

ASERS

Journal of Environmental Management and Tourism

Quarterly

Volume IX

Issue 6(30)

Fall 2018

ISSN 2068 – 7729

Journal DOI

<http://dx.doi.org/10.14505/jemt>

 **ASERS**
Publishing



Editor in Chief

Ramona PÎRVU

University of Craiova, Romania

Editorial Advisory Board

Omran Abdelnaser

University Sains Malaysia, Malaysia

Huong Ha

University of Newcastle, Singapore,
Australia

Harjeet Kaur

HELP University College, Malaysia

Janusz Grabara

Czestochowa University of Technology,
Poland

Vicky Katsoni

Techonological Educational Institute of
Athens, Greece

Sebastian Kot

Czestochowa University of Technology,
The Institute of Logistics and International
Management, Poland

Nodar Lekishvili

Tbilisi State University, Georgia

Andreea Marin-Pantelescu

Academy of Economic Studies Bucharest,
Romania

Piotr Misztal

The Jan Kochanowski University in
Kielce, Faculty of Management and
Administration, Poland

Agnieszka Mrozik

Faculty of Biology and Environmental
protection, University of Silesia, Katowice,
Poland

Chuen-Chee Pek

Nottingham University Business School,
Malaysia

Roberta De Santis

LUISS University, Italy

Fabio Gaetano Santeramo

University of Foggia, Italy

Dan Selişteanu

University of Craiova, Romania

Laura Ungureanu

Spiru Haret University, Romania

Table of Contents:

1	Forecasting the Foreign Tourist Arrivals to Vietnam Using the Autoregressive Integrated Moving Average Method Le Thanh TUNG	1135
2	A Study on the Implication of Tourism Destination and Customer Satisfaction-Based Sustainable Cultural and Heritage Tourism on Tourists Retention in Nias Island-Indonesia Victorinus LAOLI, Fatolosa HULU , Desman Serious NAZARA, Eduar BAENE, Sukaaro WARUWU, Yupiter MENDROFA	1145
3	Digital Tourism in the Development of the Arctic Region Marina L. BELONozhko, Lydia N. BELONozhko, Svetlana S. SITEVA	1154
4	The Effects of Service Quality, Competitive Prices and Product Quality on Customer Satisfaction FEBRYANTO, Innocentius BERNARTO	1165
5	Development of Tourist Village Based on Local Wisdom Neneng KOMARIAH, Encang SAEPUDIN	1172
6	The Hotel Sector as an Important Component of Regional Economic Infrastructure Elena Yurievna NIKOLSKAYA, Olga Vladimirovna PASKO, Elena Nikolaevna ANIKINA, Galina Maxovna DEKHTYAR, Konstantin Anatol'evich LEBEDEV	1178
7	Cross-Functional Training of Front Line Hotel Employees, In-Role and Extra-Role Job Performance, Customer Satisfaction, and Customer Loyalty: A conceptual Model Proposal Ksenia A. SUMANEEVA, Kayode Kolawole ELUWOLE, Turgay AVCI	1183
8	Empirics of Tourism-Led Growth in India, 1995 to 2016 Himanshu B. ROUT, P. K. MISHRA, B. B. PRADHAN	1190
9	Current Issues of Inbound Tourism in the Republic of Kazakhstan and Ways of Promotion Sayat AYETOV, Nazym URUZBAYEVA	1202
10	The Analysis of Network Actors in the Policy Implementation of Developing Tourism in Semarang City Tri YUNININGSIH, Sri SUWITRI, KISMARTINI, Etty SOESILOWATI	1210
11	The Main Problems and Directions of the Effective Development Tourism Zhassulan SADYKOV, Madina ABDIKARIMOVA, Ainur GABDULINA, Aigerim MAKHASHEVA, Rimma TAKHTAEVA, Armanay SAVANCHIYEVA	1219
12	Dolgaya Spit: Tourism on the Azov Seacoast Tatiana Aleksandrovna VOLKOVA	1228

Editor in Chief

Ramona PÎRVU

University of Craiova, Romania

Editorial Advisory Board

Omran Abdelnaser

University Sains Malaysia, Malaysia

Huong Ha

University of Newcastle, Singapore,
Australia

Harjeet Kaur

HELP University College, Malaysia

Janusz Grabara

Czestochowa University of Technology,
Poland

Vicky Katsoni

Techonological Educational Institute of
Athens, Greece

Sebastian Kot

Czestochowa University of Technology,
The Institute of Logistics and International
Management, Poland

Nodar Lekishvili

Tbilisi State University, Georgia

Andreea Marin-Pantelescu

Academy of Economic Studies Bucharest,
Romania

Piotr Misztal

The Jan Kochanowski University in
Kielce, Faculty of Management and
Administration, Poland

Agnieszka Mrozik

Faculty of Biology and Environmental
protection, University of Silesia, Katowice,
Poland

Chuen-Chee Pek

Nottingham University Business School,
Malaysia

Roberta De Santis

LUISS University, Italy

Fabio Gaetano Santeramo

University of Foggia, Italy

Dan Selişteanu

University of Craiova, Romania

Laura Ungureanu

Spiru Haret University, Romania

13	Development of Community Network for Sustainable Tourism based on the Green Economy Concept Wisakha PHOOCHINDA	1236
14	Methodology for Assessing the Consumption of Tourism Services in Regional Markets Olga V. CHUMAKOVA	1244
15	Information Support Model for the Children's Leisure and Tourism Industry within the Annual Planning Cycle Dmitry Valerievich FEDYUNIN, Valery Vasilyevich BEZPALOV, Sergey Alexandrovich LOCHAN, Vera Viktorovna GOLOVINA, Andrey Viktorovich IVANOV	1256
16	Current State and Prospects of Russian Outbound Tourism Dmitry Aleksandrovich KOZLOV	1263
17	Effectiveness of Knowledge Management (KM) on Customer Relationship Management (CRM) in Hotel Business Performance Sanjiv Kumar SRIVASTAVA, Bibhas CHANDRA, Anand Prasad SINHA	1277
18	The Way to the Leading Positions in World Tourism: Case Study of Kazakhstan Gulbaram A. KULAKHMETOVA, Oksana D. HNATKOYCH, Alla V. RUSNAK, Nadiia A. SHCHERBAKOVA	1289
19	Halal Tourism Destination Development Model Meizar RUSLI, Riza FIRMANSYAH, Yustisia Pasfatima MBULU	1296
20	An Empirical Study on Tourism Potentiality of Manipur Lonashree SANASAM, Bibhutibhushan PRADHAN, Sasmita MOHANTY	1303
21	Rural Tourism as One of the Priority Factors for Sustainable Development of Rural Territories in Kazakhstan Aitolkyn TLEUBAYEVA	1312
22	Prospects for the Development of Green Business in the Agro-Industrial Complex Botagoz BOLATBEK, Rassima SALIMBAYEVA, Gulbarshyn SATBAEVA, Kulshat SAPARALIYEVA, Saltanat USSUBALIYEVA	1327
23	Strategic Conditions for Effective Management of Workers' Competitiveness in the Agro-Food Sector of the Russian Federation Vera Nikolayevna RUBTSOVA, Sergey Anatolevich ANDRYUSHCHENKO, Irina Viktorovna SHARIKOVA, Artem Viktorovich SHARIKOV, Tatyana Vladimirovna GOVORUNOVA	1335
24	Leasing and Insurance Mechanism in Sustainable Agricultural Development Baglan AIMURZINA, Mazken KAMENOVA, Ainura OMAROVA, Roza SHOKHAN, Ainur KARIPOVA, Aizhan KHOICH	1342
25	Entrepreneurship in Tourism Sector in Central European Country: Hospitality Trends in the Czech Republic in 2007 - 2016 Ladislav MURA, Patrik KAJZAR	1351

Call for Papers Winter Issues 2018 Journal of Environmental Management and Tourism

Journal of Environmental Management and Tourism is an interdisciplinary research journal, aimed to publish articles and original research papers that should contribute to the development of both experimental and theoretical nature in the field of Environmental Management and Tourism Sciences.

Journal will publish original research and seeks to cover a wide range of topics regarding environmental management and engineering, environmental management and health, environmental chemistry, environmental protection technologies (water, air, soil), pollution reduction at source and waste minimization, energy and environment, modeling, simulation and optimization for environmental protection; environmental biotechnology, environmental education and sustainable development, environmental strategies and policies, etc. This topic may include the fields indicated above, but are not limited to these.

Authors are encouraged to submit high quality, original works that discuss the latest developments in environmental management research and application with the certain scope to share experiences and research findings and to stimulate more ideas and useful insights regarding current best-practices and future directions in environmental management.

Journal of Environmental Management and Tourism is indexed in SCOPUS, RePEC, CEEOL, ProQuest, EBSCO and Cabell Directory databases.

All the papers will be first considered by the Editors for general relevance, originality and significance. If accepted for review, papers will then be subject to double blind peer review.

Deadline for submission:	30 th November 2018
Expected publication date:	December 2018
Website:	https://journals.aserspublishing.eu/jemt
E-mail:	jemt@aserspublishing.eu

To prepare your paper for submission, please see full author guidelines in the following file:

[JEMT_Full_Paper_Template.docx](#), then send it via email at jemt@aserspublishing.eu.



DOI : [http://dx.doi.org/10.14505/jemt.v9.6\(30\).10](http://dx.doi.org/10.14505/jemt.v9.6(30).10)

The Analysis of Network Actors in the Policy Implementation of Developing Tourism in Semarang City

Tri YUNININGSIH

Diponegoro University, Indonesia
triyuniningsih67@yahoo.com

Sri SUWITRI

Diponegoro University, Indonesia
sri_suwitri@yahoo.co.id

KISMARTINI

Diponegoro University, Indonesia
kis_martini@yahoo.co.id

Etty SOESILOWATI

Semarang State University, Indonesia
ettysoesilowati@undip.ac.id

Suggested Citation:

Yuniningsih, T., Suwitri, S., Kismartini, Soesilowati, E. (2018). The Analysis of Network Actors in the Policy Implementation of Developing Tourism in Semarang City. *Journal of Environmental Management and Tourism*, (Volume IX, Fall), 6(30): 1210-1218. DOI:10.14505/jemt.v9.6(30).10

Article's History:

Received August 2018; Revised September 2018; Accepted September 2018.
2018. ASERS Publishing©. All rights reserved.

Abstract

There aren't optimal development and management efforts the object and tourist attraction. Yet its optimal development of tourist destinations. Yet it's optimal participation of the private and the public in the development of tourism. It is becoming an indication of the importance of the network actors study in the policy implementation of tourism development in Semarang City. This research applies qualitative descriptive analysis. The technique uses key informant selection of informants, namely the Department of culture and tourism in Semarang City. The results showed that the policy implementation of tourism development in Semarang city hasn't run with optimal. It is characterized by the role of the actors involved have not been able to work together. As it doesn't yet optimal role of *Semarang Tourism Promotion Agency* is known as BP2KS. In addition, the presence of distrust among the actors involved. In the findings of the field, the concept of development of tourism in Semarang City is using model Pentahelix, including academia, business, Government, community and the Mass Media. Fore the need to immediately increase communication and coordination and transparency among the actors, among others through the forum gatherings and public hearing. Further strengthen the institutional function BP2KS. Need to be calculated as a sense of belonging "the soul of the region's wisdom".

Keywords: development; implementation; network actors; tourism; tourist destination.

JelClassification: Z32; L14.

Introduction

Forward or whether an area that are largely determined by the ability and willingness to carry out, namely local government. Local authorities freely and expression in order to build its fiefs, of course does not violate the provisions of the law, namely legislation. The tourism sector which is already internationally and suck up a lot of foreign tourists and even cross country, also eventually able to become Ambassadors of the Nations which proclaims to the world, the existence of the Nation and Indonesia country.

Every region in Indonesia should have assets in the field of tourism, whether it's run by local authorities or by private parties. Indonesia which is famous for its natural beauty and has different characteristics in each region, actually has a great opportunity to increase acceptance of State sources as well as the reception area if the operations performed optimally.

In order to implement the provisions of article 8 paragraph (1) and article 9 paragraph (3) of Tourism No 10 in 2009 about tourism, and article 8 paragraph (3) of Regional Regulation of Semarang City No. 3 in 2010 on Tourism then later assigned Regional Regulation of Semarang City No. 5 in 2015 about Tourism Development master plan of Semarang City during the period of 2015-2025. The above Regulation as the basis for the implementation of the tourism activities in order to improve the competitiveness of Semarang City which is based on the cultural values of the nation and local wisdom society conducted in a systematic, well-planned, integrated, sustainable, and responsible with providing protection against religious values, a culture of living in society, sustainability and environmental quality, as well as national interests.

Semarang as the capital City of Central Java Province actually has the potential of tourism to be developed as a metropolis of culture and tradition have a fairly thick, but as the capital of Central Java Province, Semarang still under the shadows of other towns nearby like Yogyakarta and Surakarta which is a city of culture, therefore, tourists are often considered better for a visit to these two places, with travel deals that are more diverse and more interesting. (www.google.go.id). This indicates that travelers are less interested tourism area in visiting Semarang city due to the tourism development of inferior to other areas.

Thus, it can be assumed to still awaited indications of problems in the tourism development in Semarang City with regard to cooperation between the actors involved/cooperation. To realize the Semarang City as one tourist destination, it takes the commitment and support of various *stakeholders*. All events should be integrated and can be mapped and published massively in order to visit the community local, regional, national and international, as well as dare pull all national and international scale event so implemented in Semarang City. It is expected to be able to increase tourist visits. All it required cooperation/partnerships between Government, the private and the public. During these observations in the field actors – actors involved yet no cooperation/partnerships and coordination.

Problems in the development tourism, especially in terms of partnership and cooperation with stakeholders can be seen from the evaluation of the Department of culture and tourism of Strategy Planning during the period from 2011 to 2015 that is implemented in 2016 that were held as follows: in addition in relation to the tourism development of partnerships program-targeted 25% with an indication of the performance of the occupation average hotel in 3 (three) last year only reached 5.7%. (Medium-Term Regional Development Plan abbreviated as RPJMD, 2016), growth of the number of principals of tourism also did not experience an increase in the average enrolment – 3 (three) years past remain present 10%.

A factor that becomes indicative of suboptimal of tourism development in Semarang can be seen from the evaluation of the Department of Culture and Tourism of Strategy Planning during the period of 2011-2015 in 2016, which was carried out at the time of the program/activity execution on target the development of partnerships with tourism and trade with other areas of Government there are obstacles faced as follows: (1) the limited number of media materials and promotion of tourism in Semarang City and (2) lack of coordination with the trade association business tourism, in particular the bureaus-tourist travel agency. "Then from the Medium-Term Regional Development Plan abbreviated as RPJMD Semarang in 2016-2021 note that strategic issues that must be overcome in the Affairs of tourism are:

1. Not yet optimal effort of development and management object and tourist attraction
2. Yet its optimal development of tourist destinations
3. Yet optimal participation of the private and the public in the tourism development.

Tourism development in Semarang City requires synergy between the actors involved. Engagement between actors, cooperation as well as its partnerships in the tourism development in Semarang City can be examined using the many theories in the science of public administration. In this research will be used in the theory of the actor Network (actor Net Theory). According to how important the identification of the actors involved, the role of each actor, network of actors, and the supporting factors as well as a barrier to the tourism development in Semarang City then interested authors take the title "*The Analysis of Network Actors in the Policy Implementation of Developing Tourism in Semarang City*".

1. Literature review

A. Sustaining culture and seeking a Just Destination: governments, power and tension a life-cycle approach to analyzing tourism development in an ethnic-inhabited scenic area in Xinjiang, China (Yang, Ryanc and Zhang 2014)

Set against the background of China's changing economy and its rapid rise as a major tourism provider, this paper examines the development of tourism, and tourism policies, in Kanas (Xinjiang), an ethnic inhabited scenic area in north-western China which has seen visitor numbers rise from c. 800 to c. 1 million annually from 1990 to 2013. It uses the first four stages of Butler's Tourism Area Life Cycle model (TALC) as a framework, analysing governments' role in policy-making and implementation, and the tensions and conflicts at each TALC stage. It finds that the TALC is a useful analytical framework in China, despite its command economy, and governments' multiple roles in tourism development. The position of cultural

heritage and the characteristics of the Tuva and Kazakh ethnic minority peoples in tourism in Kanas are critically examined, as is China's concept of social harmony and progress. Social harmony is compared and contrasted with the emerging concept of the Just Destination in destination planning and management. The minorities are found to be weak in knowledge, capital and bargaining power, but the relationships involved are complex and still evolving. The paper is one of a JOST series on China's new tourism management policies.

B. North Atlantic island destinations in tourists' minds (Gudlaugsson and Magnússon, 2012)

This study seeks to investigate the image that tourists visiting Iceland in the summer months have of Iceland as a tourist destination, and whether the positioning of Iceland, the Faroe Islands, and Greenland together as one area in tourist markets is possible or feasible. The paper presents the results of two surveys. The first survey (unstructured) measures the holistic image of Iceland with a qualitative methodology. The second survey (structured) measures the attribute image of Iceland in comparison with five other countries –i.e. Norway, Scotland, Greenland, Finland and the Faroe Islands – with a perceptual mapping technique. Results from the unstructured survey indicate that tourists have the strongest holistic image of Iceland as a scenic nature destination. Results from the structured survey indicate that tourists consider Iceland to be a safe place to visit, an opportunity for adventure, a friendly and hospitable destination, and a country of scenic and natural beauty. According to the results, Iceland, the Faroe Islands and Greenland seem to have a different image in tourists' minds. The surveys only report the perception of tourists visiting Iceland. It is hoped that the paper will contribute to a better understanding of how to measure image and how to market (position) the North Atlantic Islands. The study shows the value that image can have in marketing island destinations and the importance for destinations in peripheral areas to cooperate in their marketing activities.

C. Sustainable Tourism in Practice: Promoting or Perverting the Quest for a Sustainable Development? (Carlo Aall, 2014)

Sustainable tourism has achieved the status of being the superior goal in Norwegian government tourism policy and is attaining much attention in the international scientific and political discourse on tourism. However, have policies on sustainable tourism and related concepts actually managed to make tourism more sustainable? This article seeks to address this question by first presenting the history of sustainable tourism and related concepts, and specifically analyzing how the triple bottom line approach has influenced the prevailing understanding of the concept of sustainable tourism. The article concludes by claiming that prevailing EU as well as Norwegian national policies aiming to make tourism more sustainable most likely will result in "sustaining tourism" more than actually making tourism more sustainable. The article uses Norway—the "home of the Brundtland report"—as an illustrative case for the discussion.

D. Factors Affecting City Destination Choice among Young People in Serbia (Tomić and Božić, 2015)

The main goal of this study is to explore factors which influence city destination choice among young people in Serbia. In order to achieve this, we conducted a survey consisting of 20 different items influencing the choice of city destination. Afterwards the principal component exploratory factor analysis (EFA) was carried out in order to extract factors. T-test and ANOVA test were also used to determine if there is a difference between different gender and age groups in terms of which factors influence their choice of a city destination. The results indicate four motivating factors extracted by factor analysis, from which Good hospitality and restaurant service seems to be the major motivating factor. The results also show that respondents belonging to the age group of under 25 give more importance to Information and promotion as well as to Good hospitality and restaurant service than those belonging to older age groups. The same two factors are also more important to females than males. The contribution of this study is its indication towards which factors influence city destination choice among young people which will further enable European cities to develop and promote more appropriate and satisfactory tourism products and services for their young visitors.

