

The Pentahelix Role in Tourism Destination Management Sebangau National Park Palangka Raya City

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Abstract

The existence of Sebangau National Park in Central Kalimantan is a government effort to save and protect ecosystems that have started to deteriorate in the Sebangau area due to logging, poaching, and forest burning for land clearing conducted illegally by the community. In addition to these problems, the existence of Sebangau National Park is also to minimize the impact caused by global warming in the form of high air temperatures, which can trigger forest and peatland fires which occur almost every year in Palangka Raya City. Forest fires can damage ecosystems, releasing carbon and greenhouse gases into the atmosphere so that they can pollute water, soil and air. In addition, the smoke produced can also interfere with public health. The involvement of Pentahelix actors in the management of the Sebangau National Park tourism destination in Palangka Raya City is to make tourism at this destination sustainable. This research is designed as qualitative research supported by quantitative data, often referred to as a mixed method. Data collection was conducted through observation, semi-structured interviews, document studies, and questionnaires. The analysis method used in this study is Interpretative Structural Modeling (ISM) to map the role of Pentahelix with three elements consisting of: actor elements, need elements, and constraint elements. The ISM analysis results identified the main actors in the management of the Sebangau National Park tourism destination in Palangka Raya City as the Sebangau National Park Office in Palangka Raya City (government) and the Getek Maju Mandiri Group (community). The primary need in management is the Pentahelix collaboration and sustainable ecotourism. The main constraints in management are the incomplete availability of facilities and infrastructure and the lack of coordination between the government, private sector, and community.

Keywords: Pentahelix Role; Sebangau National Park in Palangka Raya City; ISM Analysis

Introduction

Tourism is an industry that can provide benefits for the development of a country if it has tourist attractions, facilities, and good infrastructure (Junaid et al., 2020). According to Indonesian Law Number 10 of 2009 concerning Tourism Article 1 Paragraph 3, tourism is a variety of tourist activities and is supported by various facilities and services provided by the community, entrepreneurs, government, and local government. In practice, tourism is not only supported by several stakeholders mentioned by the Law but also supported by other stakeholders, namely: academics and mass media as a forum for promoting tourism in an area. Good tourism is sustainable tourism, and the core of all sustainable tourism activities leads to fair development with the community (Ardiwidjaja, 2018: 16). Sustainable tourism is expected to occur in National Park tourism destinations. Government Regulation Number 28 of 2011 concerning the

Management of Natural Reserve Areas (KSA) and Nature Conservation Areas (KPA), Article 1 Paragraph 9 states that National Parks are KPAs that have original ecosystems, managed with a zoning system that is utilized for the purposes of research, science, education, supporting cultivation, tourism, and recreation.

The existence of Sebangau National Park in Central Kalimantan is an effort by the government to save and protect ecosystems that have begun to be damaged in the Sebangau region due to illegal logging and poaching, as well as burning forests to clear land carried out by the community illegally. In addition to these problems, the existence of Sebangau National Park is also to minimize the impact caused by global warming in the form of high air temperatures that can trigger forest and peatland fires which occur almost every year in Palangka Raya City. Forest fires can damage ecosystems, releasing carbon and greenhouse gases into the atmosphere so that they can pollute water, soil and air. In addition, the smoke produced can also interfere with public health.

Keeping the Sebangau National Park area protected, so that the carbon stored in peat soils is not released into the atmosphere in the form of greenhouse gases so as not to endanger public health. Sebangau National Park was legalized based on the Decree of the Minister of Forestry No.SK.423/Kpts II/2004 dated October 19, 2004. The Sebangau National Park area is administratively spread over three regions, namely: Palangka Raya City, Pulang Pisau Regency and Katingan Regency. Currently the area of Sebangau National Park in Central Kalimantan is 537,375.82 Ha.

Sebangau National Park is divided into four zones, namely: core zone, jungle zone, traditional zone and utilization zone. The Sebangau National Park utilization zone includes conservation forest environmental services and the implementation of nature tourism by opening tourism destinations that are considered to have the attractiveness and uniqueness of the peat swamp forest ecosystem in order to make an important contribution to the national economy through Non-Tax State Revenue (PNBP) and improving the economy of the community around the developed destination.

The implementation of nature tourism in Sebangau National Park in the utilization zone is in accordance with Government Regulation No. 36 of 2010, concerning the exploitation of nature tourism in Suakamargasatwa, National Parks, Botanical Forest Parks, and Nature Tourism Parks, Article 2 Paragraphs 1 and 2 states that the exploitation of nature tourism is carried out in accordance with the principles of conservation of biological natural resources and their ecosystems and aims to increase the utilization of uniqueness, distinctiveness, natural beauty, diversity of wildlife species, and plant species found in the National Park area. The Sebangau National Park Center Palangka Raya City (BTNSKP) as a conservation area and an extension of the central government, plays a role in providing protection for rare animals and flora in its area. Apart from being a conservation area, the National Park is also a tourism destination in the utilization zone with supporting facilities and infrastructure, resulting in tangible and intangible natural tourism products. One of the tangible tourism products in the TNSKP tourism destination is getek or small motorized boats driven by TNSKP fostered community members, who are members of the Getek Maju Mandiri group. The fuel of this getek is gasoline which is fuel oil, causing water pollution and can cause the surrounding community to feel a clean water crisis.

Tourism products in Sebangau National Park Palangka Raya City require good management for the sustainability of natural tourism products in this conservation area. The management of nature tourism in conservation areas is inseparable from the role of stakeholders, including the government as a policy maker and compiler, the private sector as a tourism business actor, academics, the community, and other parties (Santoso, et al., 2015).

Tourism destination management with a collaboration system between stakeholders can be more effective, considering that tourism management can develop well if there is a mutually supportive role between stakeholders (Permana et al., 2023). This research uses the concept of pentahelix in mapping the existence of stakeholders involved in the management of tourism destinations in Sebangau National Park, Palangka Raya City (TNSKP), which consists of government, private sector, academics, community and mass media. The role of stakeholders by using the pentahelix concept in the management of nature tourism in conservation areas presents a conception of tourism destination management that cannot be done alone and requires a joint direction of action and balance of the pentahelix actors (Santoso, et al., 2015).

