The Development Strategy of Tourism Sector in Ponorogo, Indonesia

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Abstract

This study aims to identify the priority strategies for developing the Ngebel Lake tourism object in Ponorogo Regency. This paper applied AHP method in determining the priority of appropriate policy strategies in developing the Ngebel Lake tourism object. This study took a sample of 30 respondents using purposive and incidental sampling techniques. The results showed that the infrastructure aspect is the priority policy criterion in developing tourism objects with the value of 0.424 while the lowest priority is the institutional aspect with the value 0.155. Based on these result, the effort to develop tourism objects is directed according to the criteria that are the priority of the strategy, namely the infrastructure aspect with the support of optimal promotion. Furthemore, the development of tourism objects can be conducted by increasing facilities and infrastructure such as repairing or widening road access to the location of tourism object in Ponorogo, Indonesia.

Keywords: tourism development, infrastructure aspects, AHP

Introduction

Indonesia is widely country, supported by diverse natural resources and rich in regional cultural arts, customs with the beauty of natural scenery that has the potential to be processed and utilized. This is the right combination to be able to realize a tourist destination that is able to attract foreign tourists and domestic tourists. In the context of developing tourism, it must be directed at the utilization of natural resources, the greater the natural resources owned by a country, the greater the expectations for the purpose of development and tourism development.

 One sector that is currently a concern of the government in terms of development is the tourism sector. The development of the tourism sector is expected to provide benefits to the community. The existence of a tourist attraction in an area would be very profitable, among others, as an increase in Regional Original Income, improving people's living standards and expanding employment opportunities. Community empowerment is one of its goals to empower the community economically. Thus doing community empowerment will create the possibility of a prosperous society in its economic life. The tourism sector potentially be a leading sector and can be relied on by the government to be developed as one of the sources of State revenue (Pleanggra & Gunanto, 2012).

The development of the tourism sector in a country will attract other sectors to develop as well because its products are needed to support the tourism industry (Salma & Susilowati, 2004). The tourism sector needs serious treatment because tourism is a cross-sectoral and cross-regional activity that is interrelated, including the industrial, trade, agricultural, transportation, cultural, social, economic, political, security and environmental sectors. It is expected that the linkages between the industrial sector and other industries can generate foreign exchange and can also be used as a means to absorb labor so that it can reduce unemployment and improve people's welfare (Amalina & Asmara, 2009; Ishak, 2014; Salah Wahab, 2003) .

Dealing with the issue, the East Java Provincial Government issued a plan to develop the potential of tourism objects that exist in East Java Province, especially in the surrounding area of Mount Wilis. The Wilis Circle expedition was carried out with the theme "Tunggal Rogo Mandiri Bersatu". The plan involved 6 (six)

districts in East Java Province, especially in the area around Mount Wilis, one of which was Ponorogo Regency. Located near the slopes of Mount Wilis, Ponorogo Regency has several beautiful and very potential tourism objects to be managed, developed and marketed. One of them is Ngebel Lake Tourism Object.

Ngebel Lake Tourism Object Ponorogo Regency is a lake formed naturally. Ngebel Lake Tourism Object is at the foot of Mount Wilis which is precisely located in Ngebel District, about 30 km from downtown Ponorogo. The Ngebel Lake Tourism Object has a culture of cultural tourism that prioritizes the benefits to the surrounding communities in accordance with the concept of developing the Wilis Circle Area. Ngebel Lake is a tourist attraction that has been visited a lot and is one of the assets in Ponorogo Regency which is currently focused on being developed.

Several studies on the analysis of tourism development have also been carried out in various regions (Sukmasakti & Hayati, 2012; Sumiyati et al., 2011; Nugroho et al., 2015; Yusri et al., 2016). The research results from Sumiyati et al. (2011) shows that the development of subak as an agrotourism area can support the tourism sector in Bali. Sukmasakti & Hayati (2012) focuses on the strategy of developing batik tourism objects in Pekalongan. Other results from Nugroho et al. (2015) emphasized that accessibility is a priority in developing tourism objects in Wonogiri Regency. Yusri et al (2016) focus on developing the local economy through the household creative industry. From several studies that have been mentioned, there is still little attention on the development of the tourism sector, especially in Ponorogo Regency in which Ponorogo Regency has tourism potential that can improve the welfare of the community and the local economy. Therefore this study is a preliminary study that discusses the priority of strategies in the development of Ngebel Lake attractions in Ponorogo Regency. The findings of this study also provide recommendations to relevant parties in the development of tourism in Ponorogo Regency especially on the Ngebel Lake tourism object.