2. Research method

This study is using a descriptive qualitative research as a type of research that generates descriptive data in the form of the written word or spoken of people and behavior that can be observed. Descriptive research aims to describe anything that is currently in effect. Therein lies the efforts described, notes, analyses and interpret present conditions occurred. The author takes the research locus in Semarang city. The Unit of analysis used in this study is the actors involved in the policy implementation of tourism development in Semarang City, namely: specified Key Informants head of Department Culture and Tourism of Semarang City. In the determination of informants to be interviewed, researchers using the technique of data analysis Processes *Snowball*. In this study adopts the theory, Miles and Huberman (1984) suggested that the analysis of the data, essentially covering the three strands of activity after the process of collecting data, namely; condensation of the data, the presentation of data, and the withdrawal of the conclusion.

3. Result and discussion

Tourism development objectives contained in the Regional Regulation of Semarang No. 3 in 2010 about Tourism in accordance with the policy directions of tourism in Semarang City (contained in the RPJMD of Semarang city during the period of 2016-2021), namely the improvement of the tourism management are as follows:

1. Tourism Marketing Development Program with performance indicators percentage of increase in tourist visitation,
2. The program development of tourist destinations with performance indicators number of attractions that are well managed,
3. Tourism industry development program with performance indicators number of tourism ventures that has a List of Business Tourism known as (TDUP)

According to the finding and direct observation and it is elaborated by actor network step of policy implementation according to Mazmanian and Sabatier as well as classification of its actor role according to Viney can be stated as follows:

1) The Output Stage of The Corporate Governance Policy

At this stage still involves two components on the concept of Pentahelix, that is a component of the Government and the Mass Media. On the components of the Government involves Department of Culture and Tourism abbreviated as *Disbudpar* (primary actor), Regional Planning and Development Agency abbreviated as *Bappeda* (secondary actors), and The Institution of Education and Training of Social Welfare abbreviated as *BP2KS* (tertiary actor). While the Mass Media component in this stage serves as the tertiary actor represented by *Suara Merdeka*, *Jateng Post*, *Wawasan*. Parliaments aren't being included in the scope of Pentahelix, but in this role include stages of legality, *budgeting* and *controlling*.

2) The Compliance Phase Target to Comply with Output Policy

The compliance phase target to comply with this policy output began to involve the various components within the scope of Pentahelix. At this stage the role of the components of the Government include Department of Culture and Tourism abbreviated as *Disbudpar* (primary actor), Regional Planning And Development Agency abbreviated as *Bappeda* (secondary actors), Department of Transportation abbreviated as *Dishub*, Department of Trading abbreviated as *Disdag*, Office of Cooperative UKM abbreviated as *Dinkop UKM*, Office of Communication and Information abbreviated as *Diskominfo*, Police Units of Tourism Praja abbreviated as *SatpolPP*, Office of Housing and Settlements abbreviated as *Dinrumkim*, Department of Public Works abbreviated as *DPU*, Department of Agriculture abbreviated as *Distan*, Adolescence Group known as *Dintaru*, River Basin Restoration abbreviated as *BBWS*, The Group of Tourism Aware abbreviated as *Pokdarwis*, Center For Social Welfare Training abbreviated as *BP2KS*, police (Gendarmerie ObVit) as a tertiary and DPMPTSP actor (actor quarter).

Business component involves the PHRI, ASITA, PUTRI, KADIN (tertiary actor), community Activists include tours, Genpi, DKS, community Blogger, community photography (tertiary actor) and Mass Media include *Suara Merdeka*, *Jateng Post*, *Wawasan*. And from Academia include Dian Nuswantoro University abbreviated as *Udinus*, Stikubank University abbreviated as *Unisbank* and Institute of Tourism Academy abbreviated as *Stiepari* (tertiary actor). At this stage also involves Parliament even though it is not included in the scope of Pentahelix.

3) The Step Acceptance of the Policy Results

It also involves various components within the scope of Pentahelix. At this step of the components role of the Government include *Disbudpar* (primary actor), *Bappeda*, *Dishub*, *Disdag*, *Dinkop UKM*, *Diskominfo*, *SatpolPP Tourism*, *Dinrumkim*, *DPU*, *Distan*, *Dintaru*, *BBWS*, *Pokdarwis*, *BP2KS*, police (Gendarmerie ObVit) as tertiary actor.

Business component involves the PHRI, ASITA, PUTRI, KADIN (tertiary actor), community Activists include tours, Genpi, DKS, community Blogger, community photography (tertiary actor) and Mass Media include *Suara Merdeka*, *Jateng Post*, *Wawasan*. And from Academia include Dian Nuswantoro University abbreviated as *Udinus*, Stikubank University abbreviated as *Unisbank* and Institute of Tourism Academy abbreviated as *Stiepari* (tertiary actor). At this stage also involves Parliament even though it is not included in the scope of Pentahelix.

In order to realize the tourism development in Semarang City in order it needs network required a strong actor to achieve the expected goals. Research on the network development of tourism policy implementation actors in Semarang City would henceforth be examined with a view of several aspects, namely: identification of the actors involves, the role of the actors involved, an actor network and factors supporters as well as a barrier.

a. Identification of the Actor Involved

The primary actors in the policy implementation of tourism development in Semarang City is actors who have an important role of the policy implementation in which the actor, usually have a high influence and has a high interest rate. Appropriate the research result described that Culture and Tourism Agencies known as *DISBUDPAR* can be categorized into primary actors from all stages of the policy are examined. On the role of the Government as the primary actor was supported by Bach (2012) in Germany, in his work entitled the role of Government In public policy, in which the results of his findings stated that the role of Government is related to the tasks, structure and culture of each policy. So in accordance with the tasks, structure and culture of tourism development policy implementation in Semarang City, the role of Government (*Disbudpar*) has a very important role (primary actor).

Secondary actor is an actor who has a consultant role as an agent of primary actor. Or in other words as an actor who has the role of the party as being a reference to the primary actors in policy implementing consideration. Actors involved as secondary actors including *BP2KS*, *BAPPEDA*, and *Activists*. Relating to this secondary actor with reference to research Bach & Niklasson (2012), in Europe under the title "Principal and agency theory" which stated that the policy is delegated to the Agency should be done with the mechanisms of accountability and transparency. So in this case The Institution of Education and Training of Social Welfare abbreviated as *BP2KS* as an agent got the delegation from the Government (*DISBUDPAR*) have been attempted implementing through the mechanism, accountability and transparency.

