

Pentahelix Collaboration in Developing the Tourist Attractions of Mali Beach, Alor Regency

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Article History	Abstract
Accepted: 12 May 2025 Revised: 03 June 2025 Published: 15 June 2025	<p><i>Tourism is an important sector in contributing to increasing income for regions and communities if managed with a good approach. Pentahelix collaboration is an approach to tourism development that involves the government, community, academics, business actors, and the media. Mali beach tourism has the potential for the main attraction of the dugong species, but has not attracted significant tourist visits. Data from 2023 showed that the percentage of visits was only 1.42% of the average 4.54% of visits at the provincial level. The purpose of the study was to analyze the implementation of pentahelix collaboration in tourism development on the Mali Coast. The study was conducted based on previous research that showed that pentahelix collaboration is important in developing tourist attractions. Data collection used qualitative methods through interviews with representatives of pentahelix elements and tourists, observation, and documentation. The results of the study revealed that tourism development is dominated by the government, while other stakeholders are only complementary and coordinated in a forum for communication and joint decision-making. For this reason, it is necessary to explore and organize the implementation of pentahelix collaboration in order to increase tourist visits to the Mali Beach tourist attraction.</i></p> <p>Keywords: <i>Pentahelix collaboration, Stakeholders, Attractions, Tourism development, Mali Beach</i></p>



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INTRODUCTION

Tourism development is not only played by the government, but it is necessary to use a collaborative approach that involves other stakeholders to unify strategies for achieving common goals. Gantemur (2020) said that the purpose of collaboration is primarily the exchange between stakeholder strengths/resources, such as lobbying funds, equipment, and information, in a spirit that can be agreed upon and achieved together is very important to recognize and relevant for tourism development. Collaboration is regulated in the Regulation of the Minister of Tourism Number 14 of 2016 that Sustainable tourism is implemented by collaborating with the pentahelix model. Pentahelix collaboration is a collaboration between government, academics, business entities, communities, and the media. Gray in Gantemur (2020) describes collaboration as "... a group of autonomous stakeholders from a problem domain are involved in an interactive process, using shared rules, norms and structures to act or decide on problems related to that domain.

Pentahelix collaboration is an important strategy in developing the potential of tourism resources to provide satisfaction and increase tourist interest. Septadiani et al. (2022) stated that through synergistic cooperation, it is hoped that an invention supported by resources that interact synergistically can be realized. Emily in Hakim (2022) Collaboration is a collaborative interaction characterized by common goals, a symmetrical structure with high-level negotiations through interactivity and interdependence. By collaborating, each stakeholder can share roles, resources, and information to complement each other in creating synergies that can support comprehensive tourism planning and management, and promotion.

In this study, the attraction of Mali Beach tourism is the uniqueness of the dugong as one of the rare marine species that is tamed and inhabits the sea around the coast of Mali, as a charming attraction that captivates visiting tourists. The fauna is named Mawar as a nickname when visiting the residential location to present the fauna. In addition, Mali beach tourism is coastal tourism that has natural beauty, such as stretches of clean white sand, clear sea water, and views of the sunrise and sunset. The diverse potential possessed by this tourism is a regional wealth that needs to be managed properly to attract tourist visits in order to increase the economy for the region and for the welfare of the community. However, there are still obstacles that cause the tourist attraction of Mali Beach to be less than optimal in attracting tourist visits. This situation can be seen in the data from the Regional Government Implementation Report (RGIR) of the East Nusa Tenggara Provincial Tourism Office in 2023, namely that tourist visits only reached 1.42% of the total provincial tourist visits in 2023. This percentage is far below the average provincial level visits of 4.54% from 22 districts/cities.

To increase the number of tourist visits, it is necessary to improve the quality of service and the charm of attractive tourist attractions so that tourists get a pleasant experience. Simanihuruk (2019) said that tourist satisfaction can be created if the tourism offered provides something different and has the characteristics of other tourism in general, and can provide a deep impression for tourists who have visited. Saqib (2019) said that a positive tourism experience can help destinations differentiate themselves from competitors and create added value for tourists.

The purpose of the study was to explore the dynamics of collaboration and analyze the implementation of pentahelix collaboration and the challenges of collaboration in developing the tourist attraction of Mali Beach. Previous studies (Nigg & Eichelberger, 2021; Graci, 2021; Kagungan, 2021) have shown that effective collaboration between stakeholders is essential for the success of sustainable tourism. Research studies show the implementation of pentahelix collaboration in tourism development as one of the most important and beneficial strategies for tourism development. According to Dorisman et al. (2021) said that collaboration is one of the characteristics of the main negotiation strategy to reach a common agreement from the different interests of parties who actually have the same interest in a goal. Thus, can pentahelix collaboration enable the creation of solutions to increase tourist attractions and increase tourist visits to the Mali Beach tourism?