The form of relationship arrangements between tourism actors, the government and other parties who have an interest in tourism resources in Sebangau National Park, Palangka Raya City has been carried out, both by the central government through the Sebangau National Park Center, academics, the community, the private sector and the mass media. However, each party still runs independently according to their interests. Synergy between pentahelix actors is highly expected in the management of TNSKP tourism destinations, but the reality that exists in the management of the National Park, there is still a lack of effective communication, coordination and cooperation between the government, businesses, academics, communities, and the media so that it becomes an obstacle in management. Synergy can be achieved if there is cooperation in achieving common goals rather than achieving these goals individually (Lasker et al., 2001). Coordinated cooperation can be carried out by pentahelix actors in managing TNSKP tourism destinations as a tourism product that requires promotion in order to reach a market share of potential tourists who have a love for nature and the environment. In addition to cooperation between pentahelix actors in promotion, they are also expected to maintain and care for the local wisdom of the local community as one of the elements of sustainable tourism, as stated in the Regulation of the Minister of Tourism and Creative Economy Number 9 of 2021 concerning Sustainable Tourism Guidelines, which states that local wisdom is noble values that apply in the community's way of life, among others, to protect and manage the environment sustainably. The main problem of managing TNSKP tourism destinations is that there is no good synergy between pentahelix actors in managing these tourism destinations and the importance of the existence of TNSKP to reduce the impact of global warming which can damage existing ecosystems, and thus management requires synergy and special strategies so that it can be managed professionally.

Method

This research was designed as qualitative research with the support of quantitative data and is often referred to as mixed method. Data collection was carried out through observation, semi-structured interviews, document studies and questionnaires. The analytical method used in this research is Interpretative Structural Modeling (ISM) to map the role of the pentahelix with three elements consisting of: actor elements, needs elements and constraint elements. Each element of the program is broken down into a number of sub-elements. The key informants in this research were five people who were pentahelix actors in the management of the Sebangau National Park tourism destination, Palangka Raya City.

Results and Discussion

The role of actors or institutions involved in managing tourism destinations is very dynamic and varied, and has a mutually beneficial relationship. Actors in managing

tourism destinations have important and strategic relationships in destination sustainability (Christian, 2016). Actors act as suppliers (producers), distributors and consumers, and are involved in the tourism system domain (Morrison, 2009). Actors in managing National Park tourism destinations have roles and relationships from upstream to downstream in the tourism business cycle. Actors also play a role in driving economic networks and participation capacity in destinations. The dynamics of tourist destinations and their sustainability, one of which is played by local elites (Murdana et al., 2021), and the level of local community participation, as well as the role and commitment of tourism pentahelix actors (Murdana, 2022). This research uses Interpretative Structural Modeling (ISM) to map the role of the pentahelix with three elements consisting of: actor elements, needs elements and constraint elements. Each element of the program is broken down into a number of sub-elements.

1. Elements of Institutions Involved in the Management of Sebangau National Park Tourism Destinations, Palangka Raya City

The institutional elements involved are actors or stakeholders who are influential and involved in managing TNSKP tourism destinations. Stakeholder theory states that stakeholders are individuals or groups who can influence and be influenced by an organization as a result of its activities (Freeman, 2010). Study of the position and role of management actors or institutions is related to their authority and role. Institutions will influence the involvement of actors and objectives in management, thus having implications for the sustainability of natural resources (Ostrom, 2008). The actor or stakeholder in this research is the pentahelix which has been stated in Minister of Tourism and Creative Economy Regulation Number 9 of 2021, concerning Guidelines for Sustainable Tourism Destinations, which states that it is important to encourage the tourism system through optimizing the roles of Business, Government, Community, Academic (Academics), and Media (Publications) or abbreviated as BGCAM.

Pentahelix in the management of Sebangau National Park, Palangka Raya City consists of: Government (Sebangau National Park Hall, Palangka Raya City), Academics (Palangka Raya University), Business (ASITA Central Kalimantan), Community (Getek Maju Mandiri Group) and Mass Media (Dayak TV). The determination of respondents for the pentahelix actor elements or institutions involved in this research based on Interpretative Structural Modeling (ISM) were experts from various relevant sciences (Yusuf et al., 2020). Expert criteria can be categorized into three, namely: 1) expertise or expertise due to knowledge at the academic or research level, 2) expertise or expertise due to position, namely as a decision maker. 3) expertise or expertise due to specialty, such as traditional leaders, religious leaders, or community leaders and others who have a relationship and interest in the problems studied in the research (Yusuf & Daris, 2018).

The basis for expert consideration is also limited by certain factors, namely: a) existence or affordability, and b) reputation and credibility. The number of respondents is also very influential because too few or too many can cause bias (Yusuf et al., 2020). This is in accordance with the opinion of (Hora, 2004) which states that the number of experts who are adequate and have high precision is 3 to 7 people.

Table 1. Sub Elements of Institutions Involved

No	Sub Elements of Institutions Involved (Pentahelix Actors)	Authority and Role	Code
1	Balai Taman Nasional Sebangau Kota Palangka Raya	<i>Pemerintah</i>	A1
2	Universitas Palangkaraya	<i>Akademisi</i>	A2
3	ASITA	<i>Bisnis</i>	A3

4	Kelompok Getek Maju Mandiri	<i>Masyarakat</i>	A4
5	Dayak TV	<i>Media</i>	A5

(Source: Processed Primary Data, 2023).

Five sub-elements of pentahelix actors or stakeholders involved in managing TNSKP tourism destinations which then become the basis for the contextual relationship questionnaire for Interpretative Structural Modeling (ISM) analysis with codes A1, A2, A3, A4, A5. The pentahelix actor element is one of the important elements in managing TNSKP tourism destinations, considering that the role of the pentahelix actor or stakeholder will be very important.

Determine the success of managing TNSKP tourism destinations. Frequency in stakeholder theory states that stakeholders are individuals and groups who are influenced by the achievement of organizational goals and in turn can influence the achievement of these goals (Freeman, 2010). Pentahelix actors or stakeholders in this research are interpreted as good actors. Individuals and institutions that have a role and connection with the management of TNSKP tourism destinations. The matrix of interested pentahelices is spread over four (4) quadrants. The resulting quadrants illustrate the position of elements and their interdependencies in nodes and lines. So the quadrant (diagraph) is a virtualization of the constituent subelements and their interdependencies (Murdana, 2022).

The output of the ISM system is an assessment classification based on the Cartesian diagram or ISM quadrant, driver power (DP) value and dependence value (D) and forms an element structure. In general, the classification of these elements is classified into four quadrants, namely:

- Quadrant I: Weak Driver-Weak Dependent Variables (Autonomous), namely the quadrant which shows elements that have low influence and dependency and are generally only slightly related to the system and are not even related.
- Quadrant II: Weak Driver-Strongly Dependent Variables (Dependent), namely the quadrant which shows elements that have low influence with high dependence, these elements are elements that are tied to the system (not free).
- Quadrant III: Strong Driver-Strongly Dependent Variables (Linkage), namely the quadrant that shows elements that have high influence and dependence. These elements are relatively unstable, so they must be studied carefully.
- Quadrant IV: Strong Driver-Weak Dependent Variables (Independent), namely the quadrant that shows elements that have high influence and low dependence, these elements have a big influence on the system and are independent, so this element is a key element (Yusuf et al., 2020).

The four quadrants of pentahelix actor elements in the management of TNSKP tourism destinations are in figure 1. Each quadrant represents the level of influence and interests of pentahelix actors or stakeholders who influence the management and sustainability of TNSKP tourism destination management.

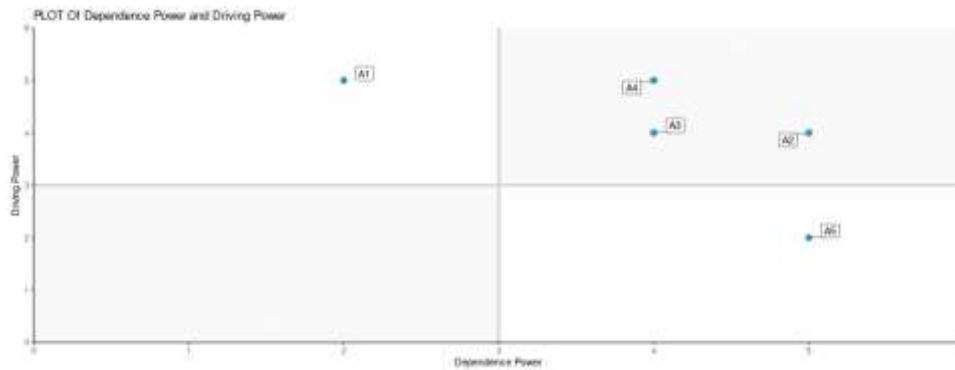


Figure 1. Contextual Quadrant of The Institutional Elements Involved (Pentahelix Actors)

(Source: Processed primary data, 2023)

The results of the ISM analysis by mapping the position of each pentahelix actor related to the management of TNSKP tourism destinations, obtained the results of one element, namely A1 (Sebagau National Park Hall, Palangka Raya City) whose position is in quadrant VI (Independent), that is, it has a high influence on one side and low level of dependency, because as a National Park Technical Implementation Unit in the field it has the authority to manage TNSKP tourism destinations and has a big influence on the system and is independent. The Getek Maju Mandiri (A4), ASITA (A3) and Palangka Raya University (A2) groups are in quadrant III (Linkage). Dayak TV (A5) is in quadrant II (Dependent). After determining the contextual quadrant of pentahelix actors in the management of TNSKP tourism destinations, to look specifically at key actor elements, based on the ISM leveling results are in figure 2.

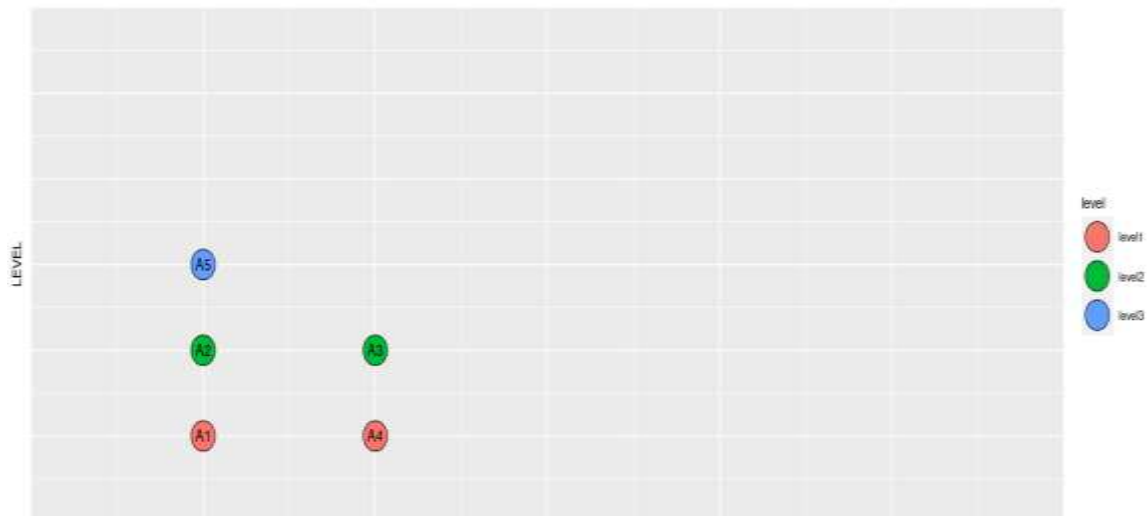


Figure 2. Main Actor Elements

(Source: Processed Primary Data, 2023)

The results of the ISM analysis obtained two key actor elements at level one, related to the management of TNSKP tourism destinations, namely; Sebagau National Park Hall, Palangka Raya City (A1), and the Getek Maju Mandiri Group (A4). At level two there are Palangka Raya University (A2) and ASITA (A3) and at level three there is Dayak TV (A5) which is a supporting actor in managing the tourism destination. The Sebagau National Park Hall, Palangka Raya City and the Getek Maju Mandiri Mandiri Group are stakeholders who play a role and have important value and high influence on the success of managing the TNSKP tourism destination, because they are directly involved and responsible for the management of this tourism destination.

The National Park Office as an extension of the central government in managing TNSKP tourism destinations has full authority in applying central government regulations in TNSKP. Communities in the TNSKP buffer area have authority because they are the legal owners of various resources which constitute tourism capital such as culture (Pitana & Gayatri, 2005) and local wisdom. Local wisdom and local excellence are human wisdom based on the philosophy of values, ethics, methods and behavior that have been in effect since ancient times (Suryono, 2010). The relationship between the contextual quadrant of the institutional elements involved, consisting of five elements, namely those in Figure 2 and the main actor or institutional elements in Figure 3, is to see how much influence and who has a dominant role in managing TNSKP tourism destinations, so that later it can make the tourism destination a sustainable tourism.

The roles of the Sebangau National Park Office in the National Park Management Section (SPTN) Region I, Palangka Raya City, Central Kalimantan, include protecting natural resources, empowering local communities, providing tourist services, providing tourist data and information. Its main task is as a National Park Technical Implementation Unit (UPT) which carries out conservation activities for biological natural resources and their ecosystems, as well as managing the National Park area based on applicable laws and regulations. One of its functions is the development and utilization of environmental services and natural tourism (Santoso et al., 2015).

Natural tourism activities are permitted in utilization zones in National Parks. Like a house, the utilization zone is the living room. Tourists are welcomed in this living room to carry out tourist activities. When tourists visit use zones in National Parks, they must pay attention to the rules of the management as well as the norms and customs as well as the local wisdom of the local community (Kosik, 2023). The role of the Sebangau National Park Office, Palangka Raya City (BTNSKP), Central Kalimantan in managing Natural Resources (SDA) in the form of renewable natural resources including black river water, peat soil, rare plants and plants that support community life, rare animals and other animals. which can be consumed and as an economic resource for the community in the buffer area of this National Park. Everything that comes from nature and can be used to meet human needs (Christanto, 2014).

Apart from its role in managing natural resources, BTNSKP also plays a role in managing the social, cultural and economic resources of communities in buffer areas, forming the Getek Maju Mandiri group which is tasked with transporting tourists, both domestic and foreign tourists, to Resort I Sebangau Hulu and along the Koran River. BTNSKP also formed the Bakung Permai fishermen group to become traditional fishermen so that the water, land, plant and animal ecosystems there are not polluted and become extinct. Socially, culturally and economically, communities in buffer areas have tried to be embraced and empowered, and their capacity developed by the Sebangau National Park, Palangka Raya City, in accordance with Minister of Environment Regulation Number.P.43/MENLHKSETJEN/KUM.1/6/2017, article 7 which states that community capacity development is carried out to increase knowledge, skills, strengthen institutions and change attitudes.

Based on the Ministerial Regulation, the Sebangau National Park, Palangka Raya City, has held various trainings to increase community capacity, has been coached and trained as a work partner for the Sebangau National Park, Palangka Raya City, as an effort to improve the community's economy. Apart from the important role of government, there is also the role and involvement of the community in managing TNSKP tourism destinations which is no less important for the sustainability of tourism destinations. Saving and protecting destinations also depends greatly on the involvement of local communities who are empowered and have their capacity developed. The community is

one of the stakeholders in the world of tourism, acts as a host, has resources in the form of customs, traditions and culture to support the sustainability of tourism (Setiawan & Saefulloh, 2019). The position and values of local communities are strategic in conservation area-based tourism, because they are one component of the tourism product (Eagles & Mc Cool, 2002).

Tourism development often ignores the role of local communities in tourist destination areas. The concept of communitybased tourism is the basis of sustainable tourism development which emphasizes that the community is no longer the object of development but is the determinant of development itself (Ardika, 2004). The government should play a greater role in inviting, inspiring and stimulating the public. One of these tasks is realized in the form of good cooperation between the government and the community (Saryani, 2013). The community can take part in participation from planning activities to implementation, and also used for evaluation (Andriyani et al., 2017). Community empowerment in buffer villages has been carried out by the Palangka Raya City National Park Center by forming the Getek Maju Mandiri group in 2018 and has fifteen members. Members of the Maju Mandiri getek group as a community located along the Sebangau and Koran rivers, in their daily lives are not only partners with the National Park but also become traditional fishermen, and there are some who also look for rattan, collect pantung sap, nyatu sap, look for resin and gemor skin, as a source of their economy and as a form of preserving the local culture of their region. Communities in the TNSKP buffer area do what is permitted in the Minister of Environment Regulation Number. P.43/MENLHK/SETJEN/KUM.1/6/2017 Article 13 Paragraph 3, which states that the collection of non-timber forest products includes: collection of sap, grass, rattan, honey, medicinal plants, mushrooms and fruit. Protecting nature, preserving culture, developing capacity and improving the community's economy are the goals of the government, in this case TNSKP.

The second level of pentahelix actors managing TNSKP tourism destinations is based on the results of Interpretative Structural Modeling (ISM), namely: Palangka Raya University (A2) and ASITA Central Kalimantan (A3). The role of Palangka Raya University as a supporting element in managing TNSKP tourism destinations, should contribute through scientific approaches, mentoring approaches, service and research, and also carrying out field practice activities, as a form of contribution in providing input regarding the management of TNSKP tourism destinations. Palangka Raya University also has a Peat Hydrology Area (KHG) which is located close to TNSKP. This KHG is managed by the Peatland Laboratory Technical Implementation Unit (UPT) or Center for International Cooperation in Sustainable Management of Tropical Peatland (CIMTROP), which has a mission to implement basic scientific patterns through research and application of peat swamp ecosystem management. CIMTROP also plans KHG as an ecotourism development area and peat restoration educational tourism (Jaya et al., 2017). The Center for International Cooperation in Sustainable Management of Tropical Peatland (CIMTROP) is included in the special zone of Sebangau National Park. The special zone here is intended as a special zone for research or education covering an area of 47,021 ha. Area management in special zones can be carried out using a collaboration or cooperation model with interested parties. At level two of the results of the ISM analysis, apart from Palangka Raya University, there is ASITA Central Kalimantan (A3) as a business element which is a travel association, which has a role in advancing tourism in Central Kalimantan in general and Palangka Raya in particular.

