



Article

The Effectiveness of BUMDes in Increasing Tourist Visits through the Pentahelix Model at Tourism Village Sub-District of Silahisabungan Dairi Regency, Indonesia

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Abstract: The purpose of this study was to analyse the efforts of Village-Owned Enterprises (BUMDes) in increasing tourist visits in the tourism village of Silalahi II, Silahisabungan Sub-district, Dairi Regency. The method used in this study was a descriptive method with a qualitative approach. Research subjects were expected to provide complete information about the problems posed. The number of research subjects were six (6) people and each was given questions to answer five (5) themes proposed by the researchers. The results in the study that the efforts of BUMDes in increasing tourist visits in the tourism village of Silalahi II, Silahisabungan District, Dairi Regency were (1) Mapping of tourism products and markets based on the concept of core products and supporting products; (2) Strategy formulation, namely potential targets for tourism destinations and tourism product development strategies, Customer Management and Marketing Management for the tourism village of Silalahi II, Silahisabungan Sub-district, Dairi Regency; (3) Strategy implementation, namely tourism village homestay products, Customer Management development, and Marketing Management development.

Keywords: tourists visits; Pentahelix; BUMDes; tourist village.



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1. Introduction

Tourism on a national scale is an important sector and must be considered. The tourism sector can be relied upon in increasing the country's foreign exchange. To achieve this target requires the right strategy as initiated by former tourism minister Arief Yahya, namely by using the collaboration of the Pentahelix Model which consists of elements of academic, government, community, business, and media. The implementation of the Pentahelix Model strategy has been stated in the Minister of Tourism Regulation (Permen) of the Law No. 10 concerning Guidelines for Sustainable

Tourism Destinations. This is regulated to produce harmony and ensure activities, quality, services, facilities, and to create a useful value and experience for tourism so as to generate benefits as well as benefits to the community and the environment throughout Indonesia.

The province of North Sumatra, which is also a target for tourism development in Indonesia, has considerable tourism potential. The tourism potential which can be developed includes various types of tourism, both natural tourism, artificial tourism and cultural tourism. Lake Toba which is 10 (ten) priority destinations in Indonesia is no longer in doubt. The panoramic beauty of Lake Toba can be enjoyed in several villages in Dairi Regency, one of which is the tourism village of Silalahi II. Reliable tourism products consist of 3 (three) types, namely, (1) nature tourism, all types of tourism where nature and the environment are offered as the main attraction. This village's mainstay destination is centered on a beautiful stretch of beach and the waters of Lake Toba with a depth of 905 meters. In addition, there are 3 (three) waterfalls that have the potential to be developed, namely Siringo, Sidua and Sitis-tiris waterfalls; (2) culture tourism, which includes dance performances, handicrafts, souvenirs, food, music, and etc. Several tourist sites in this village include the Silalahi Monument which is an icon of Silalahi; (3) Man-made tourism is all human activities and efforts that affect tourism and recreational activities by utilizing tourist objects.

Development and tourism activities in the tourism village of Silalahi II are carried out by the village government. In practice, the government establishes a business unit. The sustainability of the business unit is managed by the Village-Owned Enterprises (BUMDes). In increasing village income, one of the government's efforts is to establish BUMDes in accordance (Republik Indonesia, 2004). By managing the BUMDes business unit, it will be able to create a significant contribution in increasing the number of tourist visits in relation to the welfare of the village community. Therefore, the solution that can be offered to resolve the problem is by doing the Pentahelix Model. Thus, the current investigation seeks to study the effectiveness of BUMDes in increasing tourist visits through the Pentahelix Model in Silalahi Tourism Village Sub-district of Silahisabungan Dairi Regency, Indonesia.

2. Literature Review

2.1. Effectiveness

Effectiveness is a level of success generated by a person or organization in a certain way in accordance with the objectives to be achieved. In other words, the more successful plans are achieved, the more effective an activity will be. According to the Great Dictionary of Indonesian Language (Kamus Besar Bahasa Indonesia, 2016). Effectiveness is the use, activeness and conformity in an activity between a people carrying out a task with the objectives that he or she wishes to achieve. The effective word comes from English, which is effective which means to succeed, or something done works well. Popular scientific dictionary defines ephemerality as the accuracy of use, results of use or supporting purpose. Daniarsyah (2020) states that "Effectiveness" is a measurement in the sense of achieving a fore fined goal". This is in accordance with the opinion expressed by (Hidayah & Subadi 2022), which explains that Effectiveness is a measure that states how far the target (quantity, quality and time) has been reached. Where the greater the percentage of targets achieved, the higher the effectiveness.

The work that is said to be effective is not necessarily efficient, because it may be the result achieved by scattering materials, also in the form of thoughts, energy, time or other objects. The word effectiveness is often followed by the word efficiency, where both words are strongly related to the productivity of an action or desired result. Thus, the effective term is to do the right and appropriate work and in the right way to achieve a planned goal. While efficient is the result of efforts that have been achieved greater than the efforts made. Effectiveness is the main element to achieve the goals or goals that have been determined in each organization. Effectiveness is also called effective, when achieved goals. This is in accordance with Soewarno's opinion that effectiveness is a measurement in the sense of achieving a previously determined goal. Caster I. Bernard also expressed the same opinion; effectiveness is the achievement of a mutually agreed goal (Bernard 1992). Measuring organizational effectiveness can be done in a variety of approaches. Some of them are based on goal approach, system resource approach, or internal process approach. In addition, a more integrative and widely accepted approach was developed. The approach is stakeholder approach and competing-values approach (Silalahi & Syafri 2015).

2.2. BUMDes

Village-Owned Enterprises (BUMDes) is a business entity whose implementation is engaged in social, economic activities, etc. In its business field, BUMDes provides services to village communities. Minister of Home Affairs Regulation Dewi (2014) concerning Village-Owned Enterprises states in order to improve the financial capacity of village governments in administering government and to increase community income through various economic business activities of village communities, village-owned enterprises are established in accordance with the needs and village potential. According to (David 2018) BUMDes is a pillar of economic activity in the village which functions as a social and commercial institution. As a social institution, BUMDes provides social services for the benefit of the community.

Meanwhile, as a commercial institution, BUMDes aims to seek profit through local resources to the market in the form of goods and services.

2.3. Pentahelix Model

According to (Soemaryani 2016) Pentahelix Model is a reference in developing synergies between related agencies in supporting optimally in order to achieve goals. Currently, the Pentahelix is a breakthrough and a new strategy in this millennial era. Even in some regions, some regional heads to deal with the problems that occur, have made the Pentahelix concept a new strategy. With this strategy, the Silalahi II tourism village government is expected to be able to develop the village and achieve sustainable development, competitive and advantage. The role of each stakeholder in the pentahelix model can be viewed from the following figure:

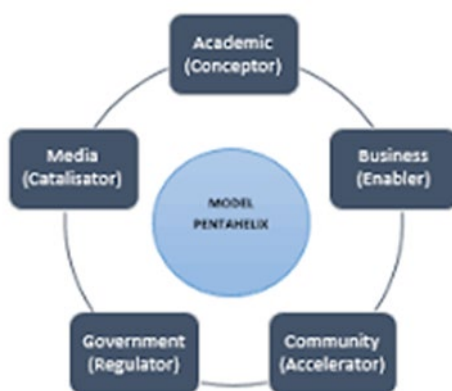


Figure 1. Pentahelix Model.

2.4. Tourist Visits

Tourism states that tourists are people who do tourism activities. The Act also states that tourists are people who come to visit a place or country, and they are usually referred to as visitors consisting of many people with various motivations for visiting. So, not all visitors are referred to as tourists. The types of tourists according to (Ismayanti 2010) are: Group Mass Tourists; Individual Mass Tourists; Explorers; Traveler Adventurers; Traditional Tourist; and Family Tourist. People who carry out tourism activities from their places of residence, both young and old, poor and rich, foreign and local without settling in the place they visit with different hopes and desires, are called tourists. Tourists are one unit with the world of tourism because without tourists there will be no activities. So, tourists are very important in the development and progress of the tourism sector.

2.5. Tourism Village

Tourism product is an activity that in its implementation involves the village community with all instruments they have. Tourism village is also an effort to preserve the socio-cultural community and the natural environment. It is still based on the principles of mutual cooperation, togetherness, kinship, etc. According to (Hadiwijoyo 2012) the principles of tourism development are: (a) Recognizing, supporting and promoting community-owned tourism; (b) Involve community members from the beginning of every aspect; (c) Promote community pride; (d) Improving the quality of life; (e) Ensuring environmental sustainability; (f) Maintaining the unique local character and culture; (g) Helping development cross cultural learning; (h) Respect for cultural differences and human dignity; (i) Distribute the benefits fairly among members of the community; (j) Contribute to the determined percentage of community project income.

3. Materials and Methods

This research was conducted in the tourism village of Silalahi II, Silahisabungan Sub-district, Dairi Regency. The research used in this study was a descriptive research method with qualitative approach. A descriptive method is a method of examining the status of a human group, an object, a condition, a thought or a class of events today with the aim of systematically, factually and actually creating descriptions, images or paintings of the facts, traits and relationships between the phenomena investigated (Nazir 2005). The primary data collected in this study was about the analysis of the Effectiveness of BUMDes in increasing tourist visits through the Pentahelix Model, the conditions of BUMDes that affect efforts to improve people's welfare. The research informants were (1) Buman Pintu Batu, as Head

of Silalahi II Village (Government), (2) Lisman Sitanggang, as Director of BUMDes Bintang Maratur, (3) Binur Pretty Napitupulu, as Directress of Tourism and Hotel Academy of Darma Agung, (4) Joe Nasroen as Director of Narasindo Tour and Travel Medan (Business), (5) Bantors Sihombing as Editor in Chief of SIB Online (Media), (6) Sondang Grace Silalahi as a homestay entrepreneur and member of POKDARWIS (Community). While secondary data in the form of BUMDes accountability reports, profiles, tourism village population data of Silalahi II which includes the number of tourist visits 2015-2020 period, etc, as well as other data related to BUMDes that researchers obtained from public media. The data collection techniques used were interviews, observation, and documentation.

4. Results

From the research result of the research informants submitted by written and structured interview methods. Each interview result was completely transcribed and then given a theme. In the study, there were 5 (five) main themes that were discovered to be related to the efforts of the Silalahi II Village-Owned Enterprises (BUMDes) in increasing tourist visits through the pentahelix model. Furthermore, it will be discussed and researchers remain consistent in using the theory of Pentahelix Model in Economic Development, which was later proclaimed by Arief Yahya, former Minister of Tourism through a Ministerial Regulation (Deafinola 2019) concerning Guidelines for Sustainable Tourism Destinations, namely through the use of the Pentahelix Model collaboration which consists of elements of business, government, community, academics, and publications (media). The theory is the grounded theory in this thesis research, and at the same time as the main analytical knife to discuss the research results or research findings that have been thematically described above. Researchers, however, still open up space to use other pentahelix collaboration theories, which are still related to the theme being discussed. The themes are as follows:

4.1. Attractions, accessibility, amenities and Ancillary

A place can be developed into a tourist destination, especially it needs to fulfill 4 (four) tourism components called 4A, namely, Attraction; Accessibility, Amenities and ancillary (Sugjama 2014). From the observations of researchers directly in the field, access to get the tourism village of Silalahi II whereas the main road is quite good and paved. However, certain roads need improvement, especially those leading to tourist attractions such as Siringo waterfall and the road to homestays. Facilities are still not available properly, for example, tour guides are not optimal in giving the information, information systems are not accurate, management rooms and parking facilities are still minimal. However, several homestays have been built for tourists' accommodation if they wish to spend the night there. Ancillary is an additional service in the form of a management agency provided by the Regional Government that plays a role significantly in the tourism village of Silalahi II, in this case is a Village Owned Enterprise (BUMDes). This means that the management of existing tourist objects has not been carried out as a whole by various components. This has resulted in the image of existing tourist objects which still relying on the advantages of natural and cultural attractions.

4.2. Quality Human Resources (HR)

Veithzal & Jauvani (2009) states that Human Resources management is a strategic series, processes and activities designed to support the company's goals by integrating the needs of the company and its individuals. Human Resources must be mobilized effectively and efficiently in order to have a high level of efficiency. This is due to Human Resources occupies a strategic position in an organization. BUMDes in increasing tourist visits with managed tourism businesses, namely: (1) Siringo Waterfall, (2) Homestay, (3) Kazebo (selfie place), still do not have Human Resources who own the knowledge, skills and attitudes required by tourists. One of the problems is that the existing Human Resources and BUMDes management in the tourism village of Silalahi II do not have the attitudes, and skills that are an absolute necessity in facing competition both in global and local markets.

4.3. Role of Stakeholders in Pentahelix

The role of stakeholders such as; business, government, academics, community and media sectors to increase the number of tourist visits by BUMDes as a strategic partnership concept is really needs to be carried out properly based on the principles of mutual trust, openness, mutual need, and mutual benefit. From the observations of researchers in the field found that not all stakeholders who are part of pentahelix were included by BUMDes in an effort to increase tourist visits in relation to community welfare. The main obstacle faced is the problem of funds (finance) and the expectations of the people who desire instant results. The stakeholders of pentahelix who have collaborated with BUMDes are the government, academics and communities who are members of POKDARWIS. The trainings that have been carried out by academics are: (1) tourism awareness training; (2) tourism training; (3) homestay management training; (4) tour guide training.

4.4. Management of Village Owned Enterprises (BUMDes)

Ridlwan (2014) states that the principles in managing Village Owned Enterprises (BUMDes) are (1) Participatory, all components involved in managing Village Owned Enterprises (BUMDes) are required to provide support and contributions voluntarily or without being asked to do so, increase the business of Village Owned Enterprises (BUMDes); (2) Cooperative, the participation of all components in the management of Village-Owned Enterprises (BUMDes) and enable to cooperate well with each other; (3) Transparent, all activities carried out in the management of Village-Owned Enterprises (BUMDes) and possess an influence on the public interest must be open and transparent. all levels of society are aware of all these activities; (4) Emancipatory, all components that participate in the management of Village-Owned Enterprises (BUMDes) are treated equally without distinguishing between class, ethnicity, and religion; (5) Accountable, all technical and administrative activities must be accounted for; (6) Sustainable, the community develops and preserves business activities in Village Owned Enterprises (BUMDes).

Based on the results of research in the field viewed from the information submitted by the Director of BUMDes that in its implementation to increase tourist visits in relation to community welfare. BUMDes is in accordance with standard operating procedures, whereas facilities have been provided and also involved village communities. The village government has implemented the development of BUMDes to increase tourist visits in relation to community welfare based on village regulations and always coordinates with the regional tourism office for assistance in providing facilities and infrastructure. From the observations and interviews of researchers, however, the management of BUMDes to increase tourist visits in relation to community welfare from 2018 to 2019 period experienced management problems that were not transparent and unaccountable. It was only in 2020 that the BUMDes management improved itself to make various efforts transparently. This is also not fully trusted by the village community due to BUMDes work report hasn't known by the village community

4.5. BUMDes Efforts

BUMDes Silalahi II as a legal entity, was established based on the applicable laws and regulations, and in accordance with the applicable rules in the tourism village of Silalahi II. In Law No. 32 concerning Regional Government in Article 213 paragraphs 1-3 it is stated that villages can establish Village-Owned Enterprises (BUMDes) in accordance with the needs and potential of the village. In accordance with these rules, the formation of BUMDes is based on the needs and potentials of the village. The management of BUMDes Silalahi II must be carried out professionally, cooperatively, and independently. The development of BUMDes which aims to increase tourist visits in relation to community welfare has been developed since the ratification of the Silalahi II Village Regulation (Sakila 2020), (Wijoyo et al 2017). The various efforts that must be carried out by BUMDes Silalahi II are as follows:

4.5.1. Product Mapping and Tourism Market Mapping

Local tourists (wisnus) and foreign tourists (wisman) who visit the tourism village of Silalahi II are the mapping of the tourist market. This is shown by data on the number of tourist visits for the period 2015 to 2020 as described in the following Figure 2:

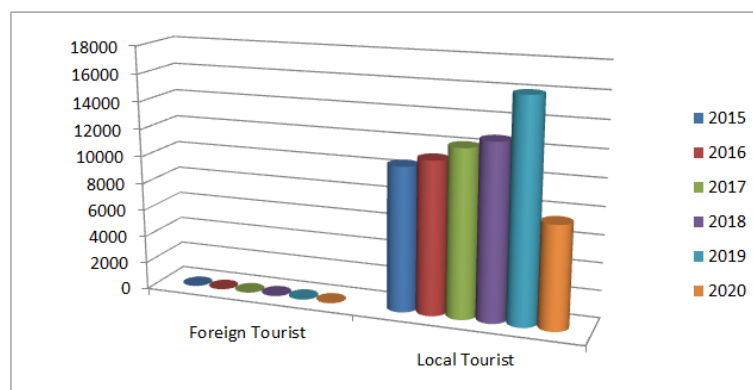


Figure 2. Number of Tourist Visits for the 2015-2020.

Formulation strategy, by carrying out several strategies including: (a) Potential targets for tourism destinations until 2020; (b) Tourism product development strategy, customer management development and marketing management; Implementation strategy, by making (a) Tourism Homestays Products. Homestays managed by BUMDes and Tourism Awareness Groups (Fatchurrohman 2015) were 20 units, increasing to 40 units in 2020 (see Figure 3). The reason for this is due to assistance from the government and training from academics as well as community

participation in increasing tourist visits. (b) Development of Customer Management, the life of the village community, which is used as a tourist attraction, is a very special tour as a homestay tourism activity in the tourist village of Silalahi II. For this reason, in developing existing homestays, the most appropriate management concept is Community Based Tourism (CBT) or also called community-based tourism. In its implementation, CBT can be done through Pokdarwis, (c) Development of Marketing Management, at this time the tourism industry is experiencing a very extraordinary revolution along with the use of digital technology in the tourism industry. With the rapid use of smartphones and the Online Travel Agency (OTA) market share.

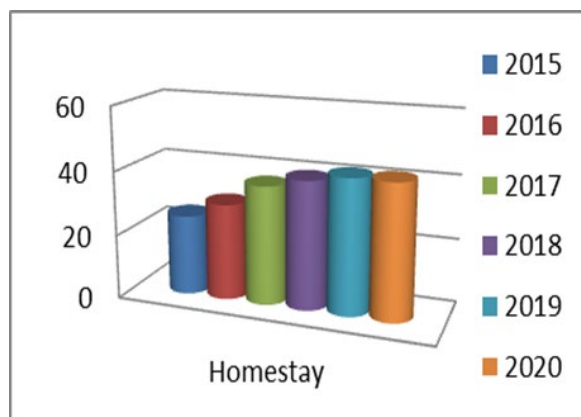


Figure 3. Homestay Room Unit 2015-2020.

With the growth of the OTA, then to plan carry out a tour, every behaviour of the traveller changes to become more hyper-connected. In order to do marketing by fulfilling customer experience that is ROADS, namely Real Time, On Demand, All Online, and Do-It –Yourself, (d) The Rising of Sharing Economy, with a change from consumers who are increasingly digital and hyper-connected, there is now a trend such as; the sharing economy in the tourism sector. This sharing business model is a new way to do business by new generations in a more efficient way, it is sharing in utilizing assets or resources.

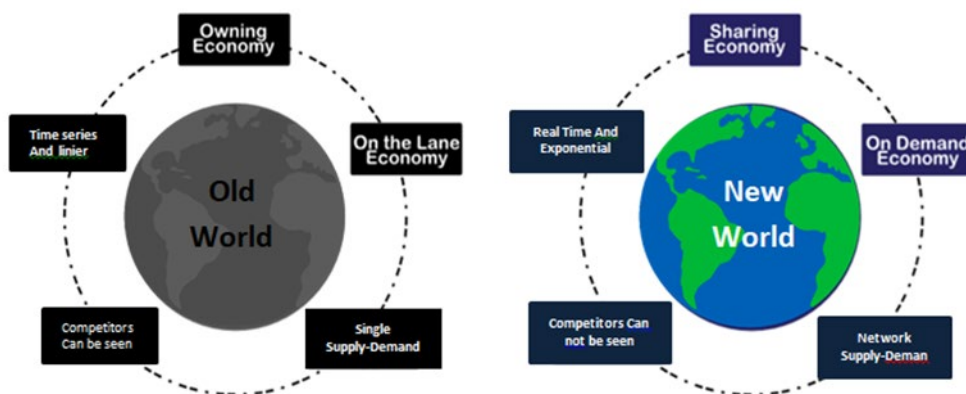


Figure 4. Sharing Economy.

With the emergence of the sharing economy (see Figure 4), the national tourism industry, including the Silahi II tourism village, must be able to take the opportunity to unite and collaborate with all elements that are part of the pentahelix into the umbrella of Indonesia Incorporated. To make this happen, it is necessary to have a sharing platform or marketplace platform where suppliers can inform what they have and can use, so that travellers can do Look-Book-Pay cheaply, easily, and quickly. The examples of look platforms are TripAdvisor and ctrip.com., and the examples of book platforms are Booking.com and Traveloka.com. While the examples of pay platforms are Alipay and Paypal, (e) Connecting Supply and Demand, in the tourism sector Indonesia Tourism Exchange (ITX) is a sharing economy platform. The role of this platform is to enable digitally integrate the tourism ecosystem so that collaboration and synergy occur to create value. This platform will link demand with supply, which results in three values abbreviated as 3C, namely customer experience, comprehensiveness, cost effectiveness; (f) Increasing the Market Size, to increase the market size of our tourism industry, the sharing economy platform is very important to develop. There are three reasons

for the increase in market size, namely soaring supply, an increase in demand, and process improvement. By placing homestays in ITX, the market becomes global. The more digital, the more global.

5. Conclusions

From the results and discussion that have been carried out, the researchers conclude that the efforts of BUMDes in increasing tourist visits in the tourism village of Silalahi II, Silahisabungan Sub-district, Dairi Regency, are (a) Mapping of tourism products and markets based on the core product concept and supporting products (supporting products); (b) Formulation strategy, namely potential targets for tourism destinations and tourism product development strategies, Customer Management and Marketing Management for the tourist village of Silalahi II, Silahisabungan District, Dairi Regency; (c) Implementation strategy, namely tourist village homestay products, Customer Management development, Marketing Management development, The Rising of Sharing Economy, connecting supply and demand, boosting Market Size.

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