LITERATURE REVIEW

Pentahelix Collaboration

The collaborative approach allows each pentahelix actor to contribute according to their capacity and authority, but requires strong coordination and trust between the parties (Dwi Lestari & Afiff, 2020). Research on pentahelix collaboration in tourism development shows significant improvements in terms of both theoretical and applied approaches involving five stakeholders, namely government, academics, business actors, communities, and media who work together to realize sustainable, inclusive, and highly competitive tourism development (Luh & Dewi, 2019).

Research by Kagungan et al. (2021) adopts a collaborative synergy approach emphasizing the importance of effective communication and trust in cross-sector collaboration. However, limitations in the aspects of shared vision and mission indicate that common direction is a crucial point in realizing collaborative success. Pugra et al. (2021) and Rahu & Suprayitno (2021) emphasize that the success of environmentally-based tourism development is highly dependent on the cohesiveness between parties, but the reality in the field still shows the weakness of structured meetings and consensus-based decision-making.

Meanwhile, a study by Sukmadi (2022) shows that when collaboration is well led by the local government, especially in empowering local human resources, development results tend to be more measurable and sustainable. This is in line with the deliberative governance approach developed by Shergold (2008) as raised by Maturbongs & Lekatompessy (2021). Both emphasize that collaboration must be distinguished from command and coordination alone and requires deliberative relationships between actors. Various studies also highlight the classic problems in pentahelix collaboration, namely asymmetry of power, inequality of participation, and lack of binding formal regulations (Yuniningsih et al., 2019; Budhi et al., 2022). Thus, although normatively pentahelix collaboration is considered strategic, implementation challenges are still the main obstacles that need to be examined contextually.

Stakeholder Collaboration in Tourism

Research on stakeholder collaboration in tourism development also shows interesting dynamics, especially when viewed from a multi-stakeholder governance perspective. Luongo et al. (2023) through the Regional Innovation System approach places collaboration as a source of regional innovation.

In the context of social inclusion, Nigg & Eichelberger (2021) and Fairuza (2017) emphasize the importance of direct involvement of target groups in tourism planning such as people with disabilities and local communities. However, both found that aspects of participatory equality and trust were not optimal, indicating that substantive collaboration is still a challenge.

In the context of cultural preservation and ecotourism, Gantemur (2020) and Graci (2021) showed that the success of local identity-based tourism programs is greatly influenced by fair and mutually beneficial relationship patterns between parties. However, the study of Nyanjom et al. (2018) showed that weak coordination is often a weak point in the context of a bureaucracy that is still rigid.

Tourist Attractions

Tourist attractions as a key element in the destination system have a close correlation with the success of collaboration between stakeholders. Swarbrooke et al. (2002) classically emphasized that attractive attractions will strengthen the destination's position in the market. Meanwhile, recent research by Dzitse et al. (2024) states that attraction elements such as cleanliness, geophysics, and comfort have a significant influence on revisit intentions, which indirectly strengthens the argument for the importance of collaboration in destination management. This study shows that attraction management cannot be done unilaterally, but requires cooperation from all parties to ensure the quality and sustainability of the tourist experience.

RESEARCH METHOD

This study uses a qualitative approach to explore in depth the dynamics of collaboration between stakeholders in developing tourism in Mali Beach, Alor Regency. Hardani et al. (2020) stated that observation is a technique or method of collecting systematic data on research objects, both directly and indirectly. This study was conducted for one month, namely from December 18, 2024 to January 18, 2025. The type of data used in this study is qualitative data, including primary data and secondary data. Primary data was obtained through in-depth interviews with stakeholders and tourists, direct observation at the research location, and direct interaction with managers. Meanwhile, secondary data comes from government documents, previous research, media reports and visual documentation related to the Mali Beach tourist destination. Informants in this study were determined based on the participation of related parties in the pentahelix and the relevance of their roles in developing the tourism sector.

In this study, 12 (twelve) informants were taken, representing five pentahelix stakeholders, namely government, academics, business entities, communities, and media, and 3 (three) tourist informants as users of the Mali Beach tourist attractions, so that there were 15 (fifteen) informants. The instruments used in this study included interview guidelines, observation sheets, voice recorders, cameras, and field notes. Data collection was carried out through three main methods, namely interviews to obtain contextual information, participatory observation to determine tourism activities and social dynamics at the location, and documentation studies to support findings from written and visual sources. The data analysis method used includes three stages, namely data reduction, data presentation, and drawing conclusions. Data reduction is carried out to filter important information, data presentation is carried out in the form of narratives and thematic categorization, while conclusions are drawn based on interpretations that are consistent with the theoretical framework.

RESULT AND DISCUSSION

Pentahelix Collaborative Communication

Communication in pentahelix collaboration is one of the indicators to measure the implementation process of collaboration between stakeholders in tourism development in Mali Beach. Collaboration can be implemented in the process of planning, managing and evaluating

tourism development with the involvement of government, academics, business entities, communities and the media. The Alor Regency Government makes tourism development plans through Bappelitbang to compile documents for the Regional Long-Term Development Plan (RLTDP), Regional Medium-Term Development Plan (RMTDP) and Regional Development Plan (RDP). To realize the planning document, the government carries out a communication process through musrenbang activities at the village, sub-district and district levels to collect aspirations by conducting evaluations and designing priority programs. The planning document resulting from the musrenbang contains the Alor Regency tourism development plan which can be detailed in the following table.

Table 1. Development Planning Documents Resulting from Musrenbang

Document	Period	Tourism Development
Alor Regency RLTDP	2025-2045	The direction of development includes marine-based tourism and conservation sectors
Alor Regency RMTDP	2025-2030	The five-year medium-term plan is based on the vision and mission of the elected regional head, including tourism sector programs
Alor Regency Technocratic RMTDP	2025-2030	Compiled on a technocratic basis by involving tourism sector stakeholders
Alor Regency RDP	2025-2026	The biennial transition document aligns national and provincial policy directions. Including tourism sector programs

Source: Alor Regency Research and Development Agency (processed)

The document in table 1 contains the general direction of tourism development planning for Alor Regency and will be adjusted to tourism development based on the Alor Regency Ripparda, namely Mali Beach tourism is one of the four main clusters of development.

Mali Beach Tourism also formed a local community group organization on Mali Beach, namely the Kabola Fishermen's Communication Forum (FKNK) as a forum for fishermen who are aware of tourism on Mali Beach. This forum is a collection of fishermen who accompany dugong observation tourists who play a role in maintaining a balance between conservation and tourism activities and strengthening community participation in ecotourism management. In the context of collaborative communication, this forum is a bridge of communication between the fishing community and the government regarding conservation. According to Setyanintyas, et al. (2024) that by building routine communication and focusing on win-win solutions, conflict can be avoided and collaboration can be more effective. Therefore, the formation of this forum is a communication approach that can help prevent and reduce problems that arise and collaboration in managing tourism on Mali Beach is more effective.

Communication between the community and the government is also built through a group formed by the government, namely the Mali Destination Group to manage tourism activities at Mali Beach tourism. This group is under the coordination and responsibility of the government through the Alor Regency Tourism Office.

Pentahelix Collaboration Coordination

The Alor Regency Government as the coordinator through the Alor Regency Tourism Office carries out its role in collaborating between stakeholders to develop tourism. The

government coordinates with academics who play a role in increasing the capacity of Human Resources (HR) through training, talk shows and competitions. Tribuana Kalabahi of University and Kupang Tourism Polytechnic are involved as presenters and judges. The government builds coordination with business entities in Alor Regency such as Hotel Simfoni and Hotel Pulo Alor to support training programs by providing facilities as a contribution to accommodation services. Local travel agents such as Belamori Travel, Exotic Alor Tour and Mala Tour are involved in providing tour packages and marketing. The government builds coordination with the community, especially in Mali Beach by forming a group managing the Mali Beach tourist destination as the direct implementer of tourism management. The role of the Mali Beach tourism management community group is to collect entrance and parking fees, dugong observation delivery services, tour operators/guides, location cleaning services, management of toilet facilities and culinary stalls and canoe rentals.

The following is a picture of the pattern of coordination relationships between pentahelix stakeholders in Alor Regency.

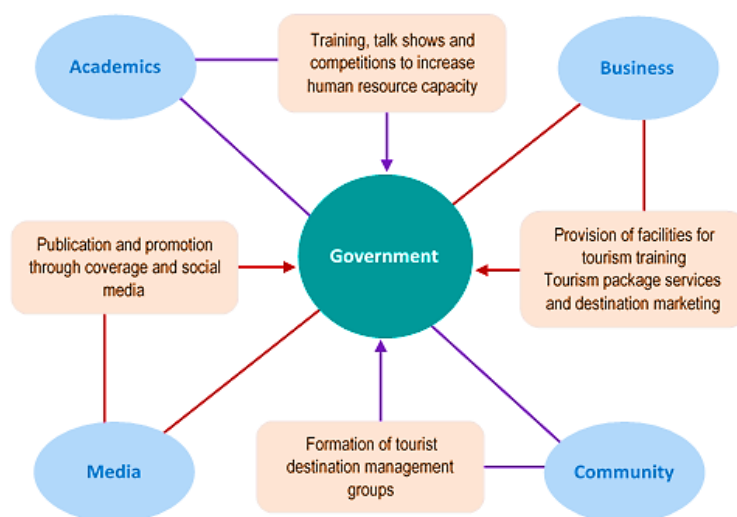


Figure 1. Coordination and Collaboration Relationship for Tourism Development in Alor Regency

Figure 1. shows the model of coordination relationship between pentahelix stakeholders, namely government, academics, business entities, communities and media in tourism development collaboration. This collaborative network model according to literature theory is included in the form of a *hub-and-spoke* collaboration model, where one central actor, namely the government, becomes the main coordination point that connects other actors directly, but does not show horizontal relationships between non-government actors (Provan & Kenis, 2008). This model shows the government acting as a leader in the organization to direct and facilitate various activities such as Human Resources (HR) training, promotion, formation of destination management groups and provision of various tourism services. The *hub-and-spoke* network model reflects a form of participatory collaborative governance facilitated by the government as a center for connecting stakeholder roles, but the horizontal coordination relationship between stakeholders is less effective.

The implementation of HR capacity building training involving academics and the provision of facilities by business actors has not connected stakeholders with each other collaboratively. In promotion, destination management is still running separately, the role of

the media and the community according to government direction without being regulated through coordination procedures in collaboration. This reflects that the government does have a role in carrying out coordination, but a structured collaborative network has not yet been formed and there is mutual coordination between pentahelix stakeholders. Therefore, a collaborative governance approach is needed to encourage interaction between sectors horizontally and not only from top to bottom by the government to create sustainable synergy in tourism development.

Joint Decision Making

Joint decision-making is one of the determining elements for the establishment of ideal pentahelix collaboration in tourism development. However, the facts that occur in Mali Beach tourism still show a gap in the implementation of tourism development collaboration. The government as the main actor is still dominant in determining policies and holds the main control in deciding and implementing tourism development programs. There is no official collaboration forum that involves stakeholders together in designing planning, implementing and evaluating, most of which are initiated and managed by the government with a top-down approach. Pentahelix stakeholders other than the government such as academics, the community, business actors and the media are invited to attend discussion forums and tend to be as conveyors of aspirations without influencing decision-making.

Academics at Tribuana Kalabahi University are often involved in activities programmed by the government to present materials as training resource persons and have been involved in the preparation of the Alor Regency Tourism Development Master Plan in 2016. The involvement of academics is only incidental and does not become a structural part of the decision-making forum which is part of the formal collaboration.

Local communities assigned by the government to carry out tourism management service activities are still limited to participation in the implementation of technical activities. The community is often involved as a committee or participant in annual activities such as the Dugong Festival at Mali Beach tourism. Meanwhile, the determination of community programs is not actively involved because there has not been a participatory decision-making pattern that is equal to the principle of collaborative governance. Tourism business actors, namely hotels and travel agents, contribute to the implementation of operational activities as providers of accommodation facilities and tourism services, but do not get space in strategic decision-making forums. The media has also so far only played a role in covering and promoting tourism activities. In fact, the media has great potential in influencing and increasing public trust and voicing community aspirations.

Implementation of Pentahelix Collaboration on Mali's Coastal Tourism Attractions

Mali Beach Tourism in Alor Regency has the potential for unique tourist attractions because it has a rare species, namely dugongs that have been tamed and inhabit the sea of Mali Beach to be observed directly. Dugongs are rare fauna that are internationally protected and have high ecotourism value because they can only be found in certain sea waters. However, this unique and rare potential has not been able to provide an attractive impact on increasing the number of tourist visits to Mali Beach.

Based on the results of interviews and observations conducted by researchers, there are still limited supporting service facilities and expensive air transportation costs. This condition can be caused by the suboptimal implementation of pentahelix collaboration, especially in terms of communication, coordination and joint decision-making that are not yet optimal. This is in accordance with Kurniawan, et al. (2020) that the development of tourist attractions based on local potential requires synergy between stakeholders through effective pentahelix collaboration. As a result of the suboptimal communication, coordination and joint decision-making, dugongs as one of the unique attractions owned by Mali Beach tourism have not been successfully conserved to attract tourists.

The following is the implementation flow of the pentahelix collaboration for Mali Beach tourism in Alor Regency, according to the image below.

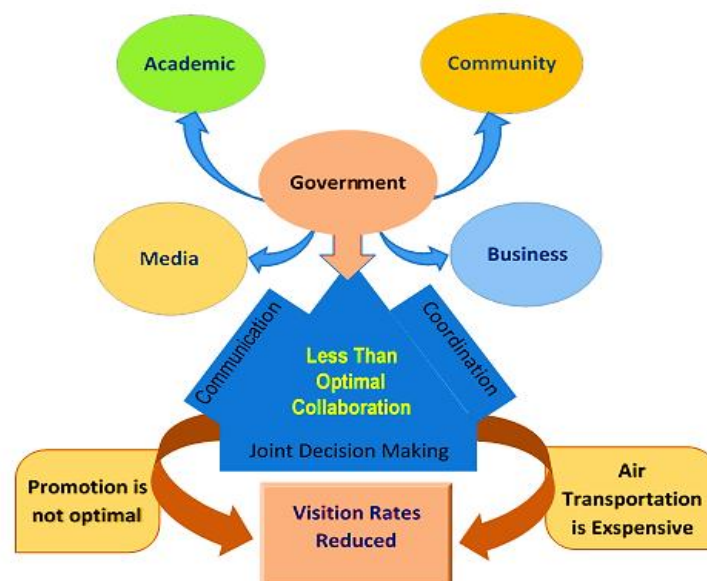


Figure 2. Implementation Model of Pentahelix Collaboration in Mali Beach, Alor Regency

Figure 2. shows the process of implementing collaboration that is not yet optimal institutionally in the technical collaboration of pentahelix tourism development in Alor Regency. Pentahelix collaboration consists of 5 (five) main actors, namely government, academics, communities, business entities and media according to theory should work together synergistically, but in the implementation of collaboration is still less than optimal. Conditions like this according to Emerson, et al. (2012) in the theory of collaboration reflect weaknesses in the technical institutional structure, where the absence of an open communication system and clear coordination has hampered the effectiveness of the role of each actor. Likewise, Ansell & Gash (2008) said that this condition in collaborative governance is weak communication, coordination and joint decision-making which are fundamental elements. The collaboration process that has not run effectively has an impact on the problem of tourism promotion that is not yet optimal and the high cost of air transportation resulting in low levels of tourist visits.

CONCLUSION

This study contributes knowledge to collaborative tourism governance through a pentahelix collaboration approach at regional tourist destinations such as Mali Beach in Alor Regency. The results of this study indicate that the implementation of pentahelix collaboration

in the development of Mali Beach tourism has not been running in a balanced and participatory manner, even though there is involvement of five stakeholders. Collaboration is still dominated by the government while the role of other stakeholders has not been optimally involved in communication, coordination and joint decision-making, resulting in a lack of tourist attractions and low numbers of visits to Mali Beach.

Therefore, it is necessary to establish a forum to increase the capacity of collaboration between pentahelix stakeholders and encourage the active involvement of all stakeholders together through communication and decision-making to determine tourism promotion strategies to national and international tourism markets. In addition, it is necessary to determine solutions to reduce air transportation costs which are considered expensive through a collaborative approach. It is also necessary to increase the capacity of local community human resources to improve excellent service as a means of providing a pleasant experience for tourists. This will help to raise the uniqueness of the dugong's appeal widely and attract tourist visits that can increase regional income and the welfare of local communities.

This study has not explored in depth the role of all stakeholders, especially the role of academics and the media in tourism development due to limited access to all stakeholders. Therefore, further research is needed to explore the implementation of the role of all stakeholders in supporting tourism development through the pentahelix collaboration approach. In addition, it is necessary to further examine the aspects of trust and supervision in the implementation of collaboration because these two aspects also play an important role in the consistency and transparency between stakeholders in the implementation of pentahelix collaboration in Mali Beach tourism, Alor Regency.

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