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Factors influencing the firm's internal organization and the firm's performance: A study of the firm's internal organization and the firm's performance

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Sustainable Management of Tourism in Pandemic Covid-19

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Abstract. Currently, Tourism is an inseparable part of life in modern society. Tired with routine urban activities, triggering the development of nature tourism as a place of recreation that is most in demand. Therefore, this research was conducted to determine the role of community participation and land-use change in the Kampong Ciherang Tourism Area, to realize sustainable tourism management in the Covid-19 pandemic. The method used in this research was data collection using primary and secondary data, by directly observing the current conditions of Kampong Ciherang Tourism Area, which was supported by the availability of secondary data from the relevant agencies. This research discussed community participation in the management of Kampong Ciherang Tourism Area, and the impact on land use from tourism activities, especially during the Covid-19 pandemic. The results of this study indicated that in managing tourism, the Tourism Area of Kampung Ciherang had not been able to realize sustainable tourism management especially during the Covid-19 pandemic period, this could be seen from the low level of community participation because tourism management was still fully held by the private sector as the owner of facilities and infrastructure and government as supervisors, even though the change in land use did not experience significant changes at the tourist site. If it does not pay attention to sustainable tourism management, it is feared that in the future there will be an uncontrolled conversion of land from these activities.

Keywords: Management, Tourism, Sustainable, Covid-19, Community

Introduction

Tourism is an overall complex and dynamic cause-and-effect system, one of which is ecotourism as a profitable business opportunity and employment opportunities for local people, so stakeholders need to pay attention to sustainability to encourage eco-tourism to a higher level. It is important to increase tourist satisfaction when visiting by suppressing undesirable environmental impacts, which can damage sustainability, through community leadership and capacity management (Roxas., et al, 2020). Meanwhile, sustainable tourism is a concept of tourism by considering the alignment of tourism management with sustainable development goals (SDGs), changes in understanding development concepts and contemporary approaches to sustainable development, as well as the sustainable application of economic growth in the formulation of general development policies and tourism development policies (Sharpley, 2020). Some indicators to review the sustainability of the tourism sector can be seen from tourism planning and management, by taking into account the relevance of the tourism destination with the goals of sustainable development, the government sector, the sector stakeholders involved, as well as the difference between subjective and objective indicators (Rasoolimanesh., et al, 2020). This highlights the importance of sustainable tourism to be considered because the negative impact on the environment from the existence of tourism activities becomes difficult to separate, such as the impact of congestion which indirectly affects the image of the city that is the tourist location (Lee & Xue, 2020). Sustainable development is the development of a system indicator that is a priority of the international community to reduce disparities between regions (Alaimo & Maggino, 2020). Sustainable Development Goals is a comprehensive and integrated framework by all countries with overall

targets (17 targets and 169 indicators) of sustainable development being realized in 2030 (Allen., et al, 2020; Zhilin., et al, 2020).

Previous research that examined sustainable tourism, focusing on the awareness of Chinese tourists towards environmental sustainability, showed that Chinese tourists had a high level of awareness of the sustainability of nature and the community at tourist sites. This could be seen from Chinese tourists aged around 20-29 years consider as part of a community group, so it was important to maintain environmental sustainability (Ashraf., et al, 2020). While research conducted in Vietnam showed the factors that influenced the development of sustainable tourism were the development of infrastructure, tourism facilities, availability of tourism resources, quality of human resources, availability of state managerial capacity resources, quality of tourism services, and social involvement. From the results of the study it was found that of the seven factors, the most influential factor on the development of sustainable tourism was the factor of social involvement with a correlation standard deviation of 0.050, while other factors were in the range of 0.036 - 0.049 (Mai., et al, 2020). However, research conducted on stakeholder perspectives on the development of sustainable tourism in urban areas showed a different focus from previous research, namely sustainable urban tourism could be realized by considering a clear long-term vision and ensuring that residents and local business holders were involved with making policy through the aspirations of residents and local business holders so that collaborative planning was needed (Boom., et al, 2020). This was supported by research on the influence of community involvement which showed that community involvement in policymaking had the effect of preventing several problems in implementing sustainable development policies because in policy-making there were negotiations between the government and the community to implement these policies and develop a culture of participation in making policy (Senit, 2020). Research conducted in India related to community participation in developing rural tourism showed that there was a significant influence to produce benefits that could be felt together in the infrastructure, income, quality of life, and culture sectors (Ryu., et al, 2020). Likewise, with the results of research on community participation and the perspective of corporate social responsibility (CSR) showed in the development of sustainable tourism in Africa, women's participation was much smaller than men's participation in tourism development. This was because the number of women in the workforce was still low and was still constrained by culture and tradition (Uduji., et al, 2020).

