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## Constraints and Expected Changes of Kota Tua Tourism Area Development

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### Authors' contributions

This work was carried out in collaboration between all authors. Author BH designed the study. Authors BH, NG and LR managed the analyses of the study and literature search. All authors read and approved the final manuscript.

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### ABSTRACT

Tourism has the potential to increase the economy and level of welfare of country in the international perspective. But the tourism sector also produce many problems such as waste management, local economic development, landscape change etc. Thus, to optimize the positive impact of the tourism sector, need focus and serious management of all influence aspects (holistic). The Kota Tua Tourism Area (KTTA) as the area which have heritage value of historical Jakarta. This value can explored for to promote Jakarta city, especially to tourism sector. Precondition for reach this goal are management and sustainable development of tourism destination. Green tourism is good approach for comprehensive development of KTTA. The aim of this research are to identification and structuring constraints and principles changing. Methods used in this research is Interpretative Structural Modelling (ISM). Elements of the study consisted of constraints and the expected changes. The result showed that good governance is the principal element for significant changing of KTTA.

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**Keywords:** *Good governance; tourism destinations; ISM; local economic development*

## 1. INTRODUCTION

Jakarta as the capital city of the Republic of Indonesia has a variety of phenomena of business activities, the center of government and as a tourist destination cities in Indonesia, which has a variety of unique attractions such as culture, shopping, history and so on. Jakarta is also a gateway tourist arrivals from overseas and also become a tourist destination for domestic travelers. One tourist destination is the city of Jakarta Kota Tua. Kota Tua is a tourist area and conservation potential, attractive and inexpensive. Tourism Region Kota Tua is visited by hundreds of thousands of visitors every weekend. The tourists do activities visit museums and historical attractions, some tourists find it important to explore aspects of the history of Kota Tua and the nation, partly to try to reminisce [1].

Sustainable tourism is one approach of destination tourism management have to consider balancing of aspect economic, ecologi and social. The command goal of tourism business economic growth has to followed of sustainable ecology and social welfare [2].

By using ISM (Interpretative Structural Modelling) designed recommendation system for strategic policies to develop tourism area to the Kota Tua area of green tourism.

Development of Kota Tua tourist activities have positive and negative effects, both in terms of economic, social, environment and communities. The positive impact of the development could be the increase in people's income, increase the income and foreign exchange, employment and business opportunities for the local population as well as increasing public awareness of the importance. The negative impact that often arise in the development of tourism activities in the form of destructive acts (vandalism) against these attractions, both the building and its surroundings.

Of ecotourism activities conducted at this raises several issues that could potentially hinder the future development of environmentally sound tourism which will obstruct also improving the economy of the tourism sector due to the reduction or even loss of the ability to provide services in Kota Tua of ecotourism.

In order to develop the tourist area of Kota Tua as green tourism, the need for the role of the city

government that encourages improvement and optimization as well as utilization of tourism potential in order to make improving incomes community economic and regional development with due regard to the environment.

For that we need to do research on Tourism Area Development Strategy Kota Tua as the Green Tourism which is able to provide benefits to all stakeholders on an ongoing basis and can be used as a recommendation like Jakarta city local governments in developing tourist area of Kota Tua.

The purpose of this study is:

- Identify the obstacles in the development of KTTA as a tourist destination in a sustainable manner and the changes you want.
- Identify constraints and key changes in the development KTTA.
- Structuring constraints and desired changes in the development KTTA.

## 2. LITERATURE REVIEW

Tourism development it tends to emphasize the economic aspect, which brings the impact of pressures on resource exploitation both natural, human, and local culture. This puts the need for increased awareness and practice of tourism sustained by the tourist industry and also as a matter of urgency [3]. Kholil and Tagian [4] indicated that ISM is a method that can be used to analyse the complex problem in a system.