Tertiary actor has a role as the party that delivers ideas, or input to the primary actors in carrying out tourism policy development in Semarang City. According the opinion of Viney (2006) secondary actor or tertiary is an actor who has the influence of a low but high interest. Besides involving *Activists*, *BP2KS*, *Dishub*, *Disdag*, *DinKopUM*, *Diskominfo*, *SatpolPP*, *Tourism*, *Dinrumkim*, *DPU*, *Distan*, *Dintaru*, *BBWS*, *Pokdarwis*, *police (Gendarmerie ObVIt)*, *DKS* Photography Community, *BLOGGER* Communitites, *GENPI*, *PHRI*, *ASITA*, *PUTRI*, *APPS*, *INACA* incorporated in *KADIN*, *Wawasan*, *Jateng Post*, *Suara Merdeka*, *Pokdarwis* (THEMATIC), *STIEPARI*, *UNISBANK*, *UDINUS*. Actors involved as an actor, take a tertiary entry, ideas as well as the idea to the implementation development concept related to *Disbudpar* tourism in Semarang City. With a wide range of interests and expertise that correspond to the field, the role of the tertiary actor became an important factor in achieving the policy implementation of tourism development in Semarang City. Associated with previous research by Victoria M. Waligo, Jackie Clarke, Rebecca Hawkin, (2012) in the United Kingdom with the title of *Implementing Sustainable Tourism: Multi Stakeholder Involvement Management Framework*, Tourism Management obtained the results that cooperation or collaboration of each of the agents in the world of tourism need to be excavated as well as planned are determined. Further this article gives an overview of flow model *MSIM (Multi Sector Involvement Management)* starting from the communication process, mapping the role of Stakeholders establish cooperation between stakeholders, tourism and institutional arrangement evaluation of existing policy.

Quarter actor has a function as an agent or party of policy implementation controller, as well as also a party given a punishment if in a controller process found a violation along the policy execution. According to Vine (2006, 2-3) stated that secondary tertiary actor or quarter mean was an actor by the lack of influencing or capabilities, to recruit this categories actor by the *control* way. The Parliaments take a role as quarter actor of policy implementation of actor network on tourism development in Semarang City. One function of the controller is owned by Parliaments becoming main reason of determination as a quarter actor on tourism development in Semarang City.

b. The Role of the Actors Involved

In the authority aspect of actor network policy implementation of tourism development in Semarang City, every actor has an authority according to the main task and functions, those authorities are implemented by Culture and Tourism Institutions abbreviated as *DISBUDPAR*, Regional Planning and Development Agency abbreviated as *BAPPEDA*, The Institution of Education and Training of Social Welfare abbreviated as *BP2KS* and *DPRD* (Parliaments).

Related to Orotai Krutwaysko, Bill Brambell (2010) in Thailand with the title of *Tourism Policy Implementation and Society*, *Annals of Tourism Research* stated that the legitimacy of local government into a major key in the implementation of the tourism policy.

Parliament has a role in the oversight of tourism development in Semarang City. So also has the role of Legislative supervision directly to the perpetrators of the attempt related to the tourism in Semarang City. The aspects of the handling of the lawsuit also involve the role of the police and Capital Investment and Service Agency One Door Integrated abbreviated as *DPMPSTP*. The role of Police Guards in particular objects of Vital (security guard Obvit) which acts as well as when going on the handling of a matter related the tourism development in Semarang City.

A network of actors that formed on the policy implementation in the tourism development of Semarang City is involving many actors with diverse interests. According to Van Waarden (1992, 33-38) stated that the classification of importance related to policy consists of the network model, the number and types of actors involved, the functions that run networks, institutional structure, the degree of network policies, *rules of conduct*, relationships of power and relationships associated with the strategies used by network members. In order each actor certainly has an opportunity in influencing government policy which is contain as follows:

A). Culture and Tourism Agencies that is known as *DISBUDPAR* are most dominant power as "Coordinator" tourism in Semarang City.

B). Regional Planning and Development Agency abbreviated as *BAPPEDA* also plan a development shaped the tourist village and thematic town. Activist of the tourism as an informal organization has a capability of coordinating all elements in society who have similar vision of tourism development in Semarang City.

C). Tertiary actor has a role providing input/ideas/ in the tourism development in Semarang City.

D). Quarter actors have an impact and solve the problems/conflicts that occur.

Actors in the policy process could come from individuals and groups according to (Howlett and Ramesh 1995, Anderson 2003, Lester and Stewart 2000, 2). Although interest groups took a role in the policy process, they have different interests and relationships of activity, but such groups provide alternative demands policy action and provide information to public officials.

The influence of interest groups could be a variety of ways, Dye (2005, 44) categorizes interest groups against the policies could be by way of:

- 1) through lobbies directly; include activities contacting the Government directly and achieve a research result,
- 2) personal relationships,
- 3) devised the court proceedings to force a policy change through the judicial system,
- 4) mobilization of "grass roots".

Culture and Tourism Agencies has the most dominant power as a "coordinator" of tourism field in Semarang City. Activists Tour has a role in policy determination created by The Government. Activists of this tour are a collection of informal individuals who has a high commitment in the tourism development in Semarang City. Activists of the Tour have the ability in coordinating the various elements that exist in the community, though its nature is informal.

c. An Actor Network

The results showed that the basic regulation of the establishment of actor network in the tourism development of Semarang City refers to Constitutional Laws No. 10 in 2009 about tourism as well as the Regional Regulations of Semarang City No. 3 in 2010 about tourism. There are actors who were indeed created based on Mayor Regulation of Semarang number 2 in 2012 on the establishment of The Institution of Education and Training of Social Welfare abbreviated as *BP2KS*. In the basic formation of the *BP2KS* regulation was stated in chapter XI of article 33. The function of the *BP2KS* is to support the Governments of the Region in terms of tourism especially in the field of promotion. But Activists of the group appear in the tourism development in Semarang City. Activists of the tourism development in Semarang City formed based on informal group.

There are actors who were indeed created based on Mayor Regulation of Semarang number 2 in 2012 on the establishment of The Institution of Education and Training of Social Welfare abbreviated as *BP2KS*. In the basic formation of the *BP2KS* regulation contained in chapter XI article 33. The function of the *BP2KS* is to support the Governments of the Region in terms of tourism especially in the field of promotion.

But the Activists of the group appear in the tourism development in Semarang City. They are formed according to tourism development of of Semarang City. They are an informal group. They are composed of various elements, including academics, business, Government, community, as well as the Mass Media, whether printed, electronic or online. On its formation was initiated by the community or individual who has a concern against tourism in Semarang City. Associated with research conducted by Carl Crafton and Anne Permalof (2005) in the U.S. under the title the public policy Process and *networking* stated that the role of the mass media is very dominant in the political decision-making process, but the *content* the news is important.

The role of mass media in the public policy process lies in the fact that in reporting their problems which combines the role of passive and active analyst reporter as an adviser to problem solving. It can't be denied that the mass media is an important liaison between the State and society, a position that gives space for Government and the public in understanding social problems and the solution ways. The role of mass media in the process of policy is sometimes sporadic and largely overlooked. The presence of the mass media is still required as important actor influencing the policy process.

