Location ▪ Local Government Policy ▪ The customs and culture of the people ▪ Coordination between agencies and related agencies ▪ Supportive biophysical conditions	▪ Utilization and management of natural resources that are not yet optimal ▪ Limited funding ▪ Development disparities between the southern and northern regions. ▪ Inadequate facilities and infrastructure ▪ Damaged road infrastructure ▪ Minimal tourism promotion.
Opportunities	**SO strategy**	**WO strategy**
▪ Technological development ▪ Investor Interest ▪ Partnership & cooperation with other parties ▪ Supporting Policy	1) Develop tourism on a local, national and international scale. 2) Exploring historical and cultural heritage and then realizing it in the form of unique and different tourist attractions.	1) Improving accessibility and building public infrastructure, public facilities and tourism facilities,

▪ National economic conditions began to improve		2) Improving the quality of human resources and tourism management institutions. 3) Increase promotion by utilizing various social media.
Threats	**Strategy ST**	**WT Strategy**
▪ Natural Disaster (Earthquake and Tsunami) ▪ Competition between regions ▪ Covid-19 pandemic ▪ HR Related to Tourism	1) Developing the concept of sustainable tourism and disaster response, as well as friendly/humanist. 2) Increase cooperation with surrounding areas that have developed to open tourist routes to Pandeglang.	1) Develop government, private and community cooperation for sustainable tourism. 2) Making budgets and policies effective to build community-based tourism.

4.   CONCLUSION

The tourism sector in Pandeglang Regency is currently relied on as an alternative sector to increase regional economic competitiveness. This is because Pandeglang Regency has enormous potential in the tourism sector. Natural conditions which are dominated by natural mountains and the longest beach in Banten Province make Pandeglang Regency a very promising tourism alternative, starting from beach tourism, nature tourism, pilgrimage tourism, cultural tourism to artificial tourism. Some tourism management strategies that can be implemented to increase the regional economic competitiveness of Pandeglang Regency are (1) Improving accessibility and building public infrastructure, public facilities, and tourism facilities; (2)Improving the quality of human resources and tourism management institutions; (3) Increasing promotions by utilizing various social media; (4) Developing government, private and community cooperation for sustainable tourism; (5) Making budgets and policies effective for building community-based tourism; (6) Develop tourism on a local, national and international scale; (7) Exploring historical and cultural heritage and then realizing it in the form of unique and different tourist attractions; (8) Developing the concept of tourism that is sustainable and disaster responsive, as well as friendly/humanist; and (9) Increasing cooperation with developed surrounding areas to open tourist routes to Pandeglang

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