The involvement and role of stakeholders have a large impact on the success of a program / destination [5,6]. Among the stakeholders are able to influence and be influenced in their role. Therefore, the effect of mutually reinforcing / mutual encouragement is needed in efforts to achieve goals. The influence of the presence of stakeholders in the effort to achieve a program/destination can be seen from the impact caused by interests stakeholders [7], binding on stakeholders [8] and the conditions psikologis stakeholders [9]. By knowing the factors that affect the achievement of program /objectives by pemengku interests, the person in charge of the program can manage and create the success of the program / the purpose. In the opposite, if the interaction and the role of stakeholders are not properly managed there is often a conflict both



structural conflict and social conflict [10]. Managing stakeholders is essential to those responsible for the program, while program leaders to consider a variety of needs, interests and expectations of stakeholders [11]. In the context of the development of KTTA as one of the main tourist destination that holds the principles of green tourism, the role and interaction among stakeholders need to be aligned and managed so as to have the same vision [12,13]. The complexity of the interaction and the role of these stakeholders in the analysis and collated into the structure so that it can be translated with the clearer and simpler the relationship between stakeholders [14,15]. This can help to avoid conflicts and overlap the role and authority of the respective stakeholders.

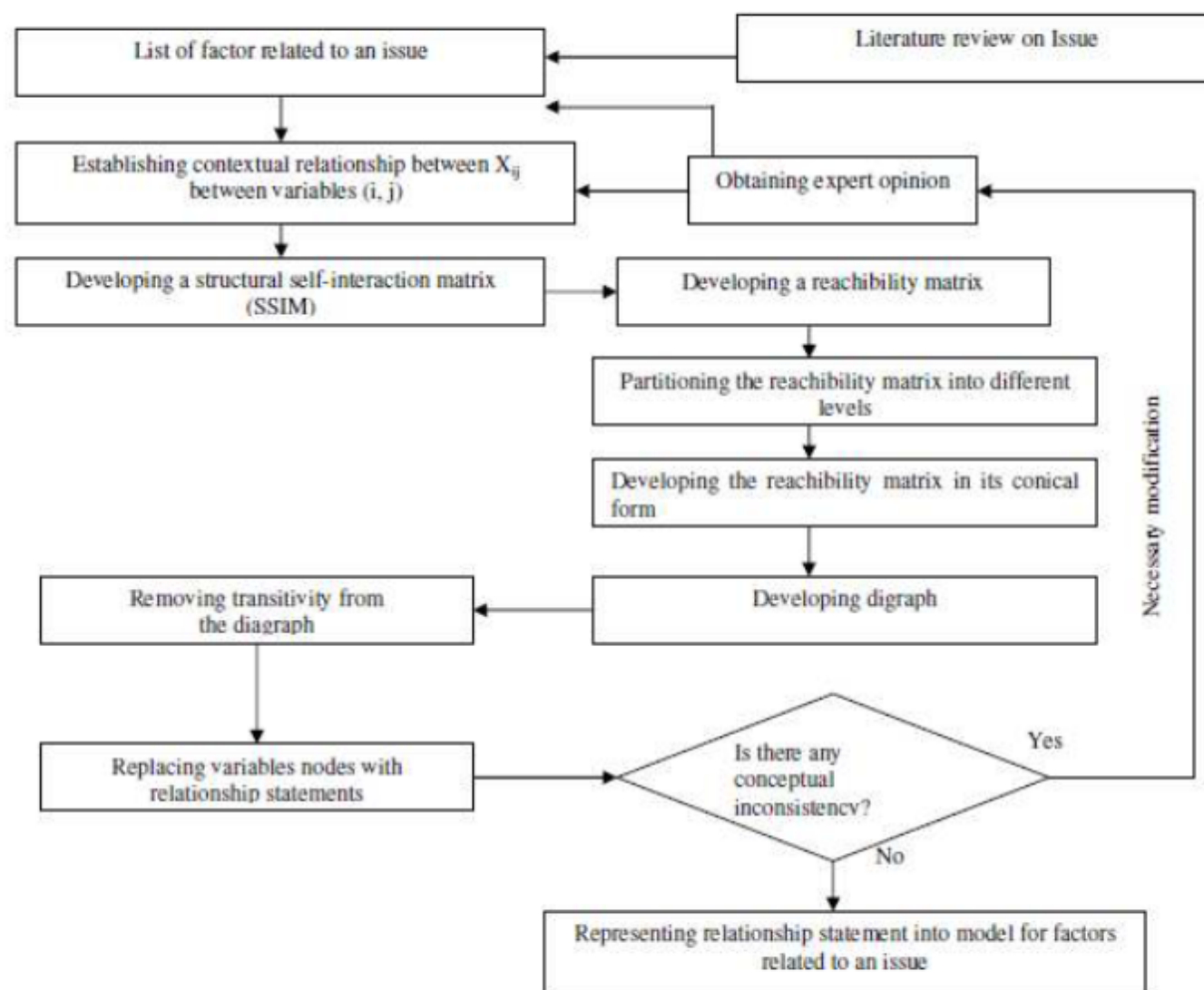
### 3. METHODOLOGY

ISM can be used to identify and analyze the interactions between the elements of a system.

Saxena et al in Marimin [16] stated that the ISM is one of the descriptive techniques to analyze and mentrukturkan contextual relationships between the elements are there. Interpretive structural modelling (ISM) is a well-established methodology for identifying relationships among specific items, which define a problem or an issue [14]. Structuring between these elements is used to photograph the complex relationship of a phenomenon that occurs.

Analysis of the ISM has three stages, ie, identification systems, determine the contextual relationship between elements, structuring among sub elements. This analysis is based on expert opinion (expert judgment) [17]. In addition, the stages of the use of ISM analysis can be seen in Fig. 1.

In this study, the element used is composed of two elements, namely the obstacles encountered, and the changes you want.



**Fig. 1. Stages analysis with ISM**  
(Source: [15])

Determination of sub-elements of each element based on the results of focus group of stakeholders and experts. Stakeholders involved are *public sector, commercial sector, heritage group, and community*. Analysis at the end of each sub-element is classified into four classifications, namely, independent, Linkage, Autonomuos, and dependent [18,19].

#### 4. RESULTS AND DISCUSSION

KTТА development strategy as one of tourist destinations based on the history of green tourism principles drawn up taking into account the constraints faced by managers and stakeholders KTTA. Sub elements of each of the elements obtained from the results of discussions by stakeholders comprising KTTA existing managers, businesses in those areas KTTA, artists, police, responsible for tourist destinations in KTTA and tourism office in Jakarta.

Sub-element obstacle to developing KTTA as a tourist destination based green tourism are as follows: (1) not integrated governance of destination, (2) un standard procedure of services, (3) not competence human resources, (4) In secure situation, (5) Not optimize publication, (6)Trading management, (7) Un supporting infrastructure. Sub program elements required to minimize the existing obstacles in realizing a tourist destination is sustainable if: (1) To be world heritage, (2) local economic growth, (3) Uniqueness of destination, (4) Gross Domestic product (GDP) growth, (5) integrated governance of destination.

##### 4.1 Obstacles in the Development of KTTA

Based on the justification/expert opinion on existing sub elements, determined contextual relationship between the sub-elements. Results justifications, quantified for structuring and classification of sub-elements. Quantification of expert opinion through the stages of preparing Reachability Matrix (RM) in describing become a component of driver power (DP) and the dependence Reachability Matrix (RM) for the element of constraint in this study, can be seen in Table 1 and the classification of sub-elements can be seen in Fig. 2.

Based on the calculation in the reachability matrix, which has a sub element driving power

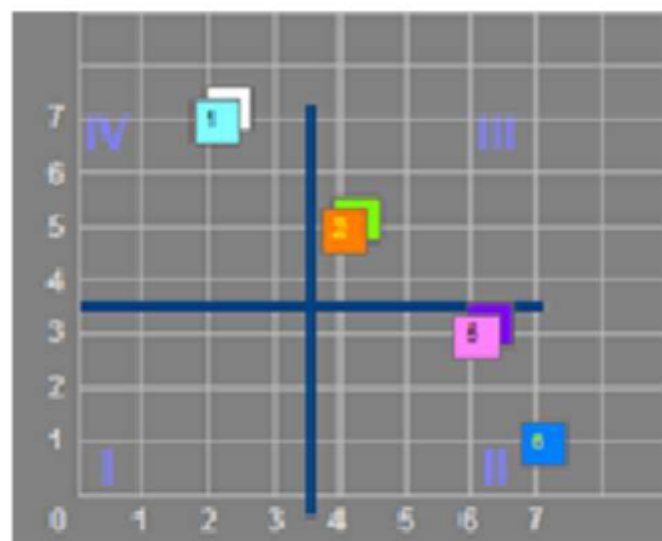
value of the largest sub element of governance that are not integrated (K-1) and the security is not optimal (K-4). The second sub-element is in the quadrant to quadrant IV or sub-element is independently. Both of these sub-elements, has a great ability to change the phenomenon. This means that if kendra these obstacles can be resolved or handled properly, then the effort to KTTA development as a tourist destination can be met in a sustainable manner. Nor vice versa, when both types of constraints are not resolved properly, the effort to be achieved will be difficult to be fulfilled. Expected governance is integrated organizations KTTA manager and has significant authority to take the policy in the development and management of KTTA. Sub elements that un standard procedure of services (2) and (3) Not competence human resources is in quadrant III or quadrants linkage. Both of these sub-elements have thrust relatively strong and relatively easily affected. Both of these sub-elements, should receive the most attention. The second sub-element is very unstable but has no effect or a large effect on the phenomenon exists. When service procedures and HR completed / to be improved then KTTA development in a sustainable manner. For sub elements are Not optimize publication (5), Un supporting infrastructure (7) and implementation of trading management (6) lies in quadrant II (Independent). The third sub-element has a lower thrust and not easy to be influenced. Specifically on sub elements of infrastructure and publications that are in the border area with quadrant III, this shows that if both these sub-elements in the intervention by making improvements then, these two elements can provide relatively large boost to the achievement of objectives in development KTTA. As for the implementation of the zoning / structuring trader, expressed as sub-elements of the most easily influenced. Sub elements are easily influenced because it is tied to the applicable rules and policies and preferences of tourists.

Referring to the results of the classification of sub-elements and an assessment of the driving power and the dependent, built the structure of the constraint. Constraints on the bottom is the most strategic constraints, and a key factor for Achieving the Development Goals KTTA. Structuring constraints can be entered for the Government in formulating priorities the completion of the obstacles encountered. Structural constraints in KTTA development can be seen in Fig. 3.



**Table 1. Reachability matrix for element constraints**

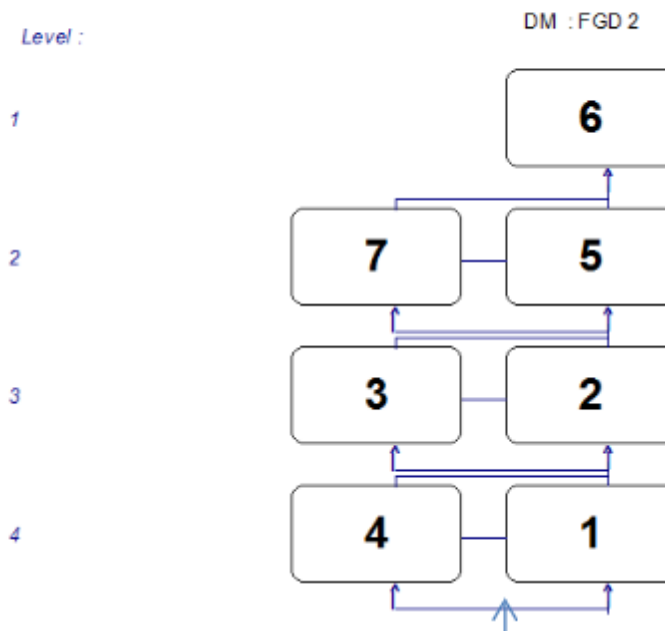
	1	2	3	4	5	6	7	DP	R		
1	1	1	1	1	1	1	1	7	1		
2	0	1	1	0	1	1	1	5	2		
3	0	1	1	0	1	1	1	5	2		
4	1	1	1	1	1	1	1	7	1		
5	0	0	0	0	1	1	1	3	3		
6	0	0	0	0	0	1	0	1	4		
7	0	0	0	0	1	1	1	3	3		
D	2	4	4	2	6	7	6				
L	4	3	3	4	2	1	2				

**Fig. 2. Classification sub element constraints****Legend**

- 1 Not integrated governance of destination
- 2 Un standard procedure of services
- 3 Not competence human resources
- 4 In secure situation
- 5 Not optimize publication
- 6 Trading management
- 7 Un supporting infrastructure

Fig. 3 shows that constraints in terms of governance and security are major constraints (key factor) in the development of KTTA. Actual conditions, the management organization KTTA only level where with such position, managers find it difficult to make policy and action plan for its authority is very limited. Improvements to the system of governance in this case KTTA management organization include increased authority may provide an enormous impact on the strengthening and development of KTTA. Similarly, the security issues. Security, especially as a tourist destination, is the basic problem that must be guaranteed by the government and

managers to be in demand by tourists. Improvements in terms of security guarantees can encourage people to be interested in visiting these destinations as well as the disruption of the asset can be minimized if the security of the area can be met. If both these obstacles fix that encourages more significant in the development of KTTA. Fig. 3 shows that constraints in terms of governance and security are major constraints (key factor) in the development of KTTA. Actual conditions, the management organization KTTA UPK only level where with such position, managers find it difficult to make policy and action plan for its authority is very limited. Improvements to the system of governance in this case KTTA management organization include increased authority may provide an enormous impact on the strengthening and development of KTTA. Similarly, the security issues. Security, especially as a tourist destination, is the basic problem that must be guaranteed by the government and managers to be in demand by tourists. Improvements in terms of security guarantees can encourage people to be interested in visiting these destinations as well as the disruption of the asset can be minimized if the security of the area can be met. If both these obstacles fix that encourages more significant in the development of KTTA.

**Fig. 3. Structure constraints in development KTTA****Legend**

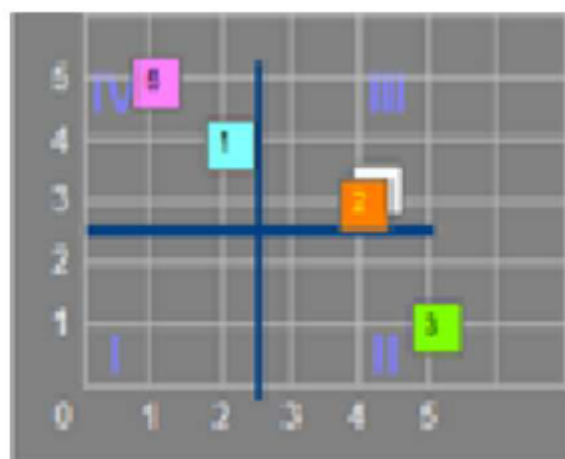
- 1 Not integrated governance of destination
- 2 Un standard procedure of services
- 3 Not competence human resources
- 4 In secure situation
- 5 Not optimize publication
- 6 Trading management
- 7 Un supporting infrastructure

## 4.2 Expected Changes with KTTA Development

Expected changes in the element in the development of KTTA based on the expert opinion had been translated into Reachability Matrix (RM) can be seen in Table 2 and Fig. 4 of the image.

**Table 2. Reachability matrix program needed**

	1	2	3	4	5	DP	R			
1	1	1	1	1	0	4	2			
2	0	1	1	1	0	3	3			
3	0	0	1	0	0	1	4			
4	0	1	1	1	0	3	3			
5	1	1	1	1	1	5	1			
D	2	4	5	4	1					
L	3	2	1	2	4					



**Fig. 4. Classification sub-element program needed**

### Legend

- 1 To be world heritage
- 2 Local economic growth
- 3 Uniqueness of destination
- 4 Gross domestic product (GDP) growth
- 5 Integrated governance of destination

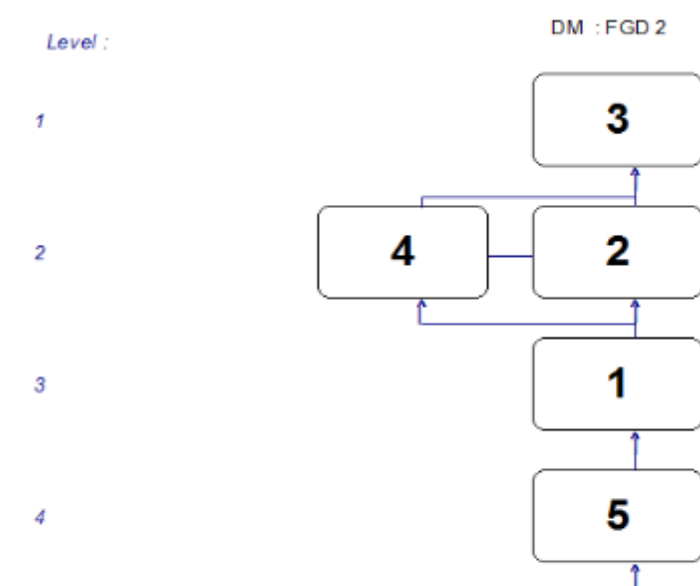
Based on the results of reachability matrix in Table 2, the value of the driving power was greatest in sub elements integrated Governance (PR-5). Sub elements into world heritage (PR-1) are in quadrant IV which indicates that the sub-elements has thrust (the power to make an impact) high while the value of the dependent is relatively low. Both sub-elements of these

changes have an impact / influence greatly to the development KTTA and sub-element is not easy to influence. This means that if the sub-element is obtained / achieved, will have a significant impact on the development KTTA. But among the two sub-elements of these capabilities thrust of the sub element is more significant governance / bigger than the sub element in the development of world heritage KTTA. Intervention against takelola in terms of strengthening the organization can encourage the development of various implementation efforts KTTA. While changes as world heritage could encourage other sectors that support the development KTTA to be sustainable. Sub elements of the economic boom (PR-2) and an increase in GDP (PR-3) is in quadrant III (Linkage). The second sub-element has a sizable thrust characterized by the value of driving power but sub-element is more volatile than the sub-elements that are in quadrant IV. Economic improvement of society and the economy of the region, one of the targets expected changes. This is related to the sustainability of a program/policy. The economic recovery may mending public awareness and concern of the community/local residents to continue to support the program/ policy set, so that programs / policies to be sustainable. Changes in terms of increasing the attractions and uniqueness of KTTA, located in quadrant II (Dependent). Sub elements in this quadrant have a relatively low thrust to the development of KTTA and easy to be influenced by various factors.

Referring to the results of reachability metric, in the craft structure of the expected changes in the development KTTA. This structuring can define key factor in terms of the expected changes to the development KTTA. Structural changes are expected to be seen in Fig. 5.

Fig. 5 shows that the expected change in terms of governance is a major change expected (key factor) in the development of KTTA ongoing basis. Changes in governance are expected to strengthen the authority of the management organization both in terms of planning, implementation, evaluation and development. While the target next change that as world heritage, is expected as a lever against KTTA development efforts, especially in the economic sector, both the local economy and the region's economy. When the target was reached in efforts to change KTTA development policies and programs are expected to be sustainable.





**Fig. 5. Structure changes expected**

**Legend**

- 1 To be world heritage
- 2 Local economic growth
- 3 Uniqueness of destination
- 4 Gross domestic product (GDP) growth
- 5 Integrated governance of destination

## 5. CONCLUSION

KTТА development can take place in a sustainable manner by taking various efforts to resolve the main obstacles faced by managers. The main obstacle (key factor) such that (1) Revitalization KTTA governance and (2) Increased security in tourist destinations KTTA. Completion of both these constraints mean finishing constraints / problems of a base to develop tourist destinations. This is in line with the main target to be achieved is a change of governance KTTA integrated manner.

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## COMPETING INTERESTS

Authors have declared that no competing interests exist.

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Gusdini et al.; BJAST, 19(3): 1-8, 2017; Article no.BJAST.30183

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