ASITA benefits from tourist visits to Sebangau National Park, by providing tour packages to Sebangau National Park, Central Kalimantan. The influence of these two elements is more to see TNSKP tourism destinations as objects of visit, so they have a

low influence on the management of natural tourism in TNSKP tourist destinations. Stakeholders at level two have low capacity to achieve goals, but can have influence by forming alliances with pentahelix actors or other stakeholders. Sebangau National Park, Palangka Raya City, also collaborates with Neo Palma Hotel, Luwansa Hotel, Aquarius Boutique Hotel and Swiss Bell Hotel Danum Palangka Raya. The four hotels showed promotional films for the nature tourism of Sebangau National Park in hotel rooms. The film was screened by the hotel in an effort to support natural tourism in Sebangau National Park, Central Kalimantan (ksdae.menlhk.go.id, 2017).

Promotion of the Sebangau National Park continues to be intensified by the Sebangau National Park Office, one of which is through the promotion of natural tourism. This is the commitment of Sebangau National Park which has made community-based ecotourism through educational tourism and research a role model for managing Sebangau National Park one year into the future. The Sebangau National Park Office is also active in increasing cooperation with partners, tourism community groups and stakeholders. It is hoped that the involvement of various parties in promoting natural tourism can have a positive impact, namely increasing visits to Sebangau National Park (ksdae.menlhk.go.id, 2017). Apart from the promotion of natural tourism carried out by the Sebangau National Park in collaboration with business people, there is also the role of the mass media in carrying out promotions. The role of mass media as a place to promote TNSKP tourism destinations has been carried out by Dayak TV. Dayak TV as one of the electronic media in managing the tourism destination of Sebangau National Park, Palangka Raya City, Central Kalimantan carries out communication in marketing. Communication in marketing is divided into three important parts, namely: there must be a communicator who acts as a sender, there must be a receiver who will receive news from the communicator, and there must be a tool to convey the message in the form of a channel that acts as a news channel (Yoeti, 1996; Listyawati & Akbar, 2016).

Dayak TV has indirectly participated in helping the Sebangau National Park Hall, Palangka Raya City and the Getek Maju Mandiri Group as key management actors, to carry out communication in marketing by providing information to prospective tourists who will visit TNSKP tourism destinations, so that tourists are interested in visiting tourism destinations are increasing and have an impact on increasing the income of people in buffer areas. Dayak TV has low importance and high influence. Low importance because its main duties and authority are outside the tourism sector and it does not gain direct benefits from managing the Sebangau tourism destination, Palangka Raya City, Central Kalimantan.

2. Elements of Tourism Destination Management Needs, Sebangau National Park, Palangka Raya City

ISM analysis in the management of TNSKP tourism destinations, apart from determining the elements of influential actors and the main actors, also determines the elements of need which are factors that influence the role of pentahelix actors, as well as being a necessity in managing the tourism destination. Collaboration in area management is an absolute prerequisite for the realization of effective area management and benefits for the community. Management of tourism destinations with a collaborative system between stakeholders can be more effective, considering that tourism management can develop well if there are mutually supportive roles between stakeholders (Permana et al., 2023). Stakeholder theory states that stakeholders are individuals and groups who are influenced by the achievement of organizational goals and in turn can influence the achievement of these goals (Freeman, 2010). Pentahelix as a stakeholder who is influenced and influences the management of tourism destinations has the aim of making

the Sebangau National Park, Palangka Raya City (TNSKP) tourism destination a sustainable tourism. Achieving management goals of course requires good pentahelix synergy and collaboration.

Tourism requires many supporting facilities such as restaurants, accommodation, travel agencies, transportation, etc. (Yoeti, 2014). Supporting facilities in tourism to achieve the goal of managing TNSKP tourism destinations as sustainable tourism, require investors to invest. The involvement of the private sector or business to invest raises hopes that the private sector will be able to create innovations and breakthroughs that are unique and attractive for tourism, as well as helping the government create job opportunities which are useful for reducing unemployment (Ginting et al., 2021). Currently, the presence of private parties or businesses around the villages supporting the TNSKP tourism destination is still minimal and can be said to be non-existent, so there are no natural tourism business actors in this National Park.

The TNSKP tourism destination is tourism that has a tourist attraction in the form of unique natural resources of peat swamp forests, supported by various types of peat flora and fauna diversity, especially orangutans that live in nature and various forms of specific natural uniqueness. Natural tourism or ecotourism in TNSKP requires good management of the pentahelix so that it can become sustainable ecotourism. This is also contained in the Regional Regulation of the City of Palangka Raya Number 11 of 2017, concerning the Master Plan for Tourism Development of the City of Palangka Raya (RIPPARKOTA) for 2017-2028, which states that the Kalampangan Tourism Strategy Area (KSP) and its surroundings, including the Koran River (part of the Sebangau National Park) is an ecotourism area and the policy direction for developing tourist attractions is implemented based on the principles of sustainable tourism development.

One element of sustainable tourism is local wisdom which is contained in Minister of Tourism and Creative Economy Regulation No. 9 of 2021. This Ministerial Regulation states that local wisdom is noble values that apply in community life, among other things, to protect and manage the environment sustainably. Management of TNSKP tourism destinations requires local wisdom as a philosophy of life for the people who participate in protecting nature from damage so that it continues to be sustainable so that it can be passed on to the next generation. The local wisdom of the people in the buffer zone of the TNSKP tourism destination which respects the balance and harmony of the universe is based on the Batang Haring philosophy.