Methods

The study applied a quantitative descriptive method using the analytic AHP method. Hierarchy Analysis The process of solving complex problems or situations that are not structured into several components in a hierarchy, using subjective judgments about the importance of a variable relative, and determining which variable has the highest priority to influence the outcome of the situation (Sumarsono, 2017). The data were conducted using purposive sampling technique, which consist of government services that understood the development conditions of Ngebel Lake tourism object in Ponorogo Regency, and incidental sampling techniques, namely visitors to tourism objects, each technique had 15 respondents.

In more detail, there are several systematic steps in this study including defining problems and determining desired solutions, making hierarchical structures, making paired comparison matrices that describe the relative contribution or influence of each element to the objectives or criteria above it, defining pairwise comparisons so that the total number of nx [(n-1) / 2] fruits is obtained, with n being the number of elements compared, calculating the eigenvalues and continuing by testing their consistency. Furthermore it repeats step 3, 4 and 5 at all levels of the hierarchy, performing eigenvectors in each paired comparison matrix, checking the consistency of the hierarchy, the expected consistency ratio of less than or equal to 10 percent.

The scheme of analysis using the AHP method in this study can be described in a hierarchical scheme,in Figure 1. Figure 1 is a strategy carried out in the development of the Ngebel Lake Tourism Object in Ponorogo Regency. Where there are 4 policy criteria, namely institutional aspects, in which there are 3 alternative policies, namely the stipulation of regulations, supervision of tourist attractions and coaching where there are at least 4 communities in the Ngebel Lake tourism object. Next is the aspect of infrastructure where there are 2 alternative policies, namely increasing facilities and infrastructure facilities and maintenance of tourism objects. Promotional aspects that have 3 alternative policies, namely promotion of print media and social media, cooperation with the private sector, and tour packages. The next policy criterion is the attraction aspect where there are 3 alternative attraction policies, namely reog art

performances which are held every 2 months, larungan grebek suro which is the customs of the surrounding community carried out at one suro or Islamic new year and music performances.

The hierarchy compilation in Figure 1 was obtained from the results of interviews with researchers with the Ponorogo Regency Tourism Office as the agency that became the manager and developer of tourist attractions in Ponorogo Regency.
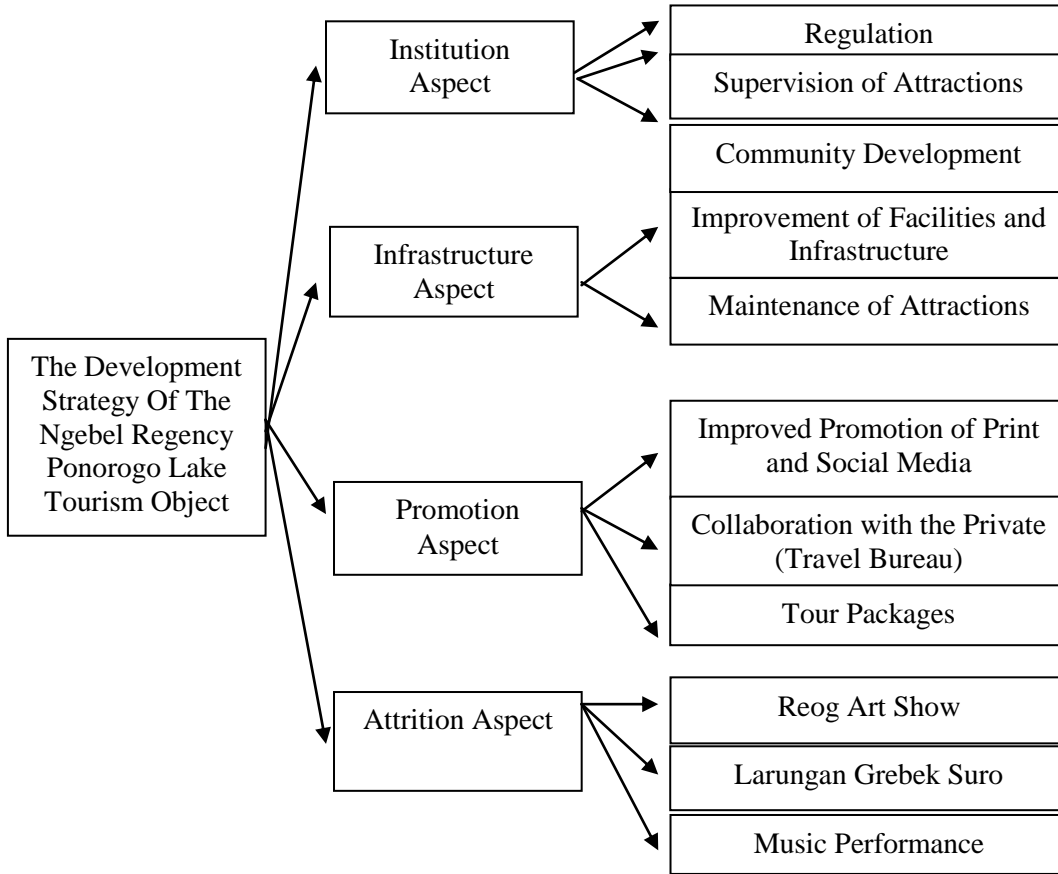
Figure 1 Frame Work
(Source : Dinas Pariwisata Ponorogo District, 2018)

Results and Discussion

After distributing questionnaires compiled based on the preparation of priority hierarchies, then the calculation of priority comparison is then carried out on the policy criteria. The calculation of priority comparison on policy criteria is conducted by inputting all results of the questionnaire at Expert Choice 11. The further step is the geomean value of the comparison on each comparison criterion.

Table. 1 Geomean Value on Aspects and Alternative Policies in Developing Tourism Objects

Number	Prioritas Aspects	Geomean Value	Priority Development Aspects
1	Institution Aspect	2.73606	Infrastructure Aspect
2	Institution Aspect	1.72223	Promotion Aspect
3	Institution Aspect	1.04177	Attrition Aspect
4	Promotion Aspect	2.4364	Infrastructure Aspect
5	Promotion Aspect	1.34877	Attrition Aspect

Table Cont…

6	Infrastructure Aspect	2.4364		Attrition Aspect
7	Regulation		1.23095	Supervision of Attractions
8	Regulation		1.32533	Community Development
9	Community Development		1.01502	Supervision of Attractions
10	Improvement of Facilities and Infrastructure	2.58647		Maintenance of Attractions
11	Improved Promotion of Print and Social Media	2.13465		Collaboration with the Private (Travel Bureau)
12	Improved Promotion of Print and Social Media	1.79014		Tour Packages
13	Collaboration with the Private (Travel Bureau)	1.02744		Tour Packages
14	Reog Art Show		1.14283	Larungan Grebek Suro
15	Reog Art Show	2.03498		Music Performance
16	Larungan Grebek Suro	2.95721		Music Performance

Source: Researcher (2019)

Table 1 describes the results of the overall geographic values of the criteria and alternative policies on the composition of the research hierarchy. The geo-value is used in the calculation of pair-comparison flights to form a collapse priority variable that determines the priority of all strategies at level 2. In general, the highest geomean value is 2.95721 by *Larungan grebek suro*, which means that the respondents are doubtful about determining the same level of *larungan grebek suro* or slightly more important than music performances. In more detail the results of the analysis show that the overall geomean value has a value between numbers 1 to 2, which means that respondents are hesitant in determining each criterion or alternative policy "a" is equally important or slightly more important than the criteria or alternative "b" policies.

Comparison of Priority Policy Criteria

Based on the geomean value for each comparison of the criteria above, then a comparison is made to form a calculation of pair-wise comparisons used to form priority vector matrices to determine the priority of all strategies at level 2. The following is the calculation of the comparison pairings made:

Table 2 Comparison of Pair Wises comparison matrix on Policy Criteria (Source: Data processed with Expert Choice 11)

Incon: 0.00	Institution Aspect	Infrastructure Aspect	Promotion Aspect	Attrition Aspect
Institution Aspect	1	2.73606	1.72223	1.04177
Infrastructure Aspect		1	1.72896	2.4364
Promotion Aspect			1	1.34877
Attrition Aspect				1

Table 2 is inputting results from geomean values on policy criteria. It can be seen that the policy criteria have an inconsistency value of 0.00, which means that the results of geo-values on policy criteria are acceptable and consistent. Based on the results of the comparison pair-wise matrix calculation in each column, add up. From the sum result, priority vector matrix will be formed, namely by each column value on each criterion divided by the sum of each column. Below this is the result of the priority vector matrix for each policy criterion based on the respondent's assessment:
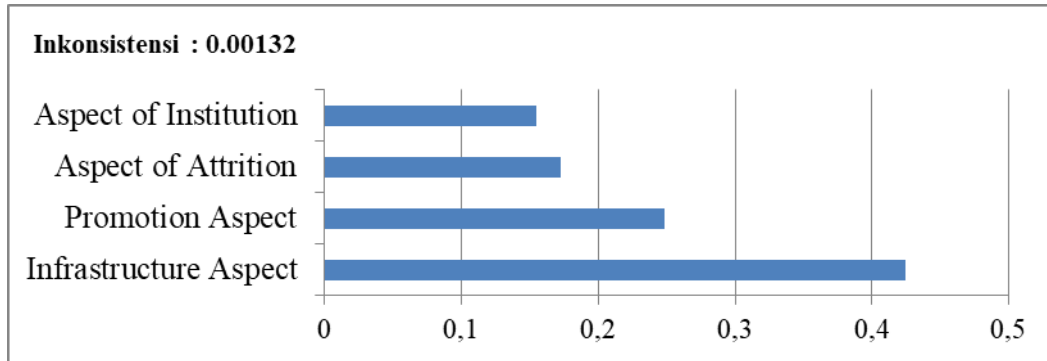
Figure 2 Normality Test Results / Results of Priority Vector Matrix on Policy Criteria (Source: Processed Data with ExpertChoice11)

Based on figure 2, it can understood that the priority vector value for each of the main aspects of the policy criteria. Infrastructure aspects are known to have the highest priority value of 0.424. The infrastructure aspect is one aspect that has an important influence in the development of tourism objects in improving services and facilities and infrastructure in a tourist attraction. The lack or complete lack of infrastructure makes a tourist place uncomfortable, this has an impact on the number of tourist visits to attractions. The condition of the Ngebel Lake Ponorogo Lake tourism infrastructure such as road access to tourism can be said to be sufficient only for private vehicles. Constraints that remain unresolved to date are the fact that public transport is not yet able to enter tourism objects so that it cannot optimize tourist visits which roll in using tourism buses and the development of tourism facilities, both facilities and infrastructure, has not been optimal. With these conditions, the role of local governments and stakeholders is needed to find solutions to these problems. So that it can optimize the visits of domestic and foreign tourists to visit using public transportation.

Furthermore, the promotion aspect has the second highest priority value which is equal to 0.248. According to respondents promotion is an important aspect in the development of Ngebel Lake attractions after the infrastructure aspect. Ponorogo Regency Government through the Ponorogo Regency Tourism Office has promoted Ngebel Lake tourism object through a marketing mix strategy that is by publishing, advertising and selecting promotional media used, namely print media, and social media. This is in accordance with Soebagyo (2012) that the development of tourism that can support economic growth can be done by paying attention to several things, one of which is promotion. So that it can be concluded that promotion has an important role in the implementation of the development of tourism objects because of the publications carried out indirectly contribute to and increase the number of tourists.

Attraction aspect has priority value of 0.173. Attractions that are found in the Telaga Ngebel attractions are performances that contain elements of local cultural traditions that are held in certain months. Whereas there are also musical performances held at certain times and events. According to respondents the aspect of attraction is important because if a tourist attraction presents attractions, tourists will tend to be more interested because of a spectacle on the tourist attraction. Especially at the Telaga Ngebel tourist attraction, the two attractions presented contain cultural elements. So that with the attraction of visitors tend to be more interested in visiting a place or tourist area.

The institutional aspect has the lowest priority value which is equal to 0.155 which means that the institutional aspects are not the dominant aspect in the development of the Ngebel Lake Tourism Object in Ponorogo Regency based on the results of the questionnaire filled out by the respondents. According to Triambodo & Damanik (2015) The urgency of the existence of institutions in the field of tourism is that institutions can act as a vehicle as well as a driver in facilitating, and developing community participation in tourism. So that the institutional aspect remains one of the important aspects in the development of tourism objects, especially Ngebel Lake, Ponorogo Regency as a coordinator, planner, implementer and monitor the implementation of the development of Ngebel Lake tourism object in Ponorogo Regency.

**Comparison of Alternative Priority Policy Criteria**

Based on geomean values on the comparison of alternative institutional aspects of the criteria in table 1, a comparison is made to form a matrix pair-wises comparison to determine the priority of all strategies in the alternative strategy. The following is the calculation of the spatial-comparison matrix that has been done on institutional aspects:

Table 3 Pair-Wises Comparison Matrix Calculation on Alternative Institutional Aspect Policies (Source: Data obtained by Expert Choice 11)

Incon: 0.00	Regulation	Supervision of Atractions	Community Development
Regulation	1	1.23095	1.32533
Supervision of Atractions		1	1.01502
Community Development			1

Table 4 is inputting results from geomean values in terms of policy alternative institutional aspects in accordance with table 1. It can be seen that the policy criteria have an inconsistency value of 0.00, which means that the results of geo-values on policy criteria are acceptable and consistent.

The following are the results of the priority vector matrix calculation for each alternative criterion from the institutional aspect:
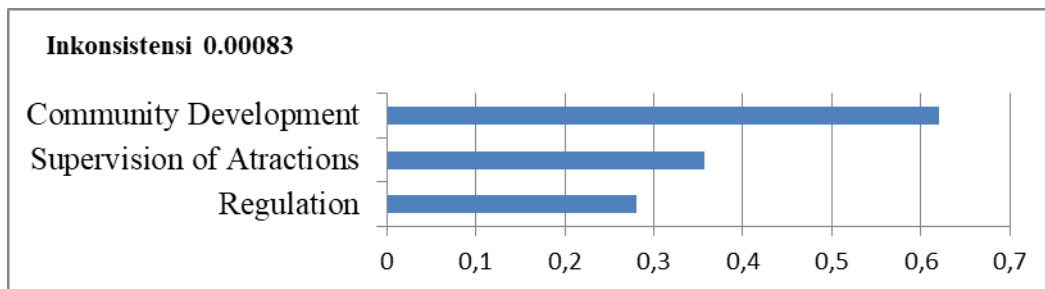
Figure 3 Normality Test Results / Results of Priority Vector Matrix on Alternative Institutional Aspects of Policy (Source: Data Processed with Expert Choice 11)

Based on figure 3, it can be seen that the alternative AHP policy analysis on institutional aspects which is the top priority in the development strategy of Ngebel Lake tourism object is the formation of community that has the highest priority vector value which is equal to 0.362. Whereas the second priority policy alternative is the supervision of tourist objects and the third is the determination of regulations each having priority values 0.357 and 0.281. The development of the association is very important because in developing a tourist attraction it is very dependent on the parties who are directly in the field, the regular implementation of tourist objects or controlling activities, as well as those related to circulation related to the economy and business that run in tourism objects.

The following is a calculation of pair-wise comparison conducted on alternative infrastructure aspect policies:

Table 4 Pair-Wises Comparison matrix calculations Alternative policies on infrastructure aspects (Source: Data processed with Expert Choice11)

Incon: 0.00	Improvement of Facilities and infrastructure	Maintenance of Attractions
Improvement of Facilities and infrastructure	1	2.58647
Maintenance of Attractions		1

Table 4 is inputting results from geomean values on alternative criteria for infrastructure aspects in accordance with table 1. It can be seen that the policy criteria have an inconsistency value of 0.00, which means that the results of geo-values on policy criteria are acceptable and consistent.

The following are the results of the priority vector matrix calculation for each alternative criterion from the infrastructure aspect:
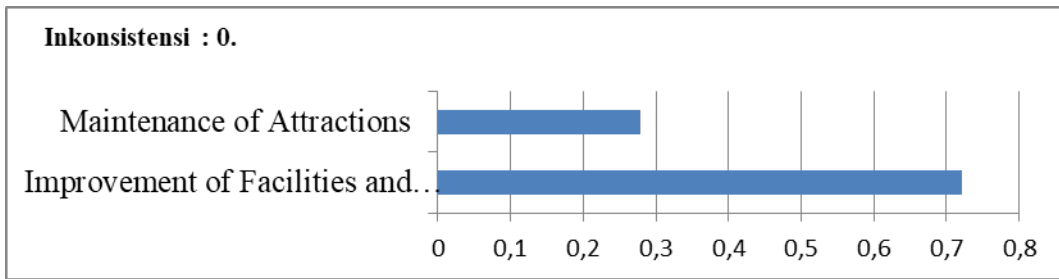
Figure 4 Normality Test Results / Results of Priority Vector Matrix on Alternative Infrastructure Aspect Policies (Source: Data processed with Expert Choice 11)

Based on Figure 4, it can be seen that the priority vector values for each of the main alternative criteria. The alternative policy for improving facilities and infrastructure to become the main policy alternative in the development strategy of Ngebel Lake tourism object has the highest priority vector value of 0.721. This is in line with the research conducted by Nugroho (2014) that four directions for the development of sustainable tourism areas, one of which is the policy of increasing accessibility and regional infrastructure around tourist objects in the development of tourist areas. This proves that facilities and infrastructure are very important in tourism development. While alternative tourism maintenance policies are in the second position in the development strategy of Ngebel Lake tourism object having a priority vector value of 0.279. Improvement of facilities and infrastructure is considered important with regard to services received by tourists while visiting tourist attractions. Means on tourism objects are more related to the completeness of tourist destinations needed in the service of tourist needs in enjoying the tour. While the infrastructure of tourism objects is related to natural resources and human resources available.

The following is a calculation of pair-wises comparison conducted on an alternative aspect of the promotion policy:

Table 5 Pair-Wises Comparison Calculation on Alternative Promotional Aspect Policies (Source: Data processed with Expert Choice11)

Incon: 0.00	Improvement Promotion of Print and Social Media	Collaboration with the Private	Tour Packages
Improvement Promotion of Print and Social Media	1	1.23095	1.32533
Collaboration with the Private		1	1.01502
Tour Packages			1

Table 5 is inputting results from geomean values on alternative criteria for promotion aspects in accordance with table 1. It can be seen that the policy criteria have an inconsistency value of 0.00, which means that the results of geo-values on policy criteria are acceptable and consistent.

The following are the results of the priority vector matrix calculation for each of the alternative criteria from the promotion aspect:
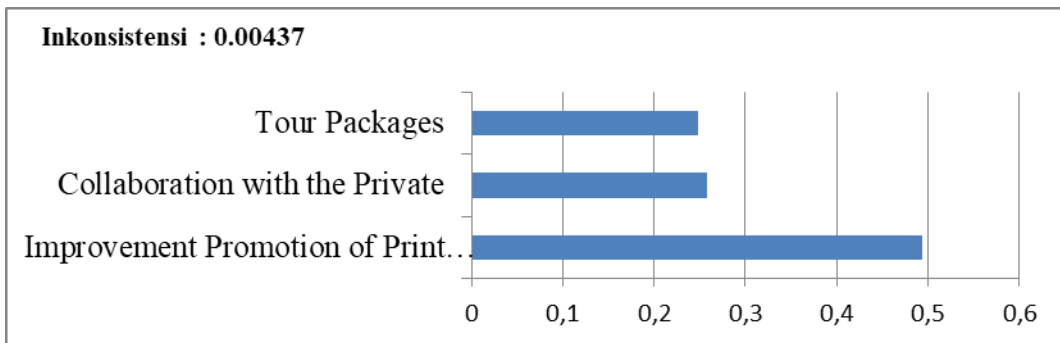
Figure 5 Results of Normality Test / Results of Priority Vector Matrix on Alternative Promotion Aspect Policies (Source: Data processed with Expert Choice 11)

Based on Figure 5, it can be seen that the priority vector value for each of the main alternative criteria. Increasing the promotion of print media and social media as the main priority of policy alternatives in the promotion aspect of the development strategy of Ngebel Lake tourism object has the highest priority vector value of 0.494. This is in line with the policy policy strategy adopted by the Ponorogo Regency Tourism Office in developing tourism potential, namely by developing information systems on promotions carried out through print and social media with the availability of tourist websites and social media. The promotion of print and social media conducted for Ngebel Lake Tourism Objects has been carried out, but it has not been optimal, judging from its widespread distribution, and promotion through print media should be easily found in the city's strategic centers to obtain information such as pamphlets, banners or the like. Social media already exists, but not yet maximally, the number of social media accounts in the name of Ngebel Lake Tourism Object but still not widely accessed, seen from the activity and follower of the account. So that promotion is urgently needed to be more innovative and creative. Furthermore, the tour package has the second priority vector value which is equal to 0.258. While cooperation with the private sector has the lowest priority vector value of 0.248, this means that collaboration with the private sector is not the dominant alternative criterion in the development of the Ngebel Lake tourism object in Ponorogo Regency.

The following is a calculation of pair-wise comparison conducted on alternative aspects of attraction policy:

Table 6 Pair-Wises Comparison Calculations on Alternative Policy Aspects of Attraction (Source: Data processed with Expert Choice11)

Incon: 0.01	Larungan Grebek Suro	Reog Art Show	Music Performance
Larungan Grebek Suro	1	1.14283	2.03498
Reog Art Show		1	2.95721
Music Performance			1

Table 6 is inputting results from geomean values on alternative criteria of attraction aspects in accordance with table 1. It can be seen that the policy criteria have an inconsistency value of 0.01, which means that the results of geo-values on policy criteria are acceptable and consistent.

The following are the results of the priority vector matrix calculation for each alternative criterion from the attraction aspect:
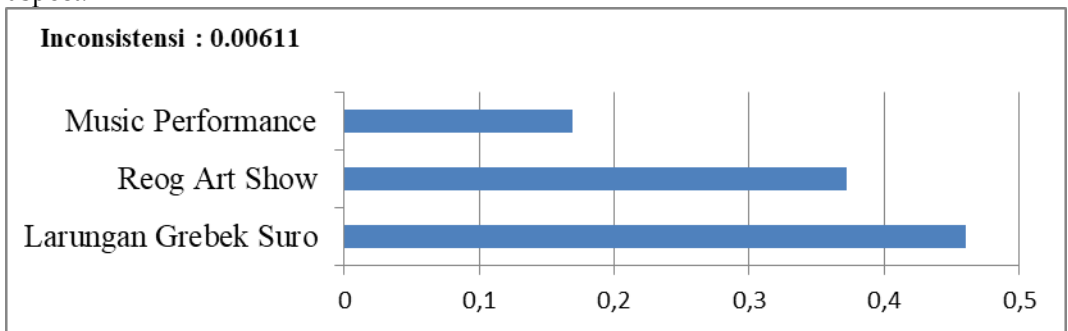
Figure 6 Normality Test Results / Results of Priority Vector Matrix on Alternative Policy Aspects of Attraction (Source: Data processed with Expert Choice 11)

Based on Figure 6, it can be seen that the priority vector value for each of the main alternative criteria. The alternative policy of combining grebek suro into the main alternative has the highest priority vector value which is equal to 0.460. This is in line with the results of a study conducted by Candra Dyah (2014) that with the natural potential of the Ngebel Lake area which is very interesting, the natural beauty includes the charm of the mountain scenery, besides the charm of the lake itself. As well as the potential of cultural tourism, namely the Traditional Ceremony of Larungan, the potential possessed by the Telaga Ngebel region provides an opportunity to increase tourists so that the surrounding community can increase income and provide opportunities for Ponorogo Regency to increase local revenue.

Furthermore, the alternative reyog art performance policy in the second position has the second priority vector value which is equal to 0.372 and the last musical performance in the attraction aspect policy priority has the lowest priority vector value of 0.169. Larungan grebek suro is considered more important according to respondents because larungan grebek suro is a custom of the beliefs of the surrounding community, to conduct offerings in every single suro or Islamic new year. And at the same time, the interest of tourists to participate in this event is very high, it can be seen that every celebration of the surrender of grubek suro is ensured that the Ngebel Lake tourism object is full of tourists who come to see and participate in the larungan procession.

Priority Comparison of Overall Policy Alternatives

The following is a priority sequence of all alternative policies used in the development strategy of the Ngebel Lake Ponorogo Regency tourism object. Based on Figure 7, the results of the Analytical Hierarchy Process (AHP) analysis of alternative policies in the development of Ngebel Lake attractions show that the inconsistency value is 0.00, which means the results of the analysis are acceptable and consistent. Judging from the picture above, the highest priority order in the development strategy of Ngebel Lake Tourism Object is an increase in facilities and infrastructure with a value of 0.306 and an increase in the promotion of print

media and social media with a value of 0.123 from the aspect of infrastructure and promotion aspects. With the high value of improving infrastructure facilities and increasing the promotion of print and social media, it is expected that the Ponorogo Regency Government can mobilize all parties involved in the management and handling of Ngebel Lake Tourism Objects, