INJECT (Interdisciplinary Journal of Communication)
p-ISSN: 2548-5857; e-ISSN: 2548-7124
Vol. 10. No. 1 June 2025: p. 949-968
DOI: https//doi.org/10.18326/inject.v10i1.4608

Pentahelix Actor Collaboration: A Case Study of Government Dominance and Stakeholder Engagement in North Lombok

Wahyu Herianto Ardi*
Department of Government Affairs and Administration,Universitas Muhammadiyah Yogyakarta, 55182, Indonesia
wahyuheriantoardi0008@gmail.com

Suswanta
Department of Government Affairs and Administration,Universitas Muhammadiyah Yogyakarta, 55182, Indonesia
suswanta@umy.ac.id

Abstract

This study aims to see how Pentahelix Actor Collaboration in tourism development in North Lombok Regency and what factors influence tourism development. The research method used is qualitative, with primary data sources in the form of interview results with four informants. Q-DAS (Qualitative Data Analysis Software), NVivo 12 plus software, was used to analyze data for this study. The results of this study indicate that the role of government in tourism development is still very dominant, with a percentage of 43%, then the Community is 27%, Academics 12%, Private Sector 9% and Media 7%. And the factors that influence tourism development are Natural beauty and culture with a percentage of 21%, Infrastructure Facilities 21%, HR training 14%, Community Participation 14%, Government Support 17% and Budget Funds 10%.

***Keywords**: Pentahelix Collaboration; Community-Based Tourism; North Lombok*

1. Introduction

The large amount of tourism potential requires the government to innovate in terms of tourism development, which is something that must be implemented (Yatmaja, 2019). This is in line with the regulation of the Minister of Tourism and Creative Economy of the Republic of Indonesia

number 12 of 2020 concerning the strategic plan of the Ministry of Tourism and Creative Economy for 2020-2024 which states that tourism destinations are developed based on the potential of tourist attractions that are developed synergistically with the development of tourist facilities, public facilities, accessibility/infrastructure and community empowerment in a complete and sustainable system (Ministry of Tourism and Creative Economy, 2020).

During the administration of President Joko Widodo, the tourism sector entered the four sectors contributing to the country's foreign exchange after palm oil (CPO), oil and gas, and mining (Coal). Where the contribution of foreign exchange to the tourism sector increased from 2015 to 12.2 billion US dollars, and in 2016 it increased to 13.6 billion US dollars, and in 2017 it rose again to 15 billion US dollars (Buditiawan & Harmono, 2020). Even in 2019, before the COVID-19 outbreak hit the world, tourism was the largest contributor of foreign exchange for the Indonesian nation (Lesmana et al., 2022)

The Tourism Law mandates that one of the objectives of tourism activities is to preserve nature, the environment, and resources, based on the principles of preserving nature and the environment, empowering local communities (Nugroho, 2022). To develop tourism based on ecology, cultural values, and ancestral heritage, as explained above, community-based tourism is seen as a tool to strengthen natural heritage, where the environment becomes part of tourism (Alhadi et al., 2023). Community-based tourism (CBT) is a model that emphasizes the active participation of local communities in all tourism activities in an area (Hariyadi et al., 2024; Rachman & Tri Yunarni, 2019; Wikantiyoso et al., 2024).

Obstacles faced in developing CBT can be in the form of insufficient funding sources, lack of potential human resources in the tourism sector, community readiness in responding to the importance of tourism development, support from various parties, and so on (Pasaribu & Rachmawati, 2022). So, of course, in the development of community-based tourism, we cannot only rely on the capabilities of the local community, but the local government must also participate in facilitating the development of community-based tourism.

North Lombok Regency itself ,in developing its tourism sector ,has involved the local community by forming tourism awareness groups (Pokdarwis). The number of Pokdarwis formed to date is as follows.

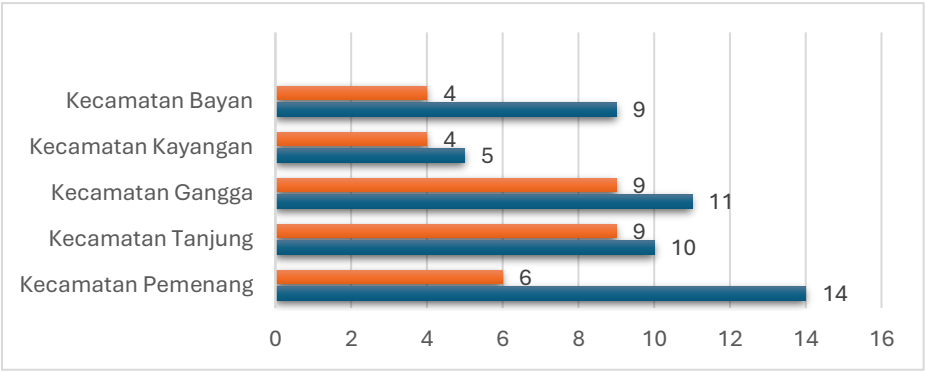


Figure 1. North Lombok Regency Tourism Awareness Group
Source: (Tourism Office, 2023)

The image above shows the number of Pokdarwis in North Lombok Regency per sub-district. We can see from the number of Pokdarwis that almost all of them are no longer active, so of course, this raises deep questions related to the sustainability of tourism destination development in each location. The dominance of Pokdarwis that still survive is in the winning sub-district, out of 14 Pokdarwis that are inactive, six are still left, leaving 8 Pokdarwis.

North Lombok Regency is one of the regions whose PAD sources are based on the tourism sector (Varamudita & Cikusin, 2021). According to Satriadi in (Baheramsyah, 2019) As the Head of Marketing Division of the North Lombok Regency Tourism Office, from the total Regional Original Income (PAD) 60% of it comes from the tourism sector. North Lombok Regency itself has various potential destinations that are promising and have the potential to be managed, such as natural tourist destinations, cultural tourist destinations, and artificial tourist destinations.

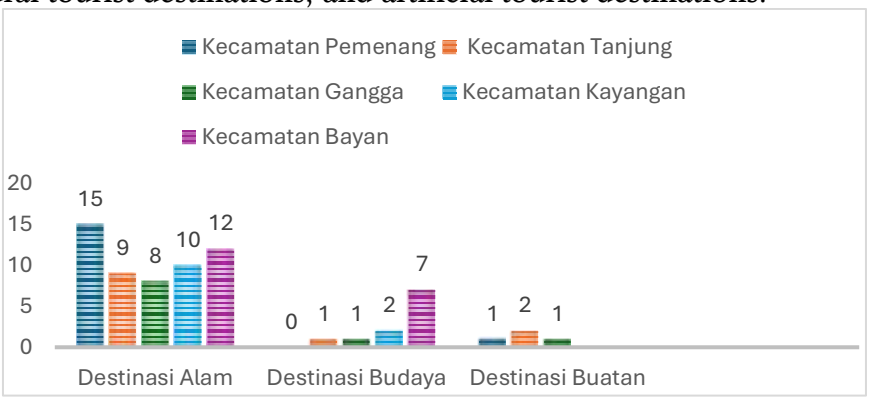


Figure 3. Natural, Cultural, and Artificial Tourism Destinations in North Lombok

From an economic perspective, the tourism sector has a broad future network if it can be developed well, because it will be able to grow the tourism industry and its impact on the economic development of the community, which involves quite a lot of workers and is globally oriented (Vani et al., 2020). As for the development and expansion of tourism, if it is planned and directed well, it will provide many benefits and impacts.

Based on the results of previous studies above, this study is intended to be a comparative material by looking at how the Collaboration of Pentahelix actors in the development of Community-based tourism in North Lombok Regency. Seeing the great potential of tourism in North Lombok Regency, with a total of 54 tourist destination locations. However, as explained above, many tourism awareness groups (Pokdarwis) have not been optimal in carrying out their roles. Tourism awareness groups, as the vanguard in tourism development in areas that have tourism potential, should be able to be developed properly by the local government.

In North Lombok, the implementation of the pentahelix model that combines the roles of government, academia, business, community, and the media is still not optimal, especially in the context of women's leadership programs in rural areas, evaluations show that coordination, collaboration, and communication between stakeholders, especially between local governments and other parties, are still weak, and there are inefficiencies in budget allocation and post-training coaching. Which resulted in low effectiveness (especially according to participants in North Lombok) in monitoring and (Damayanti, 2023).

This research has similarities with the research that has been conducted by several researchers above. However, this research focuses on how the collaboration of pentahelix actors in developing community-based tourism. However, there are several differences that distinguish this research from previous research, namely ,how the local government ,with all its authority ,is able to develop community-based tourism.

2. Method

The type of research used in this study is qualitative research with a descriptive approach (Waruwu, 2024). According to Sugiyono (2020), in his book, descriptive research is research that intends to describe conditions or values. The data source is sourced from primary and secondary data. Primary data is sourced from interviews with five stakeholders in support of the pentahelix, and secondary data is sourced from articles and documents relevant to the research topic. The research location is the place where research activities are carried out to obtain data from informants.

The research is located in North Lombok Regency, West Nusa Tenggara. The following is a list of interviews and research data sources:

Table 1. Research Data Sources

No	Data Types	Agency	Need
1.	Primary Data	Government tourism office	a. Visit Data for each Destination b. Budget support for both infrastructure and human resource development. Coordination or Cooperation of the Tourism Office with other Pentahelix Actors.
		Academics	Academic suggestions or recommendations for community-based tourism management
		Entrepreneur or private	Forms of business actors' contribution to tourism development (investment, partnership, promotion).
		public	Level of community participation in planning and implementing tourism programs
		Media	Frequency of local tourism news coverage.
2.	Secondary Data	Government tourism office	Community-Based Tourism Development Strategic Plan Document
		Academics	Research results, journals, or academic articles related to

No	Data Types	Agency	Need
			community-based tourism development
		Entrepreneur or private	Reports or data on private sector investment in local tourism development.
		Public Media	Media publications on issues related to community-based tourism.

The data analysis technique used the Computer-Assisted Qualitative Data Analysis Software(CCAQDAS NNVivo12plus platform. The data analysis process starts from the interview process with pentahelix governance actors, and this is then followed by the capture process (interview transcript) in the form of documents. The next process is the identification of the five pentahelix actors in the NVivo 12plus software, which are identified based on these actors. Data visualization analysis uses crosstab and word cloud to describe the model of pentahelix governance and how the role of each actor can be drawn so that conclusions can be drawn on how the five actors can play a role in each

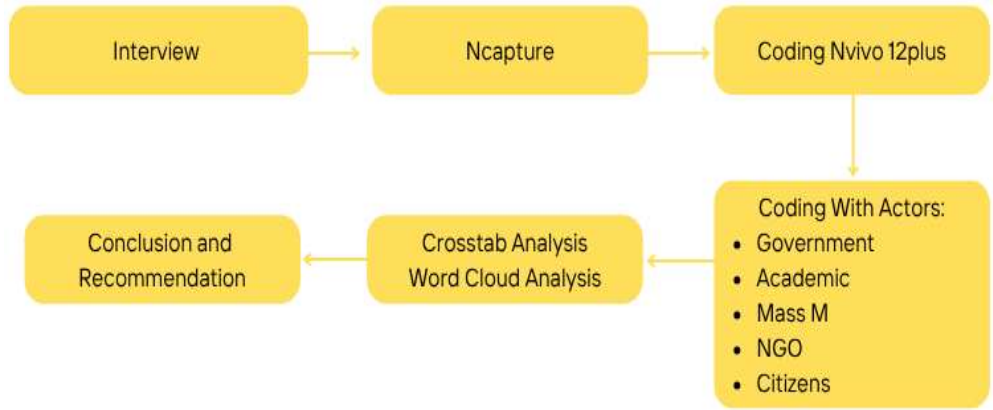


Figure 4. Research Flow

3. Results and Discussion

3.1 Collaboration of Pentahelix Actors in Community-Based Tourism Development in North Lombok Regency Analysis of Pentahelix Actor Collaboration in Tourism Development in North Lombok Regency.

In the Pentahelix theory, there are five actors who play a role in the tourism development process, including the following:

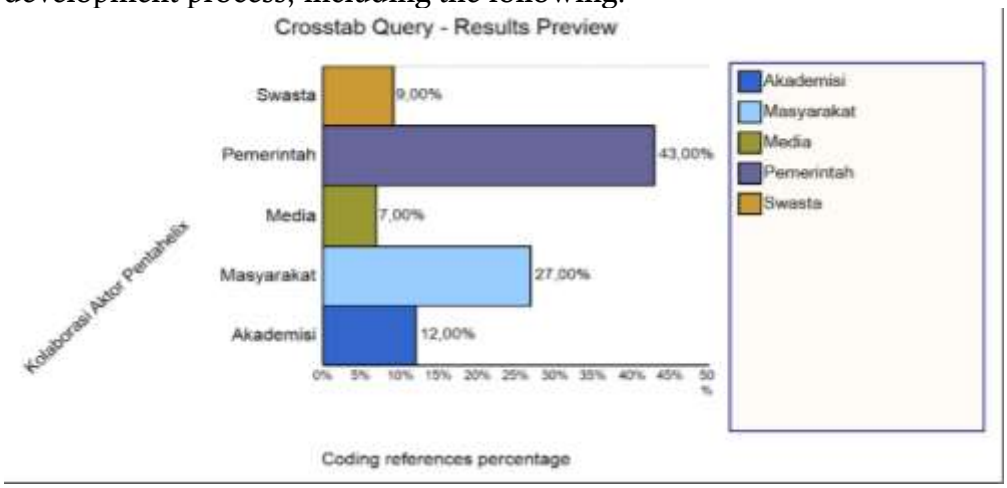


Figure 5. Pentahelix Actor Collaboration in Community-Based Tourism Development in North Lombok Regency
Source: Processed using NVivo 12 Plus.

Government Actors get a percentage of 43.00%. Government. In the context of tourism development, the government has a very important role, one of which is as a regulator. As a regulator, the government is responsible for setting rules, policies, and standards that regulate various aspects of the tourism sector in order to create growth. The District Government established a Regional Tourism Promotion Agency with No. SK: 134/02.A/Dispar/2022 concerning the establishment of policy-making elements for regional promotion of North Lombok Regency for the period 2019-2023. This is the second period for the Regional Government to establish a Regional Tourism Promotion Agency (BPPD), which was previously established in 2015-2020. However, in 2024, based on the statement of the Head of Marketing Division of the Tourism Office, Fadli stated that:

> "*So in 2024, we deliberately did not activate it. Because usually we learn from previous experiences. Usually, yes. Actually, if we talk about professionalism, it is impossible. But in any case, this is always related to politics at the local level, yes.*" (Interview on April 3, 2024).

The Regional Tourism Promotion Agency was initially formed with the duties and functions as referred to in the Regent's Decree No. Sk: 134/02.A/Dispar/2022 concerning the formation of policy-making

elements for regional promotion of North Lombok Regency for the 2019-2023 period, as follows:

a. Task
    1. Formulate and establish strategic policies in order to improve the image of regional tourism.
    2. Formulate and establish strategic policies in efforts to increase the promotion of foreign tourist visits and foreign exchange earnings.
    3. Formulate and establish strategic policies for raising funding from sources other than the regional revenue and expenditure budget.
    4. Formulate and determine strategic policies regarding the possibility of conducting research in order to develop tourism businesses and enterprises in the region.
b. Function.
    1. Formulate and determine strategic policies as a coordinator for tourism promotion carried out by the business world at the central and regional levels.
    2. Formulate and establish strategic policies as a partner of the government and local government in promoting tourism in the North Lombok district.

The Regional Tourism Promotion Agency consists of 9 members from various professions, ranging from Academics, Media, Private Sector, Community (Business Actors), and the Tourism Office, which means that the Regional Tourism Promotion Agency has implemented the pentahelix principle. However, in its implementation, it is not as expected because the Tourism Office, in this case, the Marketing Sector with BPPD, is not on the same track. As conveyed by the Head of the Tourism Office Marketing Agency, Fadli:

> *Promotion pattern, we hope that with the establishment of BPPD, Tourism Promotion Agency, twhichis a party outside the government, but again, they submit promotional activities that request a budget from the government ,which actually overlaps with the tasks in the tourism marketing sector. (*Interview on April 3, 2024).



Figure 5. Word Cloud
Source: Processed using NVivo 12 Plus

Senaru Village is one of the tourist villages formed based on the Regent's Decree No. 91/08/Dispar/2024, together with 16 other tourist villages. Senaru tourist village is one of the villages that has natural and cultural beauty, so in 2023, Senaru Village won the Nusantara Tourism Village Competition held by the Ministry of Villages, Development of Disadvantaged Regions and Transmigration (Senaru, 2023).

Senaru Village's tourism sector is managed by the Village-Owned Enterprise (Bumdes) and the Tourism Office with a profit-sharing system of 50% for Bumdes and 50% for the Regional Government. This is reinforced by the statement of the head of Senaru Village, Raden Akriabuanya, who stated that: "So we share there, 50-50 on the tickets, to the regions 50%, to the villages, to the Bundes 50%. Well, the 50% will be divided again. For operations, then also for employee salaries, then the PADS is divided again like that, all to the villages like that." (interview on February 20, 2025).

Furthermore, the North Lombok Regency Government, in an effort to equalize destinations, took steps by collaborating with communities that have tourist attractions. This is stated in the form of Decree (SK) No. 556/58 / Disbudpar / 2020 concerning the Establishment of the North Lombok Regency Tourism Awareness Group in 2020. However, of the many Pokdarwis that were formed, not all of them can survive; this is at least influenced by several factors, including:

a. Sectoral Ego: In this case, it is related to the political situation and budget transparency, which results in friction between the administrators or members of the Pokdarwis themselves.

b. Budget: Basically, the most important thing about the formation of Pokdarwis is the sustainability of financial support from the local government. However, in reality, many tourist destinations do not receive an even budget because they focus on several destination points.

However, it is different from the tourism awareness group in Senaru Village. One of the tourism awareness groups that is still active and solid. They work together with Bumdes Senaru Village, so that in terms of economic indicators, namely the existence of Community development funds and the creation of jobs, have been met. As stated by the Secretary of BUMDES, *"The nature of the Pokdarwis funding that is currently running is from BUMDES. We usually provide capital in the form of goods or buildings. Their profit-sharing cooperation is listed. But the presentation is bigger to them. The point is one: they have activities. Because the main goal actually reduces unemployment".* (Interview on April 24th)



Figure 6. Activities at Waterfall Tourist Destinations

Then, from a social perspective, there is no branding related to the Community's products. Based on information from the Village Head and Bumdes Secretary, the Community or even the tourist village does not have a product that is well managed. The community only sells as part of the economy. In Senaru Village itself, apart from the waterfall, they have potential products that can be sold to tourists, such as traditional woven cloth, local coffee, and forest honey.

Community-based tourism development from the aspect of local wisdom emphasizes the importance of cultural values, traditions, and local practices as a basis for designing, managing, and promoting tourism destinations. In Senaru Village, local wisdom is the main identity and attraction, as well as an ethical principle in managing tourism to be in line with the values of the local community.

If we compare it with several tourist villages that are more developed and prioritize customs and culture as their main attraction, for example, Sidemen Village in Karang Asem Bali, with its typical Sidemen songket weaving, agrotourism, yoga retreats, spiritual tourism, and many more.

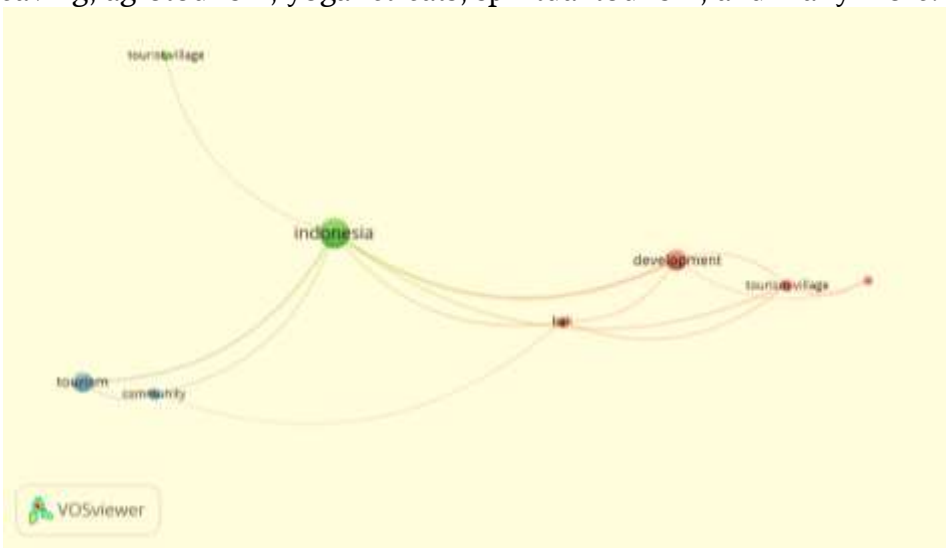


Figure 8. Network Visualization
Source: Processed by researchers (2025)

Table 2. Cluster Division Based on Keywords

Cluster 1	***Bali**, Development, Local Potential, Tourism Village*	*4*
Cluster 2	*Indonesia, Tourist Village,*	*2*
Cluster 3	***Community,** Tourism*	*2*
Amount		*8*

Senaru Village, one of the tourist villages that has natural wealth and local wisdom, of course, if it is managed well by involving various stakeholders ' roles, it will certainly be able to maximize all existing resources. For example, related to the involvement of the private sector as a community partner or as an investor in developing community products. Furthermore, in 2023, Senaru Village won the Nusantara Tourism Village

with a Socio-Cultural theme, organized by the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration (Kemendes)(Time, 2023).

Senaru Tourism Village offers the authenticity of rural community life with all the unique traditions, customary orders, and cultures that are still held firmly. Senaru has a blend of nature and local cultural wisdom that has become the concern of the NTB Regional Tourism Promotion Agency (BPPD) to be promoted more intensively. NTB BPPD Chair Baiq Ika Wahyu Wardani stated that the Senaru tourism village has the opportunity to gain global recognition and become one of the traditional and cultural tourism villages, such as Sade Village, Ende Village, Bayan Beleq, and others.(Time, 2023). The Head of Senaru Village, based on the interview results, said that: "I am more into justice with culture. There are sanctions, for example, if someone sings a tree. That's why our forest is still humid here. People are not allowed to sing wood. In our customs, we already have a government like that. Before Indonesia, there were those who guarded the sea; there was a name for the sea geden. Those who guard the mountains and their animals are called geden daya" (interview on February 20, 2025)

With the abundance of natural resources and supported by local wisdom that is very strongly attached, of course, Senaru tourist village is visited by many visitors. Based on data from Bumdes Senaru Village in 2025, the January-March period alone had 13,049 visitors. Then, in 2024, the January-December period totaled 71,035 visitors. Of course, there are many things that must be fixed by the Government and the local community, one of which is the issue of the Environment.

Tourism and environmental issues are two things that cannot be separated, as this is related to the comfort of visitors. Therefore, it is important for Destination managers to pay attention to the cleanliness of the destination, as this aims to attract tourists to come back to visit. Senaru Village itself, based on information from. The Bumdes Secretary explained that: *"In terms of cleanliness, waste transportation must use the LH service. In fact, in the business world, waste can be processed and developed into something. Business. Last year, TPS 3R was established. We cooperate with TPS 3R, TPS 3R is responsible for roadside trash. Tourism Road Village Senaru. But we pay" (Interview on April 24, 2025).*

Basically related to environmental issues in the Senaru tourist village, it is sufficient to place trash bins in strategic locations. But once again, there needs to be an effort to utilize all forms of business opportunities in order to create new jobs, such as waste processing, to be processed into useful objects. Community participation is an important

element in creating sustainable, inclusive, and community-based tourism. They have an important role in maintaining local wisdom and protecting the environment. In this case, the Senaru village community in implementing tourism often positions itself as the main tourist attraction by becoming a local tour guide, homestay or lodging manager, seller of local craft or culinary products, or organizer of cultural/traditional attractions. The number of people who have lodging businesses in the Senaru tourist village, based on data from Bumdes, reaches 40 business actors.

Academic Actors get a percentage of 12.00%. Academics have a strategic role in the development of community-based tourism because they bring a scientific approach, critical analysis, and strengthening of local capacity that is much needed in the process of inclusive and sustainable development. In practice, the role of academics in tourism development in North Lombok Regency, based on information from several sources at the North Lombok Tourism Office, acknowledged that academic involvement is often carried out with several universities, including Mataram University and Lombok Tourism Polytechnic.



DOKUMEN PERJANJIAN KERJA SAMA

Antara

DINAS PARIWISATA KABUPATEN LOMBOK UTARA

dengan

LEMBAGA PENELITIAN DAN DAN PENGABDIAN KEPADA MASYARAKAT
UNIVERSITAS MATARAM

tentang

KAJIAN PENGEMBANGAN LINGKUNGAN PARIWISATA
YANG BERKELANJUTAN DI KABUPATEN LOMBOK UTARA

Nomor :[illegible] /DISPAR/VII/2024
Nomor : 3850/UN18.L1/PP/2024

Pada hari ini, Kamis tanggal Satu Agustus tahun dua ribu dua puluh empat, kami yang bertanda tangan di bawah ini:

I. Nama : Denda Dewi Tresni Budi Astuti, S.E., M.M.
NIP : 197811122002122006
Jabatan : Kepala Dinas
Instansi : Dinas Pariwisata Kabupaten Lombok Utara
Alamat : Jalan Raya Pemenang - Bangsal, 9X Kabupaten Lombok Utara Kode Pos 83352

Selanjutnya dalam Surat Perjanjian Kerja Sama ini disebut sebagai **PIHAK PERTAMA.**

II. Nama : Prof. Dr. Ir. Sukartono, M.Agr.
NIP : 196212121989021001
Jabatan : Kepala Lembaga Penelitian dan Pengabdian Kepada Masyarakat (LPPM) Universitas Mataram
Instansi : Lembaga Penelitian dan Pengabdian kepada Masyarakat (LPPM) Universitas Mataram
Alamat : Jalan Pendidikan Nomor 37 Mataram, Provinsi NTB, 83125

Figure 9. Tourism Office Cooperation Agreement Document and University of Mataram

Head of Tourism Marketing (Fadli): "The first one, we usually collaborate with academics in making studies. Making studies. With whom usually? That is usually during my current experience, usually with educational institutions that I know are leading in the tourism sector. Like UNRAM, at STP, the second one, the involvement of academics as resource persons in every activity. In every training held by the service" (Interview on February 3, 2025).

In 2024, training involving academics will be carried out six times, namely:

1. Culinary Innovation and Hygiene Improvement Training on April 23-26, 2024, at Anema Wellnes And Resort.
2. Tourism Destination Governance, Business and Marketing Training on April 4-6, 2024, at Anema Wellness and Resort.
3. Homestay/Tourist Lodge Business Training on 4-6 July 2024 at Diva Lombok Resort, Bintang Café
4. Tourism Village Training on 24-27 September 2024 will take place at Diva Lombok Resort, Bintang Café.
5. Mountain Tour Guide Training or Tracking on 24-27 September 2024 at Warung Senaru.
6. Security and safety training at tourist attractions on 22-24 October 2024 at Diva Lombok Resort, Bintang Café.

Good training is one that can provide benefits to the surrounding environment; therefore, training must be based on the principle of usefulness by considering the needs of its Human Resources. Don't let training be merely ceremonial. A program that is designed in a structured and participatory manner to increase the capacity of the community, business actors, and stakeholders in managing, developing, and preserving tourist destinations professionally and sustainably.

One of the tourist villages that routinely participates and delegates representatives to attend training is Senaru Village. The Secretary of Bumdes explained in his statement that:

"To make these human resources a little better, of course, that's an obligation, even every year, the role of the tourism office is that in one year, usually 6-8 times, you hold training, even though the training is useful, unfortunately, it has not focused on the original problem. For Senaru Village, the standard is training that must be in accordance with the ministry's technical instructions. Meanwhile, what we need is not that. For example, the tourism village training is held almost every year. Even though we have been a tourism village for a long time. The way we manage it is not about whether we are smart or not. But how useful would it be when the training is about management, for example? Tourism management. Or disaster mitigation that is directly practiced. That is more useful" (Interview on April 24, 2025)

The issue of human resources is a problem that often hits various sectors, including the tourism sector. Human resources are one of the factors that play an important role in advancing the tourism sector. The importance of human resources in the tourism sector is that humans (people) are a very important resource in most organizations. (Setiawan, 2016). So what the BUMDes secretary said is relevant because HR must be based on management or needs.

Senaru Village, apart from training, also collaborates with various universities in developing its tourism destinations, for example, Mataram University and Poltekpar Mataram. This was reinforced by the statement of the Senaru village head in his statement explaining that: Indeed, we have two universities that foster us here too, from the University of Tourism College in Mataram, then also from Mataram University, from Portekpar (interview on February 20, 2025).

In addition to cooperation with Mataram University and Tourism Polytechnic Mataram, there are still many more campuses that come to visit to conduct studies and enjoy the natural beauty of the village of Senaru. Media actors get a percentage of 7.00%. In the development of community-based tourism, media actors play an important role as a conduit of information between the community, tourists, government, and other sectors. The media plays a role not only as a disseminator of information but also as an agent of social change and promoter of local values. Media in practice towards tourism development in the district.

North Lombok can be said to be almost all about the three Gilis. It is rare to see or even hear news about tourism other than the three Gilis through print or electronic media. Melsah, Acting Head of Tourism Development, said that: However, media coverage is very rarely related to a tourist destination; media coverage tends to be about the ceremonial activities of the Department. When there are cultural activities or events, the Department of Tourism uses Facebook and Instagram for promotion. Fadli, Head of Marketing: *"So, in relation to promotions, first of all, of course we don't... we can, this is the digital era, we use several platforms such as Facebook, IG, and YouTube. So we still use it on Facebook, we can check it later in North Lombok Tourism"*(Interview on February 3, 2025)



Figure 10: Facebook social media account of the North Lombok Tourism Office

The Facebook account of the Tourism Office has a number of followers reaching 14 thousand. The content of the social media contains greetings and activities of the Tourism Office, but unfortunately, in 2025, there is no more content visible. Tourism promotion tends to use Instagram social media to this day, even though its followers are much fewer, namely 3,227 followers.

Private Actors get a percentage of 9.00%. Private actors are one of the important pillars in the development of Community-based tourism. Their involvement plays a role as a strategic partner that supports local communities in managing and developing tourism potential sustainably. In the context of developing Community-based Tourism Destinations, the private sector, especially hotels and transportation, is centered on the three Gili and Mount Renjani tours.

The following is the contribution of Government actors in the role of regulators, facilitators, and coordinators of policies and promotions. This role is realized through the establishment of BPPD, strengthening Pokdarwis, distributing business results through BUMDes, and human resource training. However, overlapping roles with BPPD, sectoral egos between agencies, and budget inequality are real coordinating challenges.

The community is the main actor in community-based tourism. They manage homestays, become tour guides, and develop local arts and cuisine. In Senaru, the community is active through BUMDes and Pokdarwis, as well as the preservation of local wisdom. However, the branding of local products is still weak, and the absence of lodging levy

regulations is an obstacle. Academics such as UNRAM and Poltekpar are involved in training, mentoring, and destination development. Although the training has been carried out, there are still many that are not in line with local needs and lack hands-on practice in the field.

The private sector has an important role to play in investment and service provision. Currently, investment is still concentrated in the Gili and Rinjani areas, with minimal involvement in tourist villages. In fact, cooperation with local actors in Senaru has great potential in encouraging equitable distribution of economic benefits. The media plays a role in promoting and strengthening the image of the destination. Promotions have been carried out through government social media and coverage of cultural events. However, there is still more attention on the main destinations, so tourist villages like Senaru are less exposed.

Table 3. Actor on Pentahelix Governance

Actor	Main Role	Role	Challenges
Government	Regulators, facilitators, and coordinators of tourism policy and promotion	Establishment of BPPD, Pokdarwis, distribution of Bumdes results, HR training	Overlapping roles with BPPD, sectoral egos, and budget inequality
Citizens	Main actors of community-based tourism (homestays, tour guides, cultural arts, culinary)	Senaru tourism management through Bumdes and Pokdarwis, local conservation, and local wisdom as an attraction	There is a lack of branding of local products, and there is no regulation of the village lodging levy.
Academic	Provider of scientific approaches, capacity building, training, and destination development assistance	Cooperation with UNRAM & Poltekpar, management training, guides, and security	Training is not in accordance with local needs, and there is a lack of direct practice
Private sector	Strategic partners, investment supporters,	Hotels & transportation (centered in Gili &	Concentration of investment in certain areas,

Actor	Main Role	Role	Challenges
	tourism services, and infrastructure providers	Rinjani), Senaru's local product collaboration opportunities	limited involvement in tourist villages
Media	Promotion, dissemination of information, strengthening the image of the destination, and driving local values	Promotion through Social Media OPD, coverage of cultural events	Focus on promotion only on major destinations, less exposure for tourist villages such as Senaru

4. Conclusion

In developing tourism in North Lombok Regency, each Penta helix actor has a role in increasing tourism in their region. Government actors play a dominant role as regulators, facilitators, and promoters. Through devices such as the Tourism Office and the Regional Tourism Promotion Agency (BPPD), the government sets strategic policies, allocates budgets, and establishes tourism institutions such as Pokdarwis and thematic tourism villages. In addition, local communities also play an active role as community-based tourism actors by providing services such as homestays and local culinary and cultural performances.

This was then done in Senaru Village by strengthening BUMDes, successfully practicing collaboration, and improving the local economy. Academic actors contribute to training, research, and service from the University of Mataram, Mataram Tourism Polytechnic, and regional OPDs. This is done by assisting in governance training, homestays, and tourism promotion. The third actor (private) concentrates more on popular destinations in the Three Gili and Mount Rinjani to provide accommodation, transportation, and other support services. For the media itself, North Lombok Regency only focuses on adopting social media, such as Facebook and Instagram, even though the reach is not optimal, and on the consistency of the content disseminated.

The policy implication in the future is to strengthen governance and collaboration between OPD and agencies in charge of tourism, because it is found that there is still an overlap in tourism promotion. In addition, local governments also need to prepare regional regulations so that tourism management can be independent. Support for less popular tourist villages

must also be encouraged with private involvement to conduct training and mentoring programs (academics). Finally, tourist destination promotion activities also need to collaborate with local media and even other digital communities so that the reach of tourist information is expanded.

References

Alhadi, Z., Zefnihan, M., B., & Evanita, S. (2023). Developing a Community-Based Tourism Model for Sustainable Tourism in the Mandeh Area, West Sumatra Province, Indonesia. *International Journal of Sustainable Development and Planning*, *18*(11), 3491–3503. https://doi.org/10.18280/ijsdp.181114

Baheramsyah. (2019). *Sektor Pariwisata Penyumbang Terbesar PAD Lombok Utara*. Portal Berita Info Publik.

Buditiawan, K., & Harmono. (2020). Strategi Pengembangan Destinasi Pariwisata Kabupaten Jember. *Jurnal Kebijakan Pembangunan*, *15*(1), 37–50. https://doi.org/10.47441/jkp.v15i1.50

Damayanti, R. (2023). Evaluasi Kebijakan Kepemimpinan Perempuan Perdesaan dalam Mendukung Pembangunan Desa di Provinsi Nusa Tenggara Barat. *Jurnal Pembangunan Dan Administrasi Publik*, *5*(1).

Hariyadi, B. R., Rokhman, A., Rosyadi, S., Yamin, M., & Runtiko, A. G. (2024). The Role of Community-Based Tourism in Sustainable Tourism Village in Indonesia. *Revista de Gestao Social e Ambiental*, *18*(7), 1–24. https://doi.org/10.24857/rgsa.v18n7-038

Lesmana, H., Sugiarto, S., Yosevina, C., & Widjojo, H. (2022). A Competitive Advantage Model for Indonesia's Sustainable Tourism Destinations from Supply and Demand Side Perspectives. *Sustainability (Switzerland)*, *14*(24). https://doi.org/10.3390/su142416398

Nugroho Sigit Sapto, Nurchayati Zulin, N. H. (2022). *Komoditikasi Pariwisata Berbasis Masyarakat & Kearifan Lokal* (Anik Tri H, Issue 112). Lakeisha.

Pasaribu, A., & Rachmawati, E. (2022). Pengembangan Wisata Berbasis Masyarakat di Community-Based Tourism Development In The Lawe Gurah Tourism Area , Gunung Leuser National Park. *Jurnal Kepariwisataan Indonesia*, *16*(1), 15–32.

Rachman, M. T., & Tri Yunarni, B. R. (2019). Peran Dinas Pariwisata Dalam Tata Kelola Dan Promosi Kawasan Pariwisata (Studi Kasus di Kecamatan Pemenang Kabupaten Lombok Utara). *JIAP (Jurnal Ilmu Administrasi Publik)*, *7*(1), 80. https://doi.org/10.31764/jiap.v7i1.778

Setiawan, I. R. (2016). Pengembangan Sumber Daya Manusia di Bidang Pariwisata: Perspektif Potensi Wisata Daerah Berkembang. *Jurnal Penelitian Manajemen Terapan*, *1*(1), 24.

Sugiyono. (2020). *Metode Penelitian Pariwisata*. Alfabeta, CV.

Tempo. (2023). *Desa Senaru Juara Desa Wisata Nusantara 2023 untuk Tema Sosial Budaya*.

Vani, R. V., Priscilia, S. O., & Adianto, A. (2020). Model Pentahelix Dalam Mengembangkan Potensi Wisata di Kota Pekanbaru. *Publikauma : Jurnal Administrasi Publik Universitas Medan Area*, *8*(1), 63–70. https://doi.org/10.31289/publika.v8i1.3361

Varamudita, D. K., & Cikusin, Y. (2021). *Pariwisata Dalam Meningkatkan Pendapatn Asli Daerah (Studi Pada Dinas Pariwisata Kabupaten Lombok Utara) Jurusan Administrasi Negara , Fakultas Ilmu Adminiministrasi , Universitas Islam Malang , Jl . MT Haryono 193 Malang , 65144 , Indonesia LPPM Unisma J. 15*(4), 16–21.

Waruwu, M. (2024). Pendekatan Penelitian Kualitatif: Konsep, Prosedur, Kelebihan dan Peran di Bidang Pendidikan. *Afeksi: Jurnal Penelitian Dan Evaluasi Pendidikan*, *5*(2), 198–211. https://doi.org/10.59698/afeksi.v5i2.236

Wikantiyoso, R., Cahyaningsih, D. S., Sulaksono, A. G., Widayati, S., Poerwoningsih, D., & Triyosoputri, E. (2021). Development of Sustainable Community-Based Tourism in Kampong Grangsil, Jambangan Village, Dampit District, Malang Regency. *International Review for Spatial Planning and Sustainable Development*, *9*(1), 64–77. https://doi.org/10.14246/IRSPSD.9.1_64

Yatmaja, P. T. (2019). Efektivitas Pemberdayaan Masyarakat 0Leh Kelompok Sadar Wisata (Pokdarwis) Dalam Mengembangkan Pariwisata Berkelanjutan. *Administratio: Jurnal Ilmiah Administrasi Publik Dan Pembangunan*, *10*(1), 27–36. https://doi.org/10.23960/administratio.v10i1.93