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Stakeholders Analysis in Tourism Industry Recovery in Bangka Regency during New Normal Period

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ABSTRACT : Bangka Regency is part of the Bangka Belitung Province who is developing tourism as a main sector. The end of 2020, the losses on the tourism sector nationally reached 10 trillion and there were 30 million jobs in the tourism sector and creative economy affected by Covid-19 pandemic. Covid-19 pandemic has had an impact on the development of tourism including the economic, employment, tax, brand image, and sustainability aspects. It needs efforts and commitment from stakeholders in the recovery of tourism industry in Bangka Regency. The stakeholders in this study consisted of private-owned enterprises, communities, local governments &state-owned corporation, tourism industry players, researchers, and tourist awareness groups. This research will focus on stakeholders analysis that plays the most role in the recovery of Bangka Regency tourism in New Normal. The purpose of the study was to analysis and know which stakeholders have big role in the recovery of Bangka Regency tourism industry during new normal period in Covid-19 pandemic. The results showed that 3 (three) stakeholders as the key players with a high level of importance and influence in the recovery of Bangka Regency tourism industry during the new normal period in Covid-19 pandemic are governments & state-owned corporation, researchers (academics), and tourist awareness groups. Stakeholders who act as a subject with high levels of importance and low influence are private groups (private enterprises). While, stakeholders who play as a crowd that have low influence and interests are the tourism and community industry players. In this study, there is no stakeholders who acted as context setters that have low importance but had a high influence.
KEYWORDS : *Stakeholders Analysis, Tourism Industry Recovery, New Normal*

I.   INTRODUCTION

Bangka Regency is part of the Bangka Belitung Province who is developing tourism as a main sector. The end of 2020, the losses on the tourism sector nationally reached 10 trillion and there were 30 million jobs in the tourism sector and creative economy affected by Covid-19 pandemic[1]. Covid-19 pandemic has had an impact on the development of tourism including the economic, employment, tax, brand image, and sustainability aspects. The new normal was enforced in the fourth quarter of 2020with an increase in tourist visits but it is still lower than 2019. Tourist visit increased in December 2020 with 30.203 people, it rose up 4.51 percent if it compared to tourist visit in November 2020 which was only 28,901 people[2].

Based on the previous researches about tourism industry during new normal period in Covid-19 pandemic with the Wellness Tourism Model[3][4][5][6], it revealed that the tourism industry recovery model has an economic and psychological impact on the regions, tourists, and tourism industry entrepreneurs. In addition, the previous researches confirmed that tourism industry recovery strategies needed to be carried out as an effort to area's economic recovery for rebuilding tourist social trust through various creativity and the stakeholders synergy [7][8][9][10][11][12][13][14].

The Wellness Model is a tourism model that offers preventive and alternative opportunities, that take big concern on healthy while traveling. This system utilizes digital platforms and digital coverage to facilitate interconnection and interactivity between local, national, and global communities [15]. Wellness Tourism Model Reinforced with Hight Standard Sanitation Pattern, Hight Standard Security, Staycation, Niche Tourism, Private Travel Tours, and Virtual Tourism [4].

The trend of tourist visits to Bangka Belitung began showing an increase in December 2020 but still limited and tourists demanded for security, health, cleanliness, and environmental guarantees while traveling as psychological needs[16]. This research is essential to do for improve the number of visits of Bangka Belitung tourists and tourism products during new normal period in Covid-19 pandemic.

II.   LITERATURE REVIEW
2.1 Tourism Supply and Demand

The factors that influence the demand and supply of tourism are price, income, socio-cultural, socio-political, family intensity, the price of substitute goods, and the price of complementary goods. While the factors that determine tourists to buy services or visit a tourist attraction, consist of (1) location, (2) facilities, (3) image , (4) price/tariff, (5) service[17][18].

In economic point of view, tourism lead up from four main elements that are closely related or interrelated in a system, consist of (a) demand or need; (b) the offer or fulfillment of the travel needs itself; (c) markets and institutions that play a role in facilitating both; and (d) the actor or actors who drive the three elements above. The interrelationships between these four elements as a tourism system described in Fig. 1[19].
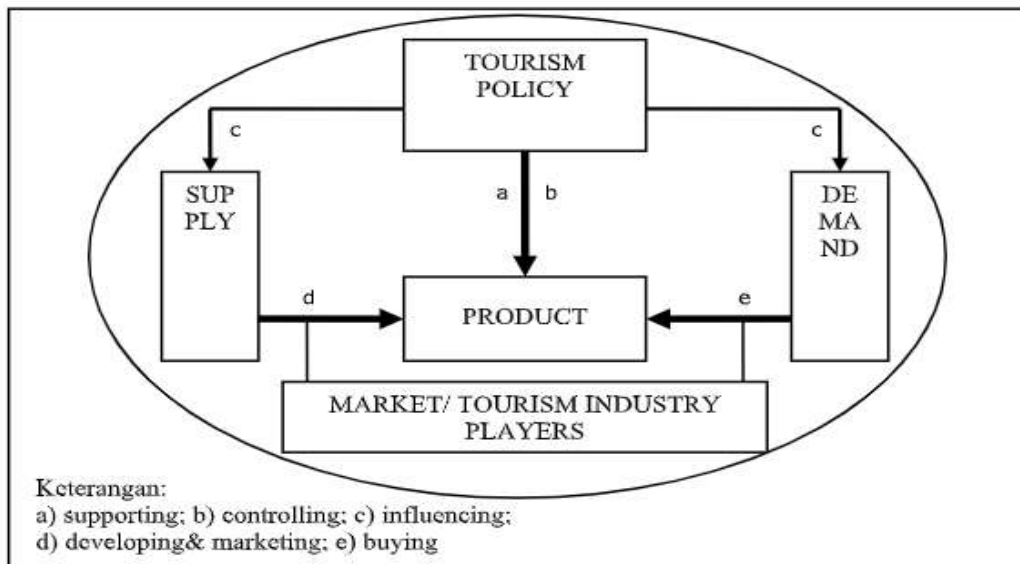

Fig. 1Tourism Economic System

Tourism sector policies are carried out to encourage existing tourism potential into products that are ready for consumption. For this reason, it is necessary to control so that the existing products do not compete with each other, but can synergize in one product package that is offered into tour packages. The policies expected to create offers of various tourist attractions. This means that tourism products must be sensitive and able to capture demand from tourists for the quality and quantity of products offered. In addition, demand in tourism consists of various elements that differ from each other in terms of nature, form, and benefits for tourists. Demand in tourism is not only limited during the travel period, but the element of demand is carried out before the tour takes place. Various information, documents, travel, lodging, and so on must be prepared in advance[20].

Furthermore, the important elements in tourism demand are tourists and local products that use tourism resources (products and services), time and money as the main base, it is because tourists are primary consumers who will consume tourism products and services provided in the country or tourist destination[19].

Various factors affect tourist demand, including income, price, quality, holidays and transportation technology. Income is a very decisive factor, whether or not someone can travel. Example: someone will just go on a travel, if they have enough money. Besides, the price factor can influence the decision to travel. It means that price changes will affect someone money usage. If there is a change in the price of tourism products, there will be substitution and potential tourists will turn their attention to other cheaper tour packages or cancel for travelling. In addition, transportation factors that are increasingly sophisticated and can shorten travel time with all convenient facilities, will be more attractive for potential tourists to travel. Such as in developed countries, tourism that handled well and supported by advanced technology attracted more tourist to visit.

The offers in tourism industry, including the elements of objects and tourist attractions created by God (nature) and artificial, goods and services that can encourage people to visit a tourist destination [21]). What is offered to tourists is a products and services[19].

Furthermore, many people think that products and services as equal to tourism potential. Products and services must be ready for consumption by tourists. While tourism potential is all objects (nature, cultural, artificial) that require a lot of handling in order to provide attractive value for tourists[19]. Tourism activities involve various interrelated elements or components between product components from the supply side and market components from the demand side as shown in Fig 2. [22].
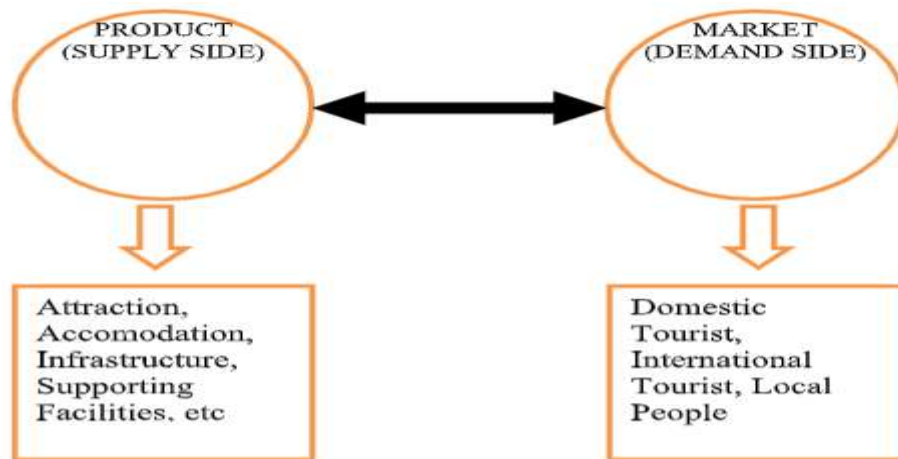
Fig. 2 Supply and Demand Tourism

2.2 Tourism Industry in Bangka Regency

Bangka Regency carried the slogan Welcome Bangka Island in tourism industry. This area has many tourist destinations, especially marine tourism. Empirically, Bangka Regency tourism is not only limited to the Sungailiat City area, but also there are several places that are part of the Bangka Regency. Some of the tourist destinations in Bangka Regency are described below.

Fig. 3 Parai Tenggiri and Tanjung Pesona Beach
Source: youtube, 2021

Fig. 3shows tourism destinations that describe marine tourism in Bangka Regency. The uniqueness of this destination is the blue and green sea water, unique rocks, white sands, and thewaving palm trees. The tourist activities in these destinations, including swimming, jets ski, playing sand, beach sports, and other attractions.

Next, Fig. 4 shows tourism destinations that have cultural attraction, known as cultural tourism.

Fig. 4 Puri Tri Agung Bangka
Source: youtube, 2021

In attracting tourist visits, Bangka Regency slogans in tourism industry have been promoted online, as shown Fig. 5.
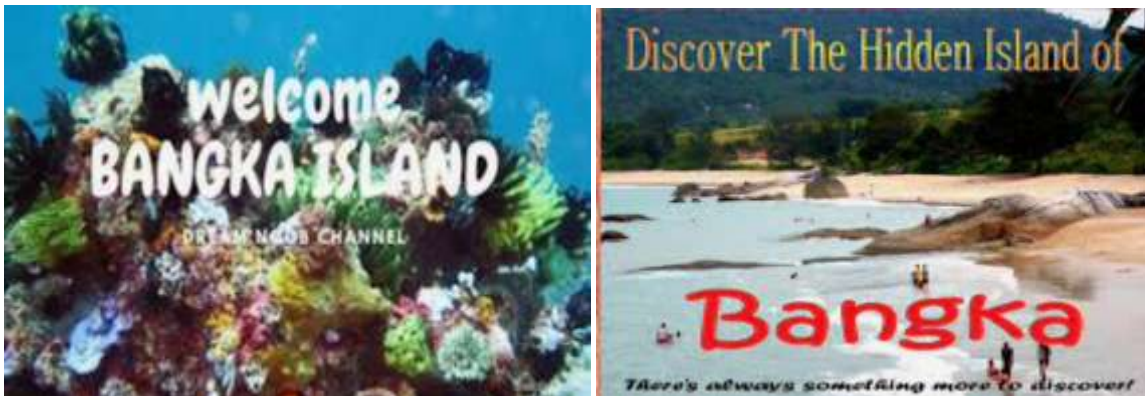

Fig. 5 Tourism Promotion in Bangka Regency
Source: you tube, 2021

III. RESEARCH METHOD

The selection of respondents in this study was based on the snowball sampling technique. The snowball sampling is a special non-probability method for developing research samples where the existing research subjects recruit other subjects from among their acquaintances and for data analysis using a stakeholder management approach Katz (2006). The data collection method used a structured questionnaire and interviews. Interviews were conducted with key respondents, including private-owned enterprises, community, governments & state-owned corporation, tourism industry players, researchers, and tourism awareness groups. Sources of data used in this study include primary data and secondary data. The population in this study is unknown. The number of samples in an unknown population determine with the equation as below [23].

$n = Z/2.e2$

$$n = \left(\frac{Z_{\alpha/2}.\sigma}{e}\right)^2$$

$$n = \left(\frac{1,96 \,.\, 25\%}{5\%}\right)^2$$

$$n = \left(\frac{1,96 \,.\, 0,25}{0,05}\right)^2$$

$$n = 96,04 = 100$$

n = Number of samples; Zα/2 = Value from normal distribution table with 95% confidence level = 1.96; = Standard deviation 25% = 0.25; e = Error rate (Error) 5% = 0.05; then, the sample of this study were 100 respondents. The distribution of the sample in this study used the proportional sampling method which is described in Table 1.

Table 1 Respondent Distribution

No.	Respondent	
1	Private-owned enterprises	20
2	Community	15
3	Governments &state-owned corporation	20
4	Tourism industry players	15
5	Researchers	20
6	Tourism awareness groups	10
	Total	100

The analytical tools in this study are as follows:
1. Miles and Huber man Model which consists of reducing data, presenting data and concluding data[24].

2. Stakeholder analysis as follows: Stakeholders are divided into 3 (three) groups, consist of Primary Stakeholders, Key Stakeholders and Secondary Stakeholders[25].

    Stages in stakeholder analysis [26]:

1. Subject, Stakeholders with a high level of interest but low influence
2. Key Players, Stakeholders with a high level of interest and influence.
3. Other Followers (Crowd), Stakeholders with a low level of interest and influence.
4. Supporters (Context Setters), Stakeholders with a low level of interest but have high influence.

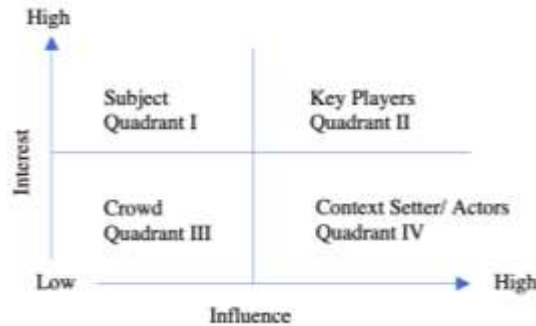Fig. 6 below describesthe relation of stakeholder with level of interests and influence in matrix[27].

Fig. 6 Stakeholders Matrix

a. Quadrant I (Subject) shows groups that has high interest but low influence
b. Quadrant II (Key Players) shows groups that have high influence and interest
c. Quadrant III (Crowd) shows groups that have low influence and interests
d. Quadrant IV (Context Setters/Actors) shows groups that have high influence but low interest

Stakeholder analysis is carried out by explaining the results based on the level of interest and the influence of stakeholders on tourism industry recovery in the new normal period. The value of the interest indicator and the influence indicator are combined to determine the quadrant position occupied by the stakeholders. The position of each quadrant describes the level of interest and influence stakeholders, also describes the role of stakeholders[28].

IV.   RESULTS

4.1 Stakeholders Analysis

Stakeholder analysis was carried out to find out which stakeholders had the most role in the recovery of tourism industry in Bangka during the new normal period. Then, data analyzed to determine the level of interest and influence each stakeholders. The assessment of the level of influence each stakeholder is shown on the Table 2. While, the level of interest is shown in Table 3.

Table 2 The Assessment of The Level of Influence

No	Variable	Indicator	Score
1	Stakeholder Strengths: Opinion, Culture, Education, Promotion/Advertising, Rules/ Supervision • If there are more than 4 strength conditions • If there are 3 strength conditions • If there are 2 strength conditions • If there are 1 strength condition • If there is no strength condition	Involved≥ 4 activities Involved 3 activities Involved 2 activities Involved 1 activity Not involved	5 4 3 2 1
2	Stakeholders Eligibility: Administration, Finance, Law, Morals, and Ethics. • If there are more than 4 eligibility conditions • If there are 3 eligibility conditions • If there are 2 eligibility conditions • If there are 1 eligibility condition • If there is no eligibility condition	Has 4 eligibility Has 3 eligibility Has 2 eligibility Has 1 eligibility Do not has	5 4 3 2 1
3	Stakeholder Compensation: Provision of Salaries/Wages, Provision of Land, Provision of Assistance/Activities, Awarding, and Others. • If there are more than 4 compensation conditions	Has 4 compensation	5

No	Variable	Indicator	Score
	• If there are 3 compensation conditions	Has 3 compensation	4
	• If there are 2 compensation conditions	Has 2 compensation	3
	• If there are 1 compensation condition	Has 1 compensation	2
	• If there is no compensation condition	Do not has	1
4	Stakeholder personality condition: Charismatic, Physical Strength, Mental Intelligence, Wealth, and Others.		
	• If there are more than 4 personality conditions	Has 4 conditions	5
	• If there are 3 personality conditions	Has 3 conditions	4
	• If there are 2 personality conditions	Has 2 conditions	3
	• If there are 1 compensation condition	Has 1 condition	2
	• If there is no compensation condition	Do not has	1
5	Organizational Strength Conditions: Budget Strength, Human Resources Strength, Suitability of Functional Fields, Ability to Establish Cooperation/Network, and Granting Licensing.		
	• If there are more than 4 organisation conditions	Has 4 conditions	5
	• If there are 3 personality organisation conditions	Has 3 conditions	4
	• If there are 2 personality organisations conditions	Has 2 conditions	3
	• If there are 1 compensation organisation condition	Has 1 condition	2
	• If there is no compensation organisation condition	Do not has	1

Table 3 The Assessment of The Level of Interest

No	Variable	Indicator	Score
1	Stakeholder Engagement: Planning, Organizing, Executing, Monitoring, and Evaluation of Tourism. Jika keterlibatannya ≥ 4		
	• If there are more than 4 engagements	Involved ≥ 4 activities	5
	• If there are 3 engagements	Involved 3 activities	4
	• If there are 2 engagements	Involved 2 activities	3
	• If there are 1 engagement	Involved 1 activity	2
	• If there is no engagement	Not involved	1
2	Benefits from tourism industry recovery:Sources of Revenue, Creating Jobs, Opening Access, Regional Promotion and Encouraging Regional Development	Has ≥ 4 benefits	
	• If there are more than 4 benefits	Has 3 benefits	5
	• If there are 3 benefits	Has 2 benefits	4
	• If there are 2 benefits	Has 1 benefit	3
	• If there are 1 benefit	Do not has	2
	• If there is no benefit		1
3	Stakeholder authority in tourism industry recovery: Protection and Security of Tourist Attractions, Development of Infrastructure, Provision of Licensing Services, Empowerment of Local Communities, and Provision of Data and Information.	Has ≥ 4 authority	
	• If there are more than 4 authority	Has 3 authority	5
	• If there are 3 authority	Has 2 authority	4
	• If there are 2 authority	Has 1 authority	3
	• If there are 1 authority	Do not has	2
	• If there is no authority		1

No	Variable	Indicator	Score
4	Stakeholder work program • If the work program > 20% • If the work program is 16-20% • If the work program is 11-15% • If the work program is 6-10% • If the work program 5%	work program > 20% work program 16-20% work program 11-15% work program 6-10% work program 5%	5 4 3 2 1
5	Level of dependence stakeholders in tourism industry recovery • If 81-100% tourism as a source of income • If 61-80% tourism as a source of income • If 41-60% tourism as a source of income • If 21-40% tourism as a source of income • If 20% tourism as a source of income	Level of dependence 81-100% Level of dependence61-80% Level of dependence41-60% Level of dependence21-40% Level of dependence≤ 20%	5 4 3 2 1

The mapping of the level of interest and influence respondents in this study can be seen in Table 4. Based on Table 4, the result of mapping the level of interest and influence stakeholder in tourism industry recovery can be explained in stakeholder matrix that showed on Fig. 7.

Table 4 The Mapping of The Level of Interest and Influence Respondents

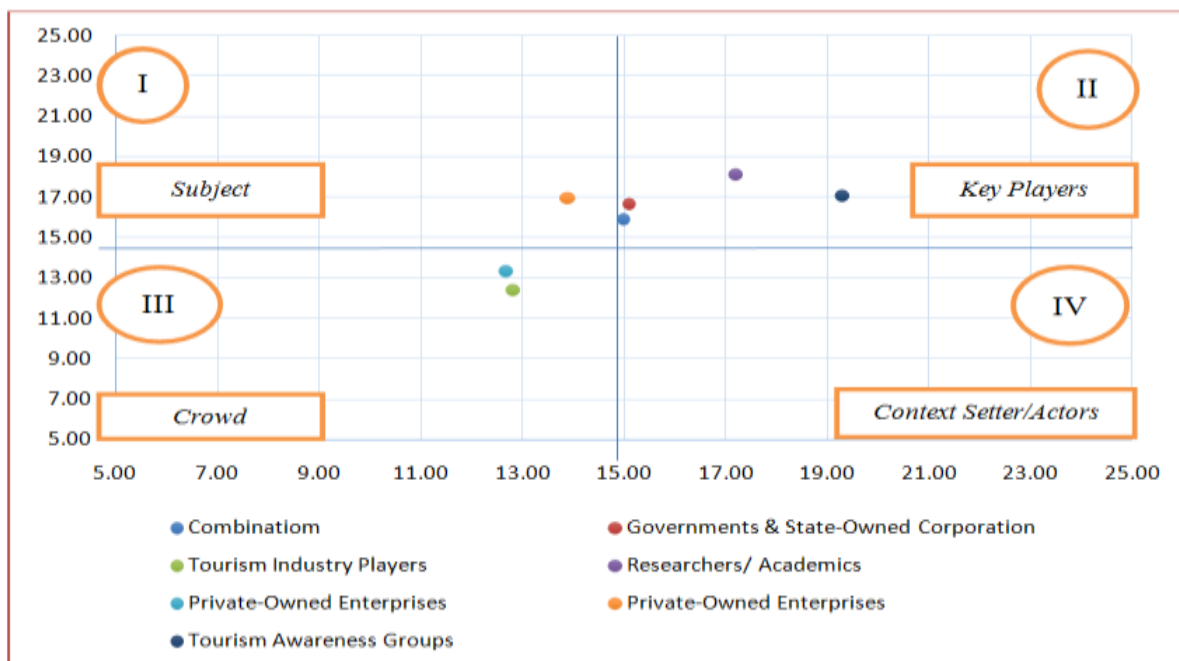| No	Respondent	Total Respondent	Total		Quadrant
			Influence	Interest	
1	Private-owned enterprises	20	340	278	I
2	Community	15	171	190	III
3	Governments &state-owned corporation	20	333	302	II
4	Tourism industry players	15	186	192	III
5	Researchers	20	362	344	II
6	Tourismawareness groups	10	201	193	II

Fig. 7 Stakeholders Matrix

Based on the stakeholder analysis that showed in the stakeholder matrix, these results indicate that:
a.   Quadrant I (subject) are groups that has a high interest but low influence. There is only 1 stakeholder in this quadrant, namely private-owned enterprises

The role of private-owned enterprises
The private sector plays importance role in tourism industry recovery during the new normal period in Covid-19 pandemic. In general, the role of the private sector is more short-term and tends to rely on access strengths such as funding, providing credit and building telecommunications facilities. The private sector has five main roles in the development of a tourist destination. The five roles are the private sector as an agent of development and providing accommodation facilities, owners of souvenir shops or shopping centres, providers of entertainment facilities, supporting transportation facilities, and the last role, as supporting the development of tourist attractions. In the recovery of the tourism sector, the private sector focuses on profit oriented so that it has high importance, but its influence is still limited.

b.   Quadrant II (key players) are groups that have high influence and interest, there are 3 (three) stakeholders, such as the governments & state-owned corporation, researchers/ academics, and tourism awareness groups.

The role of governments & state-owned corporation
The government's influence can be seen by encouraging hotel and restaurant business players to carry out a number of strategies ahead of the recovery period, such as strengthening online sales for tour packages, providing hotel and restaurant packages that are adapted to Covid-19 conditions. The policy that related to Covid-19 vaccine services is expected to increase the confidence of tourists so that it becomes a good effort for the recovery of the tourism industry, including the reabsorption of workers who have been laid off or have been laid off during the pandemic. Another influence made by the government is conducting local, national and international events in increasing the number of tourist visits. In addition, the local government through the ministry of tourism and creative industries has distributed grant funding for workers and tourism business players that affected by Covid-19. On the interest side, the government has a high interest in tourism industry recovery. It because when the tourism industry face up the new normal period and the tourist activities running like before the pandemic, the tourism sector will give economic impact through employment, increasing business opportunities, hotel and restaurant taxes, and increased tourist consumption.
Meanwhile, the role of state-owned corporation in tourism industry recovery is by allocating Community Social Responsibility (CSR) funds to developing the potential destinations. The CSR program is also intended for Micro Small Medium Enterprise which are the booster of the Indonesian economy. Besides, state-owned corporation also use the digital platforms to increase tourism interest, such aspayment methods, hotel reservations, ticket reservations, and others. In addition, the Ministry of State-Owned Corporation has even carried out Tourism Holding that can support the tourism sector. The purpose of tourism holding to encourage the implementation of integrated cross-sectoral initiatives, development of tourism infrastructure and supporting infrastructure, increase competitiveness, and strengthen funding capabilities in the future. Another action by government and state-owned corporation in tourism industry recovery, such as the relaxation of business credit and tax policies to tourism industry actors/ players through a tourism industry recovery program which is expected to accelerate the recovery of tourism industry.

The role of researchers/ academics
Academics have a role in some activities, such as holding the training and developing tourism human resources, implementing tourism studies; holding the socialization and assistance tourism program to tourism awareness groups and community groups. Academics through various studies will provide recommendation to local governments, state-owned corporation, the private sector, and tourism industry actors that can be used as alternative policies in tourism industry recovery during new normal period in Covid-19 pandemic. In addition, academics also play a role in the community services that followed by students for developing of tourism industry recovery through community service program.

The role of tourist awareness groups
The role of tourist awareness group in tourism industry recovery is to develop this industry during the new normal period through reintroducing existing tourism potentials and their development, promoting tourism destinations online using digital platforms, improve the knowledge and skills of the community for managing destinations and establishing cooperation with other organizations.

c.   Quadrant III (crowd) are groups that have low influence and interest. There are 2 (two) stakeholders, consist of tourism industry players and the community.

The role of tourism industry players

The tourism industry players consist of culinary, restaurant, hotel, transportation, handicraft, and souvenir businesses. During normal times, these groups have high influence and importance, but in tourism industry recovery during new normal, the trend is that indicators of wages, budgets, planning and work programs experience a decrease in activity, so that the level of influence and interest become low. Moreover, in terms of employment, promotion, construction of facilities and infrastructure is very limited during the Covid-19 pandemic. However, the tourism industry players still have the fight and strength to recover the tourism industry during new normal period.

The role of community

Community in normal conditions as a subject that has a major influence on tourism development. The community is a group that can be a demand or supply in tourism activities. When the community acts as a supply, the activities carried out are offering tour packages, such as culinary, local processed foods, souvenirs, vehicle rental, and other tourism products, including cultural attractions and customs. From the demand side, the community acts as tourists who enjoy the tour packages offered. There are various tourism models, such as nature tourism, cultural tourism, ecotourism, village tourism, and other types. The community as tourists in traveling prioritizes quality of life, quality of opportunity, and quality of experience. The results of this study illustrate the impact of Covid-19 that makes people in the low level of influence and interest. That means that people do not feel safe and comfortable when traveling. There is a concern in the community when traveling will be infected with Covid 19. For this reason, the role of the government in providing vaccines to the community greatly impacts the tourism industry recovery, because it will make people feelingsecure while traveling.

Quadrant IV (context setter/ actors) are groups that have high influence but low interest. There is no stakeholders in this category, consist of tourism industry players and the community.

V.   CONCLUSION

The research findings show that 3 stakeholders as the key players with a high level of importance and influence in the recovery of Bangka Regency tourism industry during the new normal period in Covid-19 pandemic are governments & state-owned corporation, researchers (academics), and tourist awareness groups. Then, stakeholders who act as a subject with high levels of interest and low influence are private groups (private enterprises). Stakeholders who play as a crowd that have low influence and interests are the tourism and community industry players. Lastly, there is no stakeholders who acted as context setters that have low importance but had a high influence.

VI.   ACKNOWLEDGEMENT

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