Based on several previous studies that discuss several different factors in each country in realizing sustainable tourism. The trend of the factors discussed put more emphasis on the role of community and government participation. Therefore, this research was conducted with a focus on discussing sustainable tourism management that can be applied in Indonesia, seen from participation and land use in the Ciherang Tourism Village area, especially during Covid-19, the method used was field observation and supported by various literature studies related with the research topic.

Literature Review

The concept of sustainable management of tourism development has been almost universally accepted as an ideal and politically appropriate method of tourism development. "Sustainability" is a problematic term in tourism research because it has many different

definitions and each definition has its own economic and ecological, or environmental background. In the tourism industry, sustainability is primarily related to development issues, generally defined as "new tourism", which focuses on host families, local food, handicrafts, small businesses, and transportation. In general, sustainable management of tourism is related to social justice, economic viability, and the natural environment and there is only one way to maintain its viability in an area indefinitely time. Sustainable management of tourism focuses on protecting the environment and cultural resources, emphasizing the participation of local communities and the responsibilities of tourists (Park and Yoon, 2011).

The Covid19 outbreak has brought about tremendous changes in the world. There are many bans or restrictions on traveling abroad. An important impact is the increased proximity of the tourism industry, especially for the limited national tourists who only spend a day, a few days, or a few weeks in their area or surrounding areas (Lebrun et al, 2021). The pandemic situation has had several social impacts on the tourism industry. On the social side, several issues are conducive to the development of sustainable tourism. The social aspects discussed are guest host interaction, social motivation, social experience, community cognition, and social-cultural influence. Similarly, some researchers suggest developing tourism through experimental methods, causality, virtual tourism, and tourist attitudes in the context of COVID19 (Bhuiyan et al, 2020).

Method

This study uses a tourism economic approach, taking into account Community Participation, Land Use Change, and Sustainable Tourism Management to maximize resources in the form of capital, humans and nature in the hope of obtaining maximum tourism production results in the form of goods and services (Kristina, 2020).

The method in analyzing the economic concept of tourism in Ciherang Tourism Village used qualitative research methods by surveying and observing directly the condition of tourism and conducting direct interviews with local residents who work in Ciherang Tourism Village. The indicators interviewed are the role and participation of local communities in managing tourism and the role of private sector involvement as investors in Ciherang Tourism Village. In supporting the field data, secondary data collection (literature review relating to the research location and research themes on sustainable tourism). The research location was conducted in Cijambu Village, Tanjungsari District, Sumedang Regency, Indonesia, with an altitude of 1141 m, latitude 6°49'46.06 " South, and longitude 107°47'53.02 "East (Figure 1).

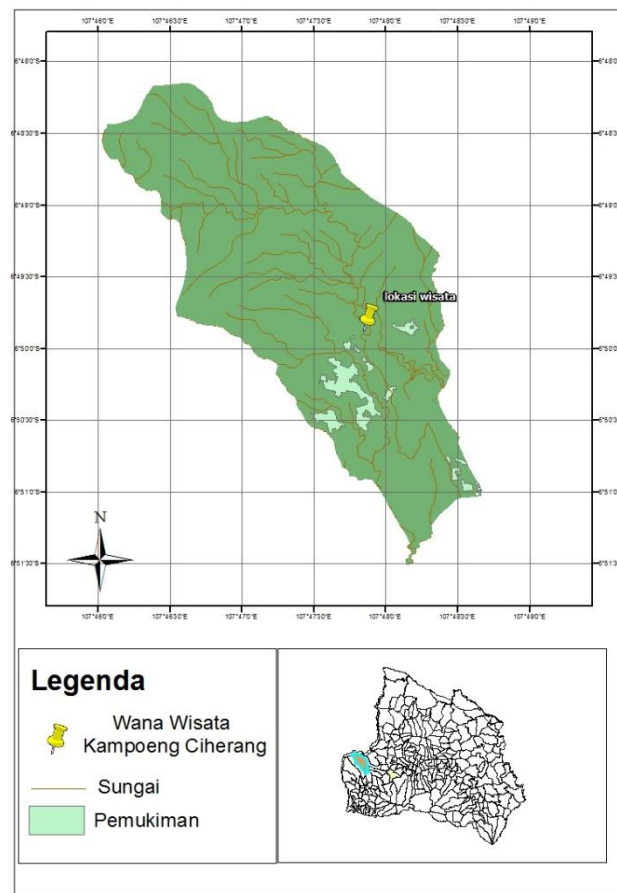


Figure 1. Tourist Location

The research variable to assess the level of community participation in the management of Ciherang Tourism Village was community participation in the form of mind, energy, and ownership of business assets, by applying grade and level of participation using a Likert Scale (Higgins-Desbiolles, 2018), with the following indicators (Table 1).

Table 1. Grade and Participation Rate

No.	Grade	Value	Level of Participation Sharing
1	1st grade	0%-33%	No participation
2	2nd grade	34%-67%	Society is only a tool for legitimacy in development
3	3rd grade	68%-100%	The community has full control over development

Results and Discussions

Community Participation

Based on the results of field observations and interviews with the community in Ciherang Tourism Village, about community involvement in communicating thoughts, construction of tourist objects and provision of tourist facilities (Power), and ownership of business assets to develop Ciherang Tourism Village, it was found that the level of community participation was at grade to -1 (30%). This was because in community decision making only acts as informants, workers, and food business owners in tourism objects while for the provision

of tourism facilities and infrastructure, as well as ownership of tourism assets managed by private companies under the management of Perhutani KPH Sumedang BKPH Manglayang Timur RPH Cijambu, although the establishment of Forest Village Community Institutions (LMDH) (Table 2).

Table 2. Percentage of Variable Community Participation

No.	Variable	Score
1	The community holds full management of tourism	0%
2	The community takes its initiative freely in managing tourism	10%
3	The community makes plans in the construction of attractions	30%
4	The community has the right to control tourism activities	15%
5	Communities consult with tourism/government managers related to tourism activities	25%
Average Percentage of Community Engagement		16%

Land Use Change

Wana Wisata Kampoeng Ciherang was originally a location for camping activities that were open to the public without any management by a private party. But since 2015 Kampoeng Ciherang Tourism Area was managed by the private sector and has become one of the favorite tourist attractions in Sumedang Regency. In 2015, it could be seen that settlement developments were still spreading to several locations, but in 2019 the location of settlements has expanded and started to merge in several locations, as shown in Figure 2 and Figure 3. The development of land-use change that occurred within 4 years, was a special concern to start implementing sustainable tourism policies in the District of Tanjungsari. This was important to be done to anticipate the rise of land conversion that had turned into settlements or lodging businesses due to economic growth. Based on research conducted by Higgins-Desbiolles (2018) found that the importance of consideration for realizing sustainable tourism was because tourism was currently used for selfish, individualistic, hedonistic, and exploitative purposes so that uncontrolled tourism businesses exceed the social capacity of tourism and impact to global

warming.

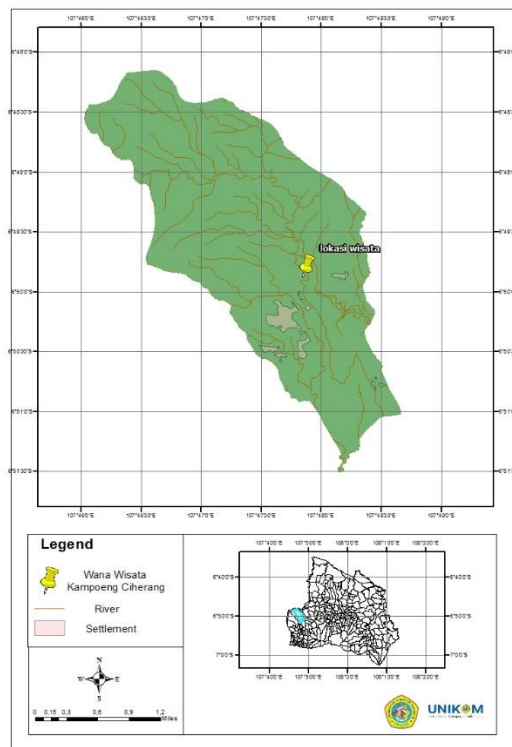


Figure 2. Land use 2015

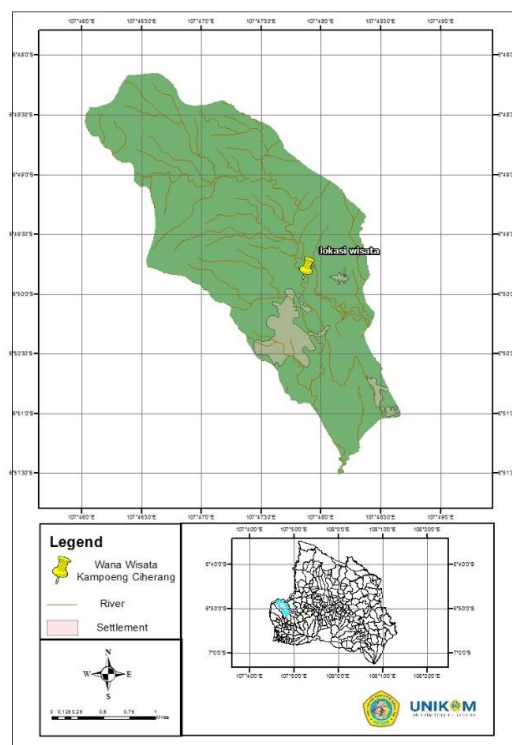


Figure 3. Land use 2019

Sustainable Tourism Management

Krce Miočić et al (2016), said that 2 things must be considered to make proper planning in managing sustainable tourism, namely the formulation of concepts for stakeholders and the planning of sustainable tourism concepts. The formulation of the concept of sustainable

development by considering the stakeholders assumed that the need for cooperation from related parties to realize shared goals and created solutions to any problems caused by lack of communication and mutual understanding. Whereas planning for the concept of sustainable tourism assumed that the preparation of the concept of sustainable tourism must be able to present paradoxes and considerations towards industry, government, and policy actors at one level (Krcce Miočić., et al, 2016). There were five indicators to assess the application of the concept of sustainability in the tourism sector as a consideration in the formulation of sustainable tourism management, namely:

1. The indicator group whose role was to evaluate the economic situation knows the intensity of the economic impact of tourism businesses in tourist attractions, destinations, or regions.
2. Indicator group whose role was to evaluate the social component, taking into account the integrity of the local community to improve the welfare and subjective benefits of tourism to the local community.
3. The indicator group whose role was to evaluate the impact on cultural identity, taking into account the level of preservation of the cultural identity of the local community as the impact of cultural fusion of visitors who had different cultural integrity.
4. Indicator group whose role was to evaluate environmental conditions, by identifying environmental conditions from the existence of tourist activities.
5. Indicator group whose role was to measure tourist satisfaction, by identifying the level of satisfaction of tourists visiting and paying attention to comments and suggestions from tourists (Jovicic, 2014).

The concept of sustainable tourism management in the current Covid-19 pandemic must be able to combine existing concepts with health protocols that are implemented in the current normal era, including:

1. Increasing the role of the community as a direct supervisor of tourism activities in the Kampong Ciherang Tourism Area, by involving the community in making decisions regarding the addition of attractions in the Kampong Ciherang Tourism Area, and there is guidance for the community to control land-use changes that occur due to the large number of investors who want to build a business around attractions.
 2. Direct control from the Government, and routine control related to the management of tourism that does not damage the surrounding natural conditions, especially for the conversion of land functions into lodging places, as well as waste management from visitor activities, and compliance with letters related to Environmental Impact Analysis and land use.
 3. Routine control from the management to pay attention to tourists activities, especially those who do camping activities in the Kampong Ciherang Tourism Area which are feared to damage the environment around the camping area, as well as the responsibility of the management to provide compensation for existing damage by considering environmental conditions and playing a crucial role in helping the community's economy by involving them in the management of the Kampong Ciherang Tourism Area.
 4. The application of restrictions on the number of tourists visiting to maintain air quality
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and reduce air pollution arising from tourist transportation.

5. Air quality detectors are provided at several locations in the Kampoeng Ciherang Tourism Area to make it easier to consider the number of visitors per day.

Conclusions

The presence of the Kampoeng Ciherang Tourism Area within 4 years has affected changes in the structure of community livelihoods and changes in surrounding land use. For that reason, it is essential to start considering the application of the concept of sustainable tourism in the Kampoeng Ciherang Tourism Area. This is because, in the management of Kampoeng Ciherang Tourism Area, community participation was still low, it was feared to effect community ignorance about land-use change and more concerned with economic activities. This condition had an impact on reducing the quality of the environment in Tanjungsari District. The level of community participation must be increased to a minimum level of 18% - 51% so that the level of community participation could be categorized as second grade (34% - 67%) which showed that the community was involved in the management of Kampoeng Ciherang Tourism Area, even if it was only a legitimate tool under construction. As well as the need for a policy to limit the number of visitors per day to maintain the quality of the air in Wana Wisata Kampoeng Ciherang, so the tourist site is still attractive and comfortable to visit.

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