The meaning of the Batang Haring philosophy in managing TNSKP tourism destinations as sustainable ecotourism is one of Pentahelix's needs in carrying out its role to protect and preserve nature. Sustainable ecotourism can be realized by maintaining harmonious relationships between pentahelix actors and God, maintaining harmonious relationships between pentahelix actors and fellow humans, and maintaining harmonious relationships between pentahelix actors and the natural surroundings. Another need that Pentahelix needs in managing TNSKP tourism destinations to achieve its goals, namely sustainable tourism, is the presence of adequate accommodation or tourism facilities in TNSKP buffer areas. Tourism facilities around the tourism area already exist but are not optimal because the distance is still relatively far from the TNSKP tourism destination.

Accommodation is a component of the tourism industry, in the form of a place or room where visitors or tourists can rest, stay overnight, bathe, eat and drink and enjoy the services and entertainment available there (Samalam et al., 2016). Apart from accommodation, there is also promotion, improvement of tourism products and improvement of the community's economy which is a necessity for Pentahelix to carry out its role in managing TNSKP tourism destinations. Promotion is needed as an effort by Pentahelix to introduce this tourism destination to the world.

Promotion is a special mixture of personal advertising, sales promotion and public relations that a company uses to achieve its advertising and marketing goals (Kotler & Keller, 2009: 263). Promotion is a method to attract potential buyers to make transactions with sellers so that the company's goal of making a profit can be achieved (Wijaya, 2013). Profits from tourism activities in TNSKP can be used to improve tourism products in these tourism destinations. Tourism products can be physical or tangible products and are supported by intangible elements. Basically, the experience (intangible) felt by visitors is the result of providing tangible physical products (tangible) with interactions during the production and consumption process between service providers at the destination and visitors which produces intangible items (Hidayah, 2021).

Increasing tourism products in TNSKP tourism destinations with promotional assistance is expected to be able to realize the needs of pentahelix actors in managing tourism destinations, namely increasing the income of people in buffer areas so that their lives can be prosperous because of sustainable tourism. Community welfare is one of the goals of sustainable tourism contained in Minister of Tourism and Creative Economy Regulation No. 9 of 2021. The seven needs of pentahelix actors that have been described above, as the needs of pentahelix actors when carrying out their role in managing TNSKP tourism destinations in this research were identified as elements of needs that were analyzed using Interpretative Structural Modeling (ISM), with the codes during ISM analysis being B1, B2, B3, B4, B5, B6 and B7.

Table 2. Elements of Need

No	Element of Need	Code
1.	<i>Kolaborasi Pentahelix</i>	B1
2.	<i>Investor</i>	B2
3.	<i>Ekowisata berkelanjutan</i>	B3
4.	<i>Akomodasi</i>	B4
5.	<i>Promosi</i>	B5
6.	<i>Peningkatan Produk Wisata</i>	B6
7.	<i>Peningkatan Ekonomi Masyarakat</i>	B7

(Source: Processed Primary Data, 2023)

The needs element is also one of the factors in managing the Sebangau National Park tourism destination, Palangka Raya City. After carrying out the ISM analysis, a mapping of the position or relationship between sub-elements can be obtained which can be seen in figure 3 as follows:



Figure 3. Contextual Quadrant of Management Needs
(Source: Processed Primary Data, 2023)

The results of the ISM analysis by mapping the position of each need element related to the management of the Sebangau National Park tourism destination, Palangka Raya City, the need elements are spread across three quadrants consisting of: quadrants II, III and IV. In quadrant II, the results are: accommodation with code (B4).

The role of pentahelix in providing accommodation based on needs in this horse, has a low influence with high dependence on management. Accommodation is a variety of hotels and various other types of facilities related to services for tourists who intend to stay overnight during their tour (Inskeep, 1991). The government has carried out its role by providing accommodation at Resort I Sebangau Hulu TNSKP, which is quite suitable for living. Several five-star, four-star and three-star hotels and home stays already exist in the city of Palangka Raya. so that accommodation has a low influence on the elements of need but with a high dependence on tourists staying in tourism accommodation for the sustainability of the tourism destination.

In quadrant III, elements of the needs of pentahelix actors in carrying out their roles based on the relationship between elements obtain the results of the need for sustainable ecotourism, promotion, improvement of tourism products, and improvement of the community economy with codes (B3, B5, B6 B7), elements in quadrant III have an influence high and also high dependence on management. TNSKP tourism destinations are natural tourism or ecotourism whose existence is needed to continue to be sustainable. Ecotourism is travel to fragile, pristine, and usually protected areas, which is expected to have minimal and small-scale impacts, and educate visitors, provide funding for conservation, provide direct economic benefits and political empowerment of local communities, and provide respect for various cultures and rights. human rights (John & Pang, 1997).

Ecotourism is a form of tourism that aims to protect and promote biodiversity and support the social and economic welfare of local communities (Permata et al., 2023). The benefits of ecotourism include: a) providing effective economic incentives to preserve, increase biodiversity, culture and protect natural and cultural heritage. b) empowering local communities to fight poverty and realize sustainable development. c) enrich environmental experience and awareness through various interpretations (Syah & Said, 2020). The role of pentahelix in managing TNSKP tourism destinations is to meet the needs of sustainable ecotourism by increasing tourism products, both tangible and intangible based on the local wisdom philosophy of Batang Haring, as well as carrying out promotions in various mass media, so that it will be able to improve the economy of the community around the destination buffer area National Park tourism.

Quadrant IV of the elements of need for pentahelix actors to carry out their role in management obtains the results of the need for collaboration between pentahelix and investors with the code (B1, B2). The needs elements in this quadrant have a high influence and low dependence on the management of TNSKP tourism destinations. The need for investors is because in these tourism destinations there are no investors from the private sector who have invested their capital there to create or support the existence of existing tourism products.

Fulfilling the needs of pentahelix actors in carrying out the role of institutions involved in managing TNSKP tourism destinations can produce good synergies for sustainable tourism. Management of natural tourism in conservation areas cannot be separated from the role of stakeholders, including the government as policy maker and compiler, the private sector as tourism business actors, academics, the community, and other parties (Santoso, et al., 2015).

Management of tourism destinations with a collaborative system between stakeholders can be more effective, considering that tourism management can develop

well if there are mutually supportive roles between stakeholders (Permana et al., 2023). This is in line with management theory which uses the principles of planning, organizing, actuating and controlling. There are stakeholders who synergize and support each other. Poor planning and organizing means that if it is not followed by actuating or implementing work, hard work, smart work and cooperation are needed in managing TNSKP tourism destinations to achieve sustainable tourism goals for these tourism destinations.

Institutional elements are involved in management, consisting of the government (Sebangau National Park Hall, Palangka Raya City), academics (Palangka Raya University), business (ASITA Central Kalimantan), society (Getek Maju Mandiri Group) and mass media (Dayak TV). The collaboration of the five elements of the pentahelix actor can make existing tourism destinations into sustainable tourism. Referring to the contextual quadrant, an analysis of the ISM structure is then carried out, the main need for the pentahelix to carry out its role in managing TNSKP tourism destinations, with the results which can be seen in figure 4.

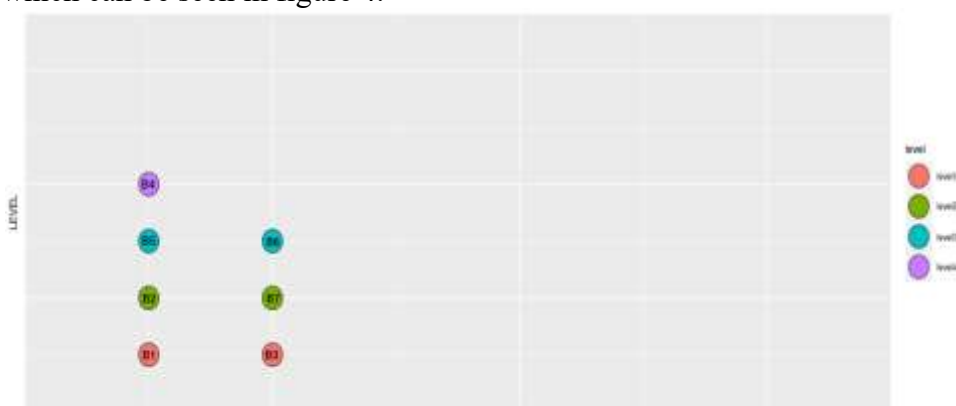


Figure 4. Main Management Needs
(Source: Processed Primary Data, 2023)

The main needs of pentahelix actors in carrying out their role in managing TNSKP tourism destinations are two main needs, namely; the need for pentahelix collaboration (B1) and the need for sustainable ecotourism (B3).

Collaboration is a relationship between organizations that mutually participate and mutually agree to jointly achieve goals, share information, share resources, share benefits, and be responsible for making joint decisions to solve various problems (Setiawan & Saefulloh, 2019).

Pentahelix collaboration is needed in the management of the Sebangau National Park tourism destination, Palangka Raya City, so that communication between pentahelix actors runs well so that coordination between the institutions involved can run well and all management needs in economic, socio-cultural and ecological aspects can be met.

3. Elements of Constraints for Management of Sebangau National Park Tourism Destinations, Palangka Raya City

Pentahelix actors carry out their role in managing TNSKP destinations with the management objective of sustainable tourism. Apart from the various needs that must be met, they also find obstacles in managing these tourism destinations. The obstacles faced by Pentahelix actors in management include the incomplete availability of facilities and infrastructure. Tourism facilities are anything that complements and aims to facilitate the process of tourism activities to run smoothly (Ghani & Brahmanto, 2015). The basic facilities that must be met in tourism consist of: travel agents, tour operators, tourist transportation, restaurants, accommodation, tourist attractions, tourist attractions (Yoeti,

2014). Apart from facilities, there is also infrastructure that must be equipped so that it does not become an obstacle in managing tourism in TNSKP. Tourism infrastructure is natural resources and human resources that are absolutely needed by tourists on their journey to tourist destinations, such as roads, electricity, water, telecommunications, terminals, bridges, and so on (Suwanto, 2004).

Another obstacle faced by pentahelix actors when carrying out their role in managing TNSKP is the lack of coordination between government, the private sector and the community. Tourism development must be the result of joint efforts between the government, the private sector and the community and this is necessary to facilitate participation for all three parties in the project to be built (Hartanto, 1997; Yoeti & Gunadi, 2013). The government, community and private sector are elements that have a big influence on the successful management of natural tourism destinations in TNSKP so that they become sustainable tourism.

Sustainable tourism in TNSKP also requires improving tourism products. The unavailability of attractive tour packages as an effort to increase tourism products is also an obstacle in managing tourism destinations in TNSKP. Apart from that, the less than optimal quality of human resources (HR) is also an obstacle in management. The quality of tourism human resources needs to receive attention by increasing the capacity and quality of education (Idrus, 2018). Increasing human resource capacity around the supporting villages of TNKP tourism destinations absolutely must be carried out by pentahelix actors in managing these tourism destinations.

The next obstacle in managing TNSKP tourism destinations is information technology which has not been implemented optimally. Optimizing the development of information technology in tourism, especially from the perspective of tourism business types including transportation, accommodation, tourist attractions, food, provision of tools and services (Rusdi, 2019).

The tourism business in the TNSKP tourism destination, one of the tourist attractions is that tourists go along the Sebangau river to the Koran river using water transportation in the form of small motorized boats or what local people call getek. This tourist attraction causes water pollution problems if there is no solution to replace the getek fuel from oil to environmentally friendly fuel. The tourism sector around the river area, to be precise, in Kereng Bengkirai Village, Sebangau District, affects the natural conditions of the river, in the form of accumulation of rubbish and pollution of petrol fuel (Nurseptiani et al., 2021).

Another obstacle that must get the attention of Pentahelix actors to manage the TNSKP tourism destination into sustainable tourism is that there is still plastic waste in the tourism destination which comes from tourists and local residents around the buffer villages. River conditions are also influenced by the daily activities of river communities who live sedentary lives, and cannot be separated from the use of non-organic materials such as plastic which becomes waste in fishermen's huts (Nurseptiani et al., 2021).

The results of mapping the constraint elements that have been described are then analyzed using Interpretative Structural Modeling (ISM), with the codes during the ISM analysis being C1, C2, C3, C4, C5, C6, C7 which can be seen in table 3.

Table 3. Constraint Elements

No	Constraint Element	Code
1.	<i>Ketersediaan sarana dan prasarana belum lengkap</i>	C1
2.	<i>Kurangnya koordinasi antara pemerintah, swasta dan masyarakat</i>	C2
3.	<i>Belum tersedianya paket wisata yang menarik</i>	C3

4.	<i>Kualitas SDM kurang optimal</i>	C4
5.	<i>Kemajuan teknologi informasi yang belum diterapkan secara optimal</i>	C5
6.	<i>Pencemaran air</i>	C6
7.	<i>Masih terdapat sampah plastik</i>	C7

(Source: Processed Primary Data, 2023)

The results of the analysis of the position of obstacle elements in the management of the Sebangau National Park tourism destination, Palangka Raya City, are mapped in the ISM quadrant which can be seen in figure 5.

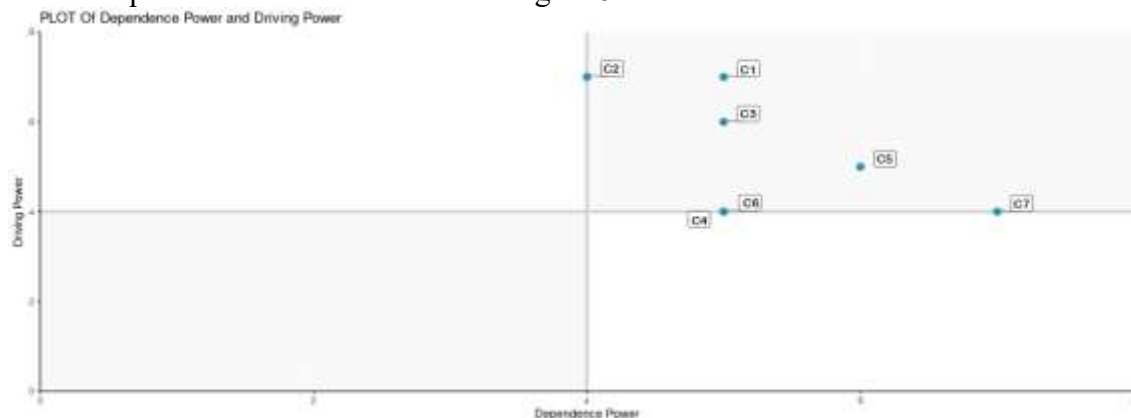


Figure 5. Contextual Quadrant Of Management Constraints

(Source: Processed Primary Data, 2023)

The position of the pentahelix actor's constraint elements in the management of the Sebangau National Park tourism destination, Palangka Raya City, is mapped in the ISM quadrants, where it is found that the constraint elements are gathered in one quadrant, namely quadrant III. Elements in quadrant III are elements that have a high level of influence and a relatively high level of dependence, so they are more sensitive and less stable, so caution is needed in policy making. In order to find out the main constraint and challenge elements in the system, a ranking analysis (leveling) was carried out, with the results which can be seen in figure 6.

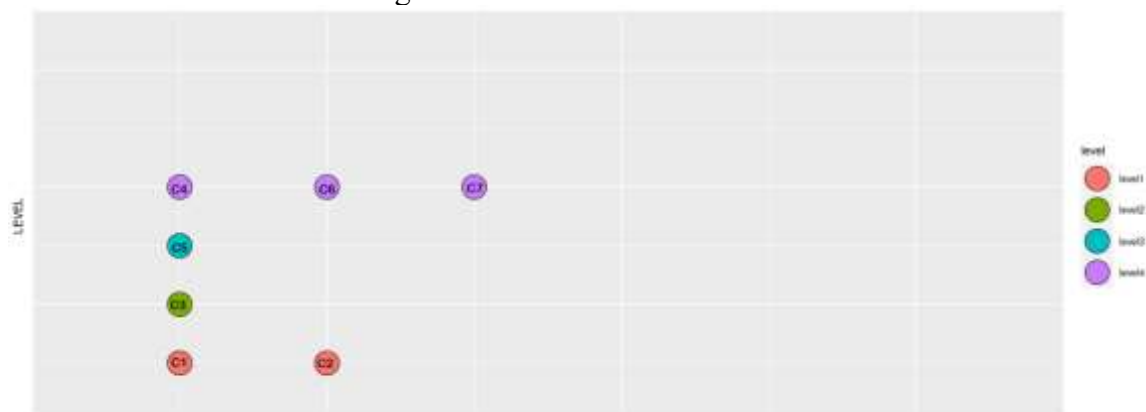


Figure 6. The Main Obstacle to Management

(Source: Processed Primary Data, 2023)

The main obstacles for Pentahelix actors in carrying out their role in managing TNSKP tourism destinations are: incomplete availability of facilities and infrastructure (C1) and lack of coordination between government, private sector and community (C2). Tourism facilities are anything that complements and aims to facilitate the process of tourism activities so that they can run well and smoothly. The main tourism facilities

consist of: travel agents, tour operators, tourist transportation, restaurants, accommodation, tourist attractions and tourist attractions (Yoeti, 2008).

Tourist infrastructure is natural resources and human resources that are absolutely needed by tourists on their journey to tourist destinations, such as roads, electricity, water, telecommunications, terminals, bridges, and so on (Suwantoro, 2004). The role of pentahelix in overcoming existing obstacles really requires good cooperation so that management of TNSKP tourism destinations can run well and realize sustainable tourism by looking at various aspects that exist in society.

Conclusion

The pentahelix actor in managing the Sebangau National Park tourism destination, Palangka Raya City plays an important role and really needs good synergy in the form of pentahelix collaboration to make the tourism destination a sustainable tourism. Based on the results of the ISM analysis, the main actors in the management of the Sebangau National Park tourism destination, Palangka Raya City, are the Sebangau National Park Office, Palangka Raya City (government) and the Getek Maju Mandiri Group (community) with the main needs in management being pentahelix collaboration and sustainable ecotourism. The main obstacles in management are the incomplete availability of facilities and infrastructure and a lack of coordination between the government, private sector and the community.

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