

CHAPTER 1

INTRODUCTION

1.1 Background of the study

Bangka Belitung, although known as two separate small islands in South Sumatra, this province has rich cultural diversity. These two islands have potential natural resources that can attract tourists if managed well. However, to realize this potential, joint efforts from the government are needed, especially in managing human resources involved in tourism development in Bangka Belitung. The tourism sector plays an important role because its natural beauty has been part of ecotourism since the founding of this province. The tourism sector has a significant impact on the local community, economy, and political environment in Bangka Belitung. Bangka Belitung Province was established in 2000 through Law Number 27 of 2000 which separated it from its parent province, namely South Sumatra. Initially, Bangka Belitung Province was divided into two districts, namely Pangkalpinang City (the provincial capital), Bangka Regency, and Belitung Regency.

Several tourist attractions in the Bangka Belitung area still lack adequate infrastructure to make it easier for visitors to enjoy the tourist charm on offer. This is also influenced by limited human resource (HR) competency in the tourism sector, as well as obstacles in collaboration between tourism stakeholders in Bangka Belitung. Apart from that, the lack of clarity regarding the concept of tourism development that is suitable for the area of Pasir Padi Beach which is located in the capital city of Bangka Belitung, Pangkalpinang, and its surroundings is also considered to be a factor hampering the operation of this coastal area. Several problems arise in the tourism management of Pangkalpinang City, one of which is related to the plan to rebuild Pasir

Padi Beach. In an effort to develop Pasir Padi Beach tourism, the government has demolished several residents' houses for development purposes. According to city authorities, the measure is legally permissible, although its implementation has caused a number of conflicts among local residents. Several residents who own kiosks on Pasir Padi Beach agree that their houses will be evicted by the city government, but they are asking for compensation because the land that will be evicted is where they have operated since 2009 (Hasanah, 2020) This policy was implemented as part of improvement efforts aimed at developing the Pasir Padi Beach tourist area. By making decisions that have an impact on the community, it is hoped that it will provide commensurate results for tourism development in the Pasir Padi Beach Area. However, contrary to expectations, the business world, especially hotel accommodations in the Pasir Padi Beach area, is actually facing challenges due to the lack of visitors staying at these hotels. As a result, the hotel owner temporarily stopped operations. In other words, it has not produced significant results.

Simply put, broad tourism development ideas are available, making it easier for the government to use them as benchmarks and goals for tourism development, especially in achieving higher tourism categories. Moreover, Pangkalpinang City, Bangka Belitung Islands Province, has quite a large tourism potential. This was emphasized by Sandiaga Uno, Minister of Tourism and Creative Economy of the Republic of Indonesia, in February 2021. During a Leadership Meeting with echelon I and II officials, he stated that Bangka Belitung has enormous potential for the recovery of the tourism sector. In particular, the research objects that researchers will study are strategically located, close to the city center and airport. Given the potential recognized and supported by several institutions, the stakeholders involved should take appropriate collaborative governance steps and review their interrelationships to address the challenges they face. Pasir Padi tourism is called "Pluralism" tourism because there are three houses of worship standing side by side, these three places are positioned directly facing the sea. These three places of worship consist of the Jagadnatha Temple, the

Shen Mu Temple, and the Sea Goddess Temple. Of course, the existence of this place of worship has unique historical value, so the role of the tour guide is quite important in introducing this unique place of worship, supported by an attractive infrastructure for tourists. The realization of this can be an ecotourism value that will have an influence on the business sector and tourist attractions at Pasir Padi Beach. Therefore, significant efforts are needed from the actors involved to provide facilities and tourist attractions so that they are suitable for visitors from outside to support the presence of tour guides. Based on these problems, the role of actors needs to collaborate in realizing a solution to this problem so that actors who have the same interests can determine the middle point in making ideal policies representing the interests of the five roles in the Penta Helix model (Government, Business, Media, Community, Academics) whose results have an impact on tourism development efforts and avoid overlapping policies on long-term results.

In connection with the Pentahelix collaboration model which involves elements of government, private sector, academia, media, and community in efforts to develop tourism in realizing goals. The Pentahelix concept involves relations between actors in realizing superior tourism based on Penta-Helix to run well. In addition, the concepts in the Pentahelix model have elements of relationships between the roles involved in collaboration using the penta helix model as collaboration. In this study, researchers used several concepts including collaborative relations between actors and also the penta helix approach to identify the role of each actor (Rahu, 2021). As an analytical tool in several studies, three concepts are used, namely, the concept of collaborative governance, actor relationships, and the Penta helix model to classify actors. This form of tourism management involves relationships between tourism actors and tourism assets, consumers, government, and other parties with an interest in tourism resources in line (Ilman, 2020). The government can use the Penta Helix concept to develop the tourism sector.