The existence of various cooperation/partnerships between actors, divided into at least two types of cooperation/partnerships as follows:

1). Cooperation/partnership in accordance with the regulations. The examples of cooperation/partnership is to take the engagement between Culture and Tourism Agencies abbreviated as *DISBUDPAR* and Agriculture Agency abbreviated as *DISTAN* in the tourist calendar expo agriculture routine agenda annually in Menteri Soepeno City Park in Semarang City.

2). Cooperation/partnerships are established in the absence of regulation. Examples of cooperation/partnership are a Semarang Great Sale, activities involving *DISBUDPAR* and *KADIN*. Performance of Music performed by the Arts Council, which licenses are only given from *DISBUDPAR* facility, it is not from a funding.

The tourism development in Semarang City from research results basing concept of *PENTAHHELIX*, meaning that there is cooperation or partnership among academia, business, Government, community), as well as the Mass Media, whether print, electronic or online. With the concept of tourism development model such as this course will automatically be formed pattern of cooperation between actor groups even though. In general, the actors have a strong commitment towards the development of tourism. It is given the potential of the tourist of Semarang City. The layout of the area is as well as the range of tourist destinations such as (culture, religion, entertainment, food, lodgings). So, in the conflict resolution, a pattern agreement that coordination are based on deliberation and tends to be done in informal gatherings.

In general, the actors have a strong commitment towards the tourism development. It will be impact on potential of the tourist attraction in Semarang City. Along with this method will be able to embrace all the interests involved from both the formal and informal institutions, including the community.

The tourism development in Semarang City is having some conflicts between the actors involved. For example, the conflict that took place between Transportation Institution abbreviated as *DISHUB* with APPS, a conflict fought on the issue of parking area around Pandanaran Street. The area became a Center gift shop in the last period of decreased turnover,

assuming the due of parking area policy around Pandanaran Street. The conflict among DISHUB with DISBUDPAR, also appear on the Bus Tours of Semarang City namely "Si Kenang". The presence of DISHUB initiatives identified could be overlapping policies. Although it was ultimately being able to be better coordinated. The subsequent conflict between BP2KS with DISBUDPAR, where those parties of BP2KS are felt the presence of obstacles in the use of the budget which resulted in the implementation of the promotion of walking less. The subsequent conflicts are among KADIN with DISBUDPAR. Where in executing Semarang, Great Sale had experienced problems in permitting. In the final decision, DISBUDPAR facilitate permitting the location of the event, albeit in a VAST funding are independent. Until this Semarang Great Sale event becomes a routine agenda annually. Then the conflict is between BBWS with Tourism Aware Group abbreviated as POKDARWIS, at the tourist attraction at Jatibarang's reservoir. The differences of opinion between POKDARWIS with BAPPEDA, where BAPPEDA are feel any creative power and innovative POKDARWIS which does not correspond to the original plans. So the development of the POKDARWIS is not getting maximum results.

Conflicts of interest arise as a consequence of cooperation/partnerships between the various actors. Remembering each actor has different interests. The existence of sectoral ego (APPS-DISHUBKOMINFO, POKDARWIS-BBWS) causes the relationship in cooperation/partnership is less cohesive, so will hinder performance in policy implementation of tourism development in Semarang City.

d. Supporting and Restricting Factors

1) Supporting Factor

Value; There are organizations that developed in a network of actors in the policy implementation of tourism development in Semarang City. The value of the organization is reflected in the organizational structure of *Disbudpar*, *Bappeda* and BP2KS. So in each of those institutions surely have value organizations that can support the policy implementation. Application of Regional Regulation of Semarang City No. 3 in 2010 about Tourism and Mayor Regulation No. 2 in 2012 BP2KS about the legalities of regulation reflects legitimate and become a reference in the policy implementation of tourism development in Semarang City. The value of professionalism reflects the ability and commitment of the individuals that implement policies related to the tourist development in Semarang City. As for the value of the public interest in the network actors in the policy implementation of tourism development in Semarang City more refers to policy objectives with the objectives of community welfare especially in the area around tourist attractions developed.

Communication; it which runs at the stage of conformity output policies with target group experienced the complexity. Coordinative communication occurs between related institutions in support of the implementation of the tourism in Semarang City, by placing DISBUDPAR as kits coordinative-parties. But there is a model of informal communication that took place involving a variety of actors. This communication created informally through WhatsApp Group, with activists of the initiation.

2) Restricting Factor

Trust; There is untrusted between actors in the tourism development in Semarang City that refers to (BP2KS-DISBUDPAR, activists of the Tour – DISBUDPAR, KADIN-DISBUDPAR). So as inhibit the efforts of tourism development of Semarang City. The untrusted of this is one of the obstacles on the network actor in the tourism development in Semarang City.

The Source of the Policy; ACTIVISTS of the TOUR stated that fore, fixed position themselves as a group that is outside the Government. There is no regulation that is used by the ACTIVISTS of the TOURS given they incorporated therein does not want an attachment and limitations. They want freedom in creating, innovating, and convey ideas naturally without procedural and disbelief.

Every actor has staple and its function, task and role of each that support the tourism development in Semarang City. Communication and coordination among the actors intertwined indicates that the actor has a strategic role in the development of tourism. Based on the regulation role of *DISBUDPAR* is a strategic actor is compared to others. But in reality, in the field, the role of ACTIVISTS of the TOUR has a strategic function. Where almost all actors also establish communications and coordinate with it. This shows that the ACTIVISTS of the TOURS also have strategic roles, although within the scope of informal.

In regulation, a network of actors that is indicate the weak role of BP2KS that in fact the institution in charge of promoting and tourism developing in Semarang City. Given that BP2KS has lines of communication directly with *DISBUDPAR*. The presence of disbelief of BP2KS against DISBUDPAR makes communication between the two parties become stunted. This makes the function of disbelief from BP2KS haven't been able to optimally as expectations of Mayor Regulation No.2 in 2012. In addition, the existence of overlapping tasks does tourism promotion, where there is already a BP2KS formed by Mayor Regulation while there are still fields its own DISBUDPAR promotion. This is what makes the weak functioning of one of the institutions towards other institutions.

As for the role of ACTIVISTS could been said that being strategically after DISBUDPAR not supported by regulation that became the cornerstone of the tourism development in Semarang City. Even on research results obtained information that ACTIVISTS want to TOUR in the future based on the outside of the Government, so that it is not bound by the regulation is formulated.

Conclusion and recommendation

A network of actors involved is the actions of the actors to overcome obstacles and establish a relationship of trust as well as through communications and delivery of resources between different actors. Currently the concept of tourism development is using *PENTAHHELIX*, the involvement of the five elements that include: Government, business, academia, community and Mass Media (ABGCM). Some obstacle network development of tourism policy implementation actors in Semarang City namely disbelief among the actors involved, the *overlapping* of tasks execution and filing procedures and accountability budget still complicated, another factor is still the presence of actors running singly according its interests without relying on the Government, and "soul child" which is still low.

The Recommendations proposed as follows;

1. *DISBUDPAR* (Culture and Tourism Institutions) as main actor expected more transparent in conducting all activities with the Semarang tourism development took part in it when necessary to facilitate the gatherings regularly to obtain information directly from the community.

2. In order to minimize is overlapping tasks and budgets and optimize of institutions needed to be made "changes" or improvement of the regulation so that it can better strengthen institutional functions BP2KS. As well as the role of academics that Actor in BP2KS need to be optimized to his role with the facilitation of the budget from the Government.

3. It is needed to create a sense of belonging "the soul of the child areas" of Semarang to the community through activities that inspires the soul of activity areas, so it will be ingrained sense of love of Semarang in themselves, the effect caused will make everyone is Ambassadors of this city to promote its territory. The trick with the need for the addition of local curriculum in the schools about the value of planting areas that deliver on the soul became an Ambassador of tourism regions.

References

- [1] Anderson, J. E. 2006. *Public Policy Making: An Introduction*, Boston: Houghton Muffin Company.
- [2] Ansell and Gash. 2007. Collaborative Governance in Theory and Practice. *JPART* 18: 543–571.
- [3] Bambang, R. 2012. *Dasar-dasar Pembelanjaan, Edisi 4*, Yogyakarta: BPFE
- [4] Bardach, E. 1977. *The Implementation games. What Heppenes After a Bill Becomes a Law*. Cambridge; MIT Press.
- [5] Chui, Hua Lie *et al.* 2012, Improving Tourism Policy Implementation: The use of Hybrid MCDM Model. *Tourism Management*, (33): 413-426.
- [6] Dang Wang, Ap, J. 2013. Faktor Affecting Tourism Policy Implementation: Conceptual Framework and Case Study in China. *Journal of Tourism Management*, (36): 221-233.
- [7] Dunn, W. N. 2000. *AnalisisKebijakanPublik*. EdisiKedua. Yogyakarta: TerjemahanSamodraWibawa, dkk. Gajah Mada University Press.
- [8] Dye, R. T. 2005. *Understanding Public Policy, 11th Edition*. Pearson Prentice Hall. New Jersey.
- [9] Dye, R. T. 2005. *Understanding Public Policy*, Eleventh Edition, New Jersey: Pearson Prentice Hall.
- [10] Edward III, G. C. 1980. *Implementing Public Policy*, Congressional Quarterly Press, Washington.
- [11] Glaser, B.G and Strauss, A.L. 1967. *The Discovery of Grounded Theory: Strategies for Qualitative Research*, Aldine: New York.
- [12] Grindle, Meriles S dan Thomas, John W. 1992. *Public Choies and Policy Change: The Political Economy of Reform in Developing Countries*. The John Hopkins University Press. Baltimore, USA.
- [13] Hadi, Sutrisno 1986. *MetodologiRiset*, Penerbit Universitas Gadjah Mada, Jogyaakarta.
- [14] Howlett, M., dan M. Ramesh. 1995. *Studying Public Policy: Policy Cycles and Policy Subsystem*. Oxford: University Press
- [15] Iskandar. 2009. *Metodologi Penelitian Pendidikan dan Sosial*. Jakarta: Gaung Persada Press
- [16] Islamy, M. Irfan. 1986. *Prinsip-Prinsip Perumusan Kebijaksanaan Negara*. Jakarta: Bina Angkasa
- [17] Keban, Y. T. 2008. *Enam Dimensi Strategis Adminsitasi Publik: Konsep, Teori dan Isu*, Yayasan Obor Indonesia, Yogyakarta.
- [18] Kimbu N. A., and Ngoasong, M.Z. 2013, Centralized Decentralization of Tourism Development: A Network Perspective. *Annals of Tourism Research*, 10: 235 – 259.
- [19] Lembar Peraturan Daerah Kota Semarang No 3 tahun 2010 tentang Kepariwisataaan

- [20] Lembar Peraturan Walikota Semarang No 2 tahun 2012 tentang Badan Promosi Pariwisata Kota Semarang
- [21] Meitisa Vanya Simanjuntak. 2015. Analisis Jaringan Aktor Dalam Perlindungan Anak di Kota Semarang. Tesis. Magister Ilmu Administrasi Fakultas Ilmu Sosial dan Ilmu Politik Universitas Diponegoro.
- [22] Moleong, L. J. 2002. *Metode Penelitian Kualitatif*, (Cetakan ke 6) PT. Remaja Rosdakarta, Bandung.
- [23] Mufiz, A. 2004. *Pengantar Administrasi Negara*. Jakarta: Pusat Penerbitan Universitas Terbuka.
- [24] Nugroho, R. 2008. *Public Policy: Teori Kebijakan, Analisis Kebijakan dan Proses Kebijakan*, Penerbit PT Elex Media Komputindo, Jakarta.
- [25] Nugroho, R. 2011. *Public Policy: Dinamika Kebijakan, Analisis Kebijakan, dan Manajemen Kebijakan*, Edisi Ketiga. Jakarta: Elex Media Komputindo.
- [26] Orotai Krutwysko, Brambell, B. 2010. Tourism Policy Implementation and Society. *Annals of Tourism Research*, 37(3): 670 – 691.
- [27] Pasolong, Harbani, 2007, *Teori Administrasi Publik*, Penerbit Alfabeta, Bandung.
- [28] Purwanto, Erwan Agus dan Dyah Ratih Sulistyastuti. 2012. *Implementasi Kebijakan Publik: Konsep dan Aplikasinya di Indonesia*. Gava Media: Yogyakarta.
- [29] Riyanto. 2012. Konstruksi Jaringan Aktor (Studi tentang Konflik Pemilukada dalam Perspektif Actor-Network Theory di Kabupaten Banyuwangi). Disertasi. Universitas Brawijaya Fakultas Ilmu Administrasi
- [30] Singarimbun, Masri dan Soffian Effendi (Penyunting). 1982. *Metode Penelitian Survei*. Jakarta: LP3ES
- [31] Smith, K. B. and Larimer, C.W. 2009. *The Public Policy Theory Primer*, Boulder: Westview Press.
- [32] Subarsono, 2005. *Analisis Kebijakan Publik Konsep, Teori dan Aplikasi*, Penerbit Pustaka Pelajar, Yogyakarta.
- [33] Subarsono, AG. 2012. *Analisis Kebijakan Publik (Konsep, teori, dan Aplikasi)*. Yogyakarta: Pustaka Pelajar
- [34] Sugiyono. 2004. *Metode Penelitian Administrasi*, Penerbit Alfabeta Bandung.
- [35] Suwitri, S. 2011. *Jejaring Kebijakan Dalam Perumusan Kebijakan Publik: Suatu Kajian Perumusan Kebijakan Penanggulangan Banjir dan Rob Pemerintah Kota Semarang*, Badan Penerbit Universitas Diponegoro, Semarang.
- [36] Suwitri, S. 2008. *Konsep Dasar Kebijakan Publik*. Undip. Semarang.
- [37] Van, Meter, D. and Van Horn, C. 1975. The policy Implementation Process: A Conceptual Framework *dalam Administration and Society*, 6: 445-448
- [38] Waligo, V. M., Clarke, J., and Hawkin, R. 2012, Implementing Sustainable Tourism: Multi Stakeholder Involvement Framework. *Tourism Management*, 30: 1-12
- [39] Warden, Frans van. 1992. Dimensions and Types of Policy Networks. *European Journal of Political Research* 21,
- [40] Wibawa, Samodra, dkk. 1994. *Evaluasi Kebijakan Publik*. Jakarta: PT. Raja Grafindo Persada.
- [41] Widodo, J. 2001. *Good Governance, Telaah dari Dimensi: Akuntabilitas dan Kontrol Birokrasi pada Era Desentralisasi dan Otonomi Daerah*. Surabaya: Insan Cendekia
- [42] Winarno, B. 2012. *Kebijakan Publik Teori, Proses, dan Studi Kasus*. Yogyakarta: CAPS.
- [43] Winarno, B. 2002. *Kebijakan Publik: Teori dan Proses*. Penerbit Media Pressindo. Yogyakarta.

Journal articles:

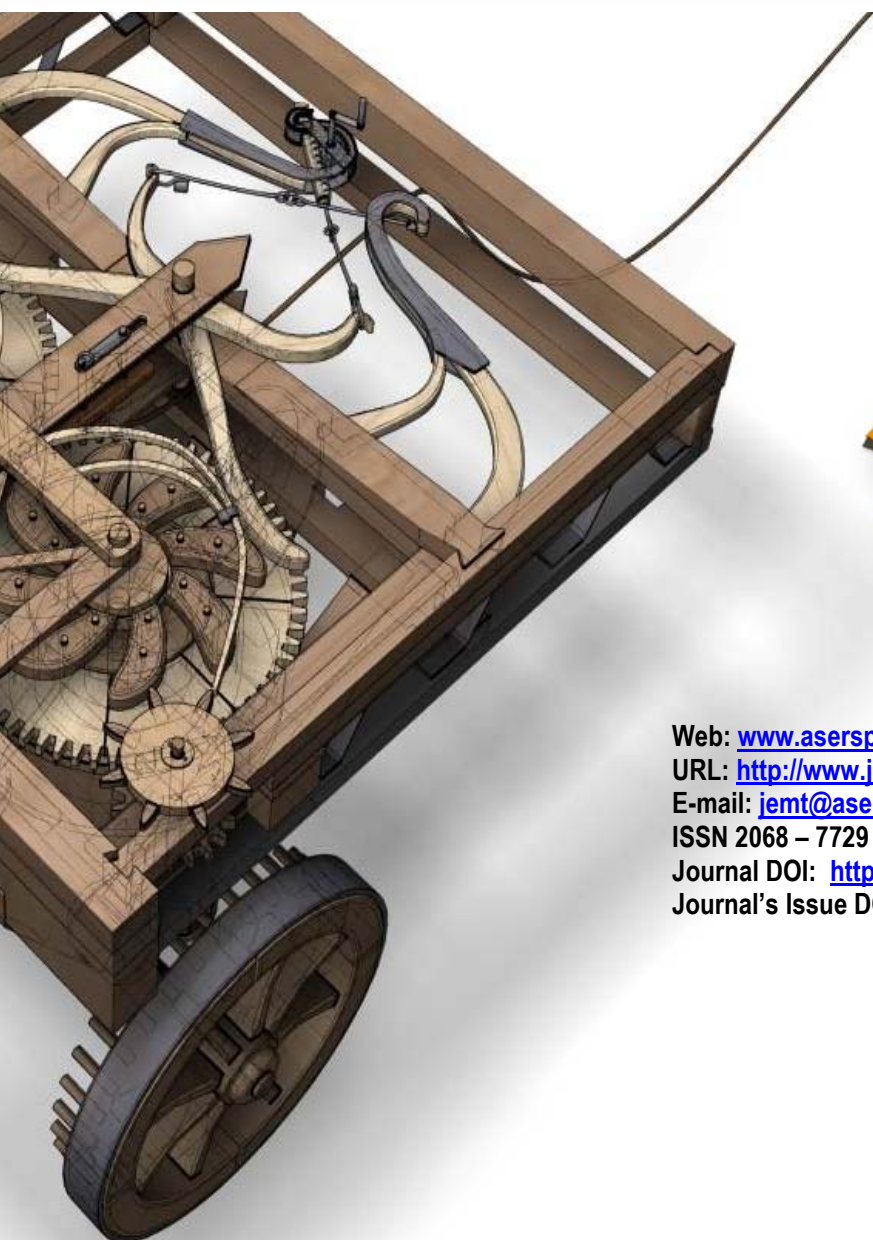
International Journal of Culture, Tourism and Hospitality Research, 2012. Vol. 6 No. 2. DOI 10.1108/17506181211233045, pp. 114-123, By: Thorhallur Gudlaugsson and Gunnar Magnússon

Journal of Sustainable Tourism, 2014. Vol. 22, No. 8, 11511174, <http://dx.doi.org/10.1080/09669582.2014.924953> by Jingjing Yanga; Chris Ryan and Lingyun Zhang

Journal of tourism – studies and research in tourism, Issue 19, 2015 By: Nemanja Tomić; sanja Božić

Sustainability 2014, 6, 2562-2583; doi:10.3390/su6052562

ASERS



 **ASERS**
Publishing

Web: www.aserspublishing.eu

URL: <http://www.journals.aserspublishing.eu/jemt>

E-mail: jemt@aserspublishing.eu

ISSN 2068 – 7729

Journal DOI: <http://dx.doi.org/10.14505/jemt>

Journal's Issue DOI: [http://dx.doi.org/10.14505/jemt.v9.6\(30\).00](http://dx.doi.org/10.14505/jemt.v9.6(30).00)