There is literature entitled Actor Relations in the Penta Helix Policy Model in the Successful Development of the Tourism Sector (Study in Malang Regency) by Ghulam Maulana Ilman (2020) which examines the relationship between actors in collaborative process using actor classification in the Pentahelix model. As analytical instruments in this research, researchers used three concepts, namely the concept of collaborative governance, actor relationships, and the Penta helix model to classify actors. The results of this research are to provide results on the reasons why tourism in Malang Regency is built on relationships between actors which are motivated by the value preferences of the actors and relationship patterns that are based on weak cooperation and cooperation that is based on strong cooperation.

The expected achievement in this research is identifying the interrelationships between actors in the management of Pasir Padi Beach tourism in the city of Pangandaran based on Penta Helix tourism, as well as finding out the existing obstacles that are problems between the relationships of the actors involved to find conflict resolution that is appropriate to the conditions at Pasir Padi Beach tourism. In this case, the Penta Helix concept helps identify relationships and power relations between stakeholders. The hope is that this concept can have a positive impact on society. All parties are expected to unite collaboratively so that tourism development can increase.

On the 22nd anniversary of Bangka Belitung on November 21, 2022, Safari Ans, a senior journalist and one of the activists for forming the Bangka Belitung archipelago province, expressed his concern. He stated, *“I don't know what is happening in this room at this time. The direction of development in the Bangka Belitung Islands is increasingly uncertain and unclear. It seems that the island's natural riches are being fought over, reminding us that society's future is becoming increasingly uncertain, and the earth's resources are dwindling, leaving a sense of disappointment that may never be healed in a lifetime.”* So, who is to blame in a situation like this? This certainly underlines the need for further research regarding management conditions in Bangka

Belitung, especially in Pangkalpinang City. Reflecting this sentiment examines the complexity that is an integral part of one of the indicators related to the relationship in achieving certain goals. Collaborative tourism management requires actors who have the same goals and have the desire to realize these goals. Based on the description above, this research will explore the essence of the research entitled "Interrelations Between Actors In Tourism Management Based On The Penta Helix Framework : Case Study Pasir Padi Beach, Pangkalpinang City."

1.2 Research Questions

1. What is the role of actors in the Penta Helix framework in the policy development for Pasir Padi Beach tourism in Pangkalpinang City?
2. How do power relations operate in the practice of Collaborative Governance, as observed in the tourism development policy for Pasir Padi Beach in Pangkalpinang City?

1.3 Objective of the study

Based on the problem formulation above, the research objectives are as follows:

1. To find out the role of actors in Penta Helix in the development of Pasir Padi Beach in Pangkalpinang City.
2. To find out power relations in the practice of Collaborative Governance, as in the development of Pasir Padi Beach tourism in Pangkalpinang City based on Penta Helix.

1.4 Benefit of the study

1.4.1 Theoretical Benefits

With this research, it is hoped that it can increase knowledge regarding the interrelationships between actors in the management of Pasir Padi Beach Tourism in Pangkalpinang City based on Penta Helix.

1.4.2 Practical Benefits

The results of this research can provide benefits to researchers to implement the knowledge gained during the lecture period directly. It is hoped that this research can become literature that can contribute and act as a benchmark for local governments, especially the Pangkalpinang City Tourism Office and the actors involved in evaluating policy for sustainable management of Pasir Padi Beach.

1.5 Previous Study

This research is not the first to use the Penta Helix approach to develop tourism. Several researchers previously studied Penta Helix-based collaboration, especially in tourism. The author has found several previous studies closely related to this topic. Previous research was used as a reference for the author to carry out this research. Since there is superior and successful tourism due to good cooperation between the stakeholders involved, the Penta Helix approach can be an aspect that supports the government's role in managing tourism by unifying the vision and mission and contributions that build a positive impact on society. Not only trying to develop tourism but also improving relations between chords to obtain conflict resolution.

A study titled "The Role of the Tourism Office in the Management of Mampie Beach Tourism Development to Improve Community Welfare in Wonomulyo District, Galeso Village, Polewali Mandar Regency" was written by Suci Rahma (2021). The role of the tourism agency concerned is such as coordinator in managing Mampie beach

tourism. This research uses a qualitative method with a quantitative approach with data obtained through observation, documentation, and interviews. There were fifteen experts involved in this research, including the Head of Youth, Sports, and Tourism, Polewali Mandar Regency, the Head of Business and Tourism, the Village Head of Wonomulyo Regency, and the Head of the tourism awareness group (Pokdarwis). The research results show that the role of the tourism department is quite significant in providing various information through social networks. In addition, they increase motivation by providing training to the community. The Tourism Office provides community intelligence opportunities around Mampie Beach through counseling and outreach and the Mandar Polewali Regency Tourism Office has done its best. From his role as Coordinator of the Polewali Mandar Regency Tourism Office, he sees himself in promoting tourism through implementing tourism development, leadership and conservation at Mampie Beach.

Siti Nurulwahida (2020) wrote, "Collaboration on Penta Helix Model Government Governance in the development of Kajoetangan Heritage Tourism in Malang City." Discussion of the duties of the government and stakeholders involved in the Penta Helix concept in developing tourism potential as well as examining the extent of government governance collaboration on the Penta Helix model and the problems faced in Heritage Kajoetangan Tourism, Malang City. In this research, researchers obtained results that tourism development focused more on attractiveness by introducing heritage buildings and antique objects within them. Researchers used qualitative descriptive methods to describe Penta Helix-based governance collaboration in efforts to develop Heritage Kajoetangan tourism and its problems. In connection with this method, data collection techniques are carried out by researchers in the form of a process of observation, interviews, and documentation.

Journal entitled "Penta Helix Model Collaboration in the Development of the Sei Gohong Tourism Village, Bukit Batu District, Palangkaraya City" by Philianto Dani

Rahu (2021). The researcher stated that tourism owned by the City of Palangka Raya requires more attention from the government through various policy strategies, which can be a way to develop tourism to improve the welfare of local communities, so this is the aim of the research. This research uses a qualitative approach because, according to the researcher, the selected ones have overall characteristics. The results of the research show that the problems that are often found are the low level of awareness in working together in developing tourism and there is no synchronization between the goals of tourism development which should have been formed into one goal for each actor involved. The results of the research show that cooperation between parties is not yet optimal, so an official agreement is needed in efforts to develop the Sei Gohong Tourism Village, Bukit Batu District, Palangka Raya City.

The research entitled "Penta Helix Collaboration Opportunities for the Development of Tourism Villages in Lampung Province discusses Penta Helix Collaboration in Tourism Villages in Lampung Province". There is identification of government leadership and the stakeholders involved which is in line with the Penta Helix concept. This concept involves the government, private sector, academics, community, and media. Then analyze the implementation of the Penta-Helix collaboration regarding the opportunities that could occur if implemented at the research location. In this study, researchers obtained significant results with data that several tourist villages had reached the developing and advanced category with several notes of challenges to human resources in tourism management. Apart from that, the leadership role of the village government is not yet optimal in the Penta Helix forum which collaborates the government with the private sector, community, academics and the media.

Muhammad Alfian Hakim (2022) wrote a journal about "Penta Helix Strategy in Tourism Planning in Hegarmukti Village, Cikarang, Bekasi Regency, West Java". This research highlights the roles of each stakeholder consisting of government,

academics, private sector, community and media which focuses on the tourism management planning process. Based on current theory, research refers to the government's focus in formulating policies in an effort to develop tourism potential. In this concept, business actors act as a foundation in creating added value and can maintain economic development, and the community plays a role in participating in tourism management based on existing potential. Not only that, the media plays a role in promotion as a bridge of information to the wider public about the potential of the tourist village. In the results of this research analysis, each stakeholder has three focuses in the Hegarmukti Tourism Village strategy, the first is in developing the quality of tourist attractions by introducing culture and natural beauty, the second is through improving infrastructure to make it more adequate, the third is through providing facilities who is capable. The method used in this research is qualitative method.

"Supporting the Development of Tourism Economic Areas in Bangka Belitung Province: Implementing Modified Ecotourism Concepts based on the Penta-Helix Approach" written by Arif (2020). The literature discusses the interrelated economic position in the tourism sector. Researchers include information regarding the position of the tourism sector in the Bangka Belitung economic sector. The tourism sector only reaches 5%. Thus, this data shows that the economic order is more central to capital accumulation and the role of high technology in the processing industry sector. Researchers write that optimal tourism asset management will have an important impact on the regional economy and a prosperous society. In this case, researchers use the Penta Helix Concept to optimize and support the ecotourism concept because Bangka Belitung has great opportunities and potential to realize superior tourism development and sustainable development. The results of this research show that Bangka Belitung has a huge opportunity to realize a superior tourism sector, with a strategy that acts as support by involving all the actors involved, it has the potential to realize the principles of ecotourism.

A study from Widi Safitri (2019) entitled "Community-Based Tourism Governance in Masamba District, North Luwu Regency" Community empowerment is needed to make this happen in order to utilize the tourism sector optimally. However, this is hampered by limited human resources and facilities, and infrastructure. The aim of this research is to describe community-based tourism governance in Masamba District, North Luwu Regency, especially in Lero Village. This research uses qualitative research methods with a qualitative descriptive type. The number of sources in the research was nine people. The selection of sources is based on their relationship and is related to the research problem as well as their contribution and role at the research location. The results of this research show that the tourist locations in Lero Village are coordinated and managed directly by the local community with the aim of developing Lero Village as a tourist area that is capable of being independent. However, in community governance there are still several obstacles in terms of resources and accessibility to get there. The community's hope is that managing this community-based tourist attraction, it will be successful in developing quality and empowering the community in order to increase the welfare and economic growth of the surrounding community. The hope is that by continuing this research, the results will be used as evaluation material and benchmarks for tourist attractions that involve all roles involved in building superior tourism.

"Collaborative Governance in Developing Educational Tourism in Kamiri Village, Masamba District, North Luwu Regency" written by Dwi Alamsyah, Nuryanti Mustari, Rudi Hardi, Ansyari Mone (2019). This research uses a qualitative type method. This research uses Ansell and Gash's theory at the stages of the collaborative governance process, namely face-to-face, building trust, commitment to the process, and general understanding. Data collection techniques were obtained from interviews, observation, and documentation. The research results show that the collaboration process carried out in developing educational tourism in Kamiri Village, Masamba

District, North Luwu Regency is quite good. The stage of the collaborative governance process is the first, face-to-face in the development of educational tourism involving the Government, community, and managers by holding face-to-face meetings in the form of deliberation forums. Second, build confidence or build self-confidence with staff development training and providing rubbish bins at tourist attractions. Third, commitment to the process or commitment to the collaborative process in developing educational tourism has involved the city government and government in the development process. Fourth, share understanding to assess the extent to which the cooperation process has led to the development of educational tourism, there are training forums for managers in, who provide control or guide tours to help ensure educational tourism and seek tourism promotion.

A study from Made Kembar Sri Budhi, Ni Putu Nina Eka Lestari, Ni Nyoman Reni Suasih (2022) entitled "Restoration of the Bali Province Tourism Industry Through the Penta-Helix Collaboration Strategy in the New Normal Era". Short-term priority strategies or policies are interest rate subsidies and credit restructuring. Penta Helix Elements generally considers increasing access and increasing attractiveness as Long-term priorities. The results of this research are that every stakeholder involved in Penta Helix has an important role in efforts to restore tourism in Bali, one of which is that the government needs to improve mitigation facilities in tourism and this cannot be separated from the role of the community in promoting and disseminating Bali tourism positively.

This research is different from previous studies. This research will analyze the role of actors in Penta Helix in the development of Pasir Padi Beach in Pangkalpinang City-based Penta Helix because the increase in tourism in Pangkalpinang City has not been handled seriously and has undergone significant changes. The Penta Helix concept can resolve conflict and improve relations between actors in Pangkalpinang City tourism management. In efforts to develop Pasir Padi Beach Tourism, knowing existing

obstacles is a problem between the relationships of the actors involved in order to find conflict resolution that suits the conditions at Pasir Padi Beach tourism.

1.6 Theoretical Framework

1.6.1 Collaborative Governance Penta Helix

The concept of governance originally came from the World Bank (1989) as a form of "Exercise of political power to manage the nation". In governance, three actors are involved: the state, the private sector, and civil society. At its formation, the concept of governance was born because development failures in many countries were caused by bad governance (Bad Governance), which came from governments that took too much care of everything (Big Government). Governance networks are an effort to realize goals where the process of decision-making and change involves all actors. In other words, the government no longer has complete power but participates in the negotiation process with various parties to produce the right results (Mayntz, 1993).

Collaborative Governance is a type of governance concept that is defined as the implementation of collaborative government. Based on (Ansell, 2007) "Collaborative governance is, therefore, a type of governance in which public and private actor work collectively in a distinctive way, using particular processes, to establish laws and rules for the provision of public goods". Collaborative governance is a set of arrangements in which one or more government entities actively involve non-government stakeholders in a formal policy-making process. This approach emphasizes achieving consensus and in-depth discussion to create and implement public policies or manage programs and assets.

(Ansell, 2007) Ansell believes that the concept of Collaborative Governance is part of the response to failures and mistakes that occur by the government, such as failure in implementation and the emergence of politicization of a policy as a result of the

intervention of a single actor in its planning. The collaboration in question refers to cooperation between actors, organizations, or institutions involved to achieve goals that require the actors to be involved because they cannot be done independently. This form of collaboration is still occurring alternately, and no attempt has been made to describe the term's differences and complexity levels. Collaborative Governance can be explained as a series of arrangements involving government parties who actively participate in the official policy-making process. In this context, they engage directly with non-government stakeholders. This approach focuses on achieving mutual agreement and in-depth discussion, with the main goal being to create or implement public policy.

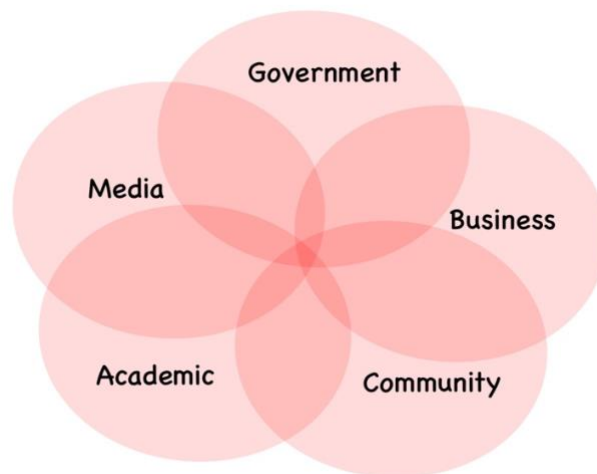
(Emerson Kirk, Nabatchi Tina , 2015) In more detail, he argues that two main factors are targets and needs for the government in implementing the Collaborative Governance concept, namely the existence of complex problems (wicked problems) faced by the government and a paradigm shift from government to governance. According to Junaidi (2015), implementing Collaborative Governance has several objectives that can benefit the government, private sector, and society. Collaboration can be a significant solution to overcome complex public problems. It can also help overcome failures in policy implementation, increase budget efficiency, mobilize the political interests of various actors, and reduce the potential for conflict between interest groups which is sometimes difficult to avoid.

In the context of this collaboration, cooperation is developing using a Penta Helix-based approach introduced in 2016 by the Minister of Tourism Arief Yahya. The abbreviation Penta Helix covers five main roles, namely Governance, Business, Community, Academy and Media (GBCAM). These five components are important concepts in developing the tourism sector, and this concept is also documented in the Minister of Tourism Regulation (Permen) of the Republic of Indonesia Number 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations. According to (Imas,

2016) The Penta Helix Model is a resource that can be used in development between the institutions involved and can be a supporter in achieving common goals.

A picture of Penta helix Model Minister of Tourism Arief yahya

Figure 1 Collaboration Model of Penta Helix BGCAM



1) Government

In the Penta helix model, the government acts as a regulator. The government is a regulator and manager with rules and responsibilities in object development. This relates to all activities such as planning, implementation, monitoring, management, funding, allocation, licensing, programs, legislation, development and knowledge stages, public innovation policies, innovation network support, public-private relations, etc. Not only that, but the government also contributes to regulating the actors who play a role in efforts to develop this cooperation.

2) Business

According to (Slamet R, Nainggolan B, Roessobiyatno R , Ramdani H, Hendriyanto A, 2016), A business based on the Penta helix model acts as a facilitator. In this context, a business is a group that carries out business processes to construct value to maintain stable growth in the long term. The business also has a duty as a mediator who provides infrastructure by supplying changes to business human resources in collaborative governance. Besides that, the business also influences the promotion aspect by providing something interesting so that it has added value or income in the form of a budget as a contributor to the budget in the framework of developing the targeted sector.

3) Academic

Based on a study from (Slamet R, Nainggolan B, Roessobiyatno R , Ramdani H, Hendriyanto A, 2016) regarding the role of academics acting as drafters in the Pentahelix model. For example, coordinating and creating standards for the activities to be carried out. In addition, academics can carry out certification activities that involve competency knowledge from the individuals involved. Therefore, these academics are one part of the knowledge sources that use the latest concepts and theories related to development activities to achieve sustainable competitive advantage.

4) Media

Media in the Pentahelix model has a role as a promoter. In this case, the media plays a role in helping publications promote and create images that represent the identity of tourism. Therefore, the media certainly has an important role in tourism development programs. Modern developments influence technology and the media, so what is published in the media is very influential, and influential issues have a very positive effect on tourism because they have a good impact.

5) Community

The Pentahelix model community acts as an accelerator or a tool that makes the collaboration process faster and more efficient (Slamet R, Nainggolan B, Roessobiyatno R , Ramdani H, Hendriyanto A, 2016). In this regard, the community consists of people with the same goals and interests related to the business endeavoring to go according to plan. Therefore, the community can also act as a facilitator or liaison between stakeholders to support resource development.

1.6.2 Power Relation in Penta Helix

Power relations exist between actors involved in an interest with different positions of power. Power relations influence social relations, namely that an actor can influence the behavior of other actors. In other words, they use this power to make decisions based on their interests and even cause disputes between other actors. In this regard, Isaac's concept of power relationships refers to the capacity for action possessed by social agents due to their involvement in established social networks. This concept implies several important aspects. Firstly, power is not solely attributed to individuals but is also embedded within social structures and interactions among people. Secondly, power is not limited to coercion but can also be exercised through persuasion, manipulation, and ideological influence. Thirdly, power are not fixed, they can evolve and be negotiated by individuals and groups within the social context. Essentially, power signifies the ability of individuals or groups to achieve their desired outcomes within a given relationship, influenced by interactions, social structures, and inequalities. In the context of managing Pasir Padi Beach tourism, Isaac's theory helps understand how power and relationships among the five mentioned groups impact tourism management strategies (Isaac, 1987).

This perspective prompts an exploration of how power is distributed among the groups involved, how they utilize their power to impact Pasir Padi Beach tourism management, and how power facilitate or hinder collaboration among them. By delving into these aspects through Isaac's framework, a more nuanced understanding of the complexities within tourism management emerges. This understanding is crucial for developing effective collaborative strategies that take into account and navigate the intricate power and relationships among stakeholders. Isaac perceives power relations as a valuable asset that can be harnessed to accomplish shared objectives. He highlights that power do not necessarily result in a win-lose scenario, where one party's advantage leads to another's disadvantage. Isaac emphasizes the significance of taking into account the specific context in which power interactions unfold, which encompasses elements like cultural norms, historical backgrounds, and social frameworks.

The concept of a governance network stated in this statement aligns with the views of Isaac's theory of power. In the context of this network, various actors from the public, private and social sectors who have authority establish interdependent relationships to achieve common goals. In Isaac's theory, power is understood as a mechanism that works through various social practices and relationships. The network concept, explained by Klijn and Koppenjan (2016), reflects how various actors work together and reach an agreement in achieving common goals, reflecting the ideas about how power operates through the relationships between actors. Thus, Governance Network theory can be seen as an attempt to describe and analyze how patterns of interrelated relationships are adopted in the context of governmental networks, with a basis that develops from the traditions of political science, organizational science, and public administration in line with Isaac's thinking about the power and relationships.

Governance as network governance (self-steering or non-self-steering) Several experts who write about governance consider the concepts of governance and networks

closely related. In this context, governance involves a range of public and non-public actors, and the interactions between these actors make the process complex and complicated to manage. As a result, solutions and strategies are needed in its management by comparing with an appropriate approach. According to (Erik Hans Klijn, Joop Koppenjan, 2016) Governance Governance Network Governance is a process that occurs in the Governance Network space. Although Governance Networks are defined in various ways, most have the following general characteristics:

- a. Based on (Mandell 2001; Agranoff dan McGuire 2003 Koppenjan dan Klijn 2004) in (Erik Hans Klijn, Joop Koppenjan, 2016) Networks are characterized by complex policy problems that require other actors to solve them.
- b. According (Hanf dan Scharpf 1978) in (Erik Hans Klijn, Joop Koppenjan, 2016) that Networks have a dominant dependency relationship between actors because the resources needed to be a solution to the obstacles experienced by different actors.
- c. According to (Hanf dan Scharpf 1978; Gage dan Mandell 1990; Sørensen dan Torfing 2007) prediction in (Erik Hans Klijn, Joop Koppenjan, 2016) interrelated relationships cause high complexity because decisions taken by one actor will also influence the interests and solutions of other actors. (diapus aja)

Lindmark in (Rahu, 2021) said that the Penta Helix concept is a strategy that involves communities and organizations in the world of tourism to implement innovations supported by existing tourism resources and potential. The Penta Helix concept in Indonesia is called the Indonesian Tourism Strategy (ABCGM), which involves actors from (Academic, Business, Community, Government, and Media). In this case, complexity in the Governance Network is related to the involvement of actors in policymaking; regulations can cause divergent understanding and tend to create uncertainty in problem-solving. Differences in perspective cause this because decisions are taken by the actors involved. Implementing the governance

network and Penta Helix involves an intensive interaction between actors to realize goals. This is supported by the definition of Governance Network and Penta Helix, which are fundamentally related, such as the explanation (Dwiyanto, 2008) regarding governance as the involvement of actors outside the government who respond to public problems. The implementation of this governance aims to provide public services by involving actors from all aspects of society.

1.7 Research Methods

1.7.1 Research Design

Qualitative research is a type of research whose results provide findings that cannot be reached using statistical procedures or other methods of quantification. Straus and Corbin (Murdiyanto, 2020) found that qualitative research can be used to research people's lives, history, behavior, detailed functions of organizations, social movements, or close relationships in the social sphere. Creswell (1998) in (Murdiyanto, 2020) defines a qualitative approach as part of a research process that provides an understanding guided by a methodology that seeks to find out more about a social phenomenon and the problems faced by humans.

With this approach, researchers can provide a complex picture by examining diction and detailed reports based on the respondents' perspectives and by conducting in-depth studies of the situation being experienced. According to (Suryana, 2010) qualitative methods are used in research to obtain accurate and in-depth data. Not only that, but the data can also contain meaning, namely factual data corresponding to field conditions. Researchers will use descriptive qualitative research to investigate events. the phenomenon of relationships between the actors involved, as well as asking for information from the actors involved, namely the government, private sector, academics, media and organizations, to provide information about the phenomena that

occur in efforts to develop tourism at Pasir Padi Beach in Pangkalpinang. Therefore, in this research, the researcher will attempt to provide an overview or describe the interrelation between actors in managing Pasir Padi Beach Tourism in Pangkalpinang City based on Penta Helix.

1.7.2 Research Site

The research location chosen in this study is Pangkalpinang City at Jalan Raya Pasir Padi, Air Itam, Bukit Intan District, Pangkalpinang City, Bangka Belitung Islands Province. This location was chosen because the tourist location is located in Pangkalpinang City, the capital that the Pangkalpinang City Tourism Office manages.

1.7.3 Research Subject

The research subject is the party who will provide information related to the research that the researcher will study. The subject of this research is based on the approach used in this research, namely the Penta Helix model, which involves the roles of Governance, Business, Community, Academy, and Media (GBCAM). These five components are one of the concepts used for tourism development. Therefore, the parties involved in this research represent these actors as follows :

1. Dr. Hj. Eti Fahriaty, M.Pd, as the Head of the Tourism Office of Pangkalpinang City.
2. Riharnadi S.E., Head of the Tourism Destination and Tourism Industry Division of Pangkalpinang City
3. Abang Hertza, SH, MH, as the Chairman of the Regional People's Representative Council (DPRD) of Pangkalpinang City.
4. Horiyadi as Business Owner of the Blue Laut Pasir Padi Restaurant
5. Masdar A.R. is the Culinary Coordinator of Plaza Pulau Punai in the Pasir Padi Beach area.

6. Irwani the owner of a Bangka culinary business on Pasir Padi Pasir Beach
7. Ahmad Wahyudi as Chair of the Pangkalpinang City Pokdarwis
8. Sumiati S.E., Chair of PHRI Pangkalpinang
9. Dr. Abdul Rasyid Saliman, S.H., M.M as Director of LPPM Pertiba University
10. Prof. Drs. Ir. Saparudin, M.T., Ph.D. as the academician specializing in digital and technology.
11. Dr. Devi Valeriani, S.E., M.Si as Dean of the Faculty of Economics, Bangka Belitung University
12. Dr. Juhari is a lecturer at Pertiba University, Pangkalpinang City.
13. Servio Maranda S.T as Member of the Alliance of Independent Journalists (AJI) Pangkalpinang
14. Alza Mumzi Hipni S.T serves as the Coverage Manager of Bangka Pos
15. Syahril Syahidir is the CEO & General Manager of Babel Pos

1.7.4 Data types and sources

Data sources in qualitative research are presented in the form of sentences originating from opinions, ideas, thoughts, and actions obtained by researchers from interviews with informants. The data sources listed in this study were obtained from official and non-official documents owned by research subjects relevant to the research topic. Then, in this research, researchers will use two data sources, namely :

a. Primary Data Sources

Primary data sources are data sources that contain primary data and are found directly from informants in the field. The primary data in this study serves as the acquisition of detailed analysis results regarding the role of governance of the Pangkalpinang City Tourism Office in the effort to develop Penta-Helix-based Pasir Padi Beach tourism based on the relations between the actors involved.

b. Secondary Data Sources

Secondary data sources are data sources that have optional or additional properties to complement primary (main) data obtained indirectly in the field. Secondary data can be obtained based on sources cited from research, such as journals or other documents supporting the research to be examined. This study's secondary data was based on journals and previous research reports that examined the Pentahelix model used to develop tourist areas that involved actors (stakeholders) in decision-making.

1.7.5 Data Collection Techniques

The techniques used in data collection in this study were based on time, conditions, and other considerations to make the research implementation effective. In this study, there are three techniques used in the data collection process, namely :

a. Interview

The interview is a process of conversation or dialogue that is carried out with the aim of obtaining certain information. The conversation that occurs involves two parties including the interviewer (interviewer) who asks questions and the interviewee (interviewee) who provides information on the answers to the questions asked.

b. Observation

Observations were made by direct observation of the conditions and events that occurred at the research location. This is done in order to clarify the data from the interviews so that the data obtained is maximized.

c. Library Studies Literature

The study is the process of collecting data and information contained in theoretical studies that are relevant to the research to be examined by researchers. Generally, literature studies can be quoted from books, articles, journals, or historical records. In this regard, the researcher will include the results of the literature study with the data collected in the interview and observation processes.

1.7.6 Data Analysis Techniques

Quoting Bogdan and Biklen in (Moleong, Lexy J., 2017) qualitative data analysis is carried out by identifying various data contained at the source, both from observations that have been written in field notes, interviews, photographs, and documents. In this study, the data analysis used was technical data analysis based on Miles and Hubberman 1984 in (Sugiyono, 2016) that data analysis is a process that is carried out actively until it lasts until it is complete.

In the data processing process there are several components that must be carried out, namely :

a) Data Reduction

Data Reduction is the process of reducing parts of a thing. Data reduction research has a definition that is summarizing data, the process of selecting things that are important and things that are not needed during the research process. In addition, data reduction is the identification and analysis of classifying, directing, and sharpening important things that can be described in research so that conclusions can be found. In the process of this research, the researcher summarized the data obtained both from interviews, observations, and literature studies which then included important things from the research focus to be studied, namely regarding the relations between actors involved in efforts to develop Pasir Padi Beach tourism in Pangkalpinang City

b) Data Display

The process of presenting data or what is called data display is a collection of information arranged so that it is possible to conclude. The purpose of the data display is to simplify the information listed without reducing the meaning of the discussion. In addition, data display is carried out so that the process of describing findings can be more efficient. The form of data presentation can be in the form of tables, photos,

pictures, or narratives in presenting data about the discussion that has been obtained from the interview results.

c) Conclusion and Verification

The last stage used in the research data analysis process is drawing conclusions and verification. In this process, the researcher draws conclusions and verification by ensuring that important matters have been included during the research process. Conclusions can be studied in depth so that they can be verified through findings and good data from interviews, observations, and other references. Until finally the researcher can find the final conclusion, as well as the closing part of the research.

1.7.7 Data Quality

According to (Sugiyono, 2016) Data quality is related to the validity and reliability of data. In this regard, research requires a series of data validity processes. The validity in question is the existence of truth and accuracy between the data included in the research object and the data that can be written by the researcher based on the results in the field. Validity aims to obtain valid data, valid in the sense that the data listed can be used as a benchmark for the parameters that have been determined. Of course, the process of data validity is important to maintain the truth and value quality of the data so that the written data can be proven true that it is in accordance with the data that has been collected with the data actually happened by the object of research.

Researchers will use triangulation techniques. According to (Sugiyono, 2016) triangulation is a data collection technique by combining all available data sources to find out the truth of information through data sources in the form of interviews and observation results. This is done so that it can be one of the processes of testing research data which is done by checking the validity of the data. This technique aims to complete the data so that it is relevant to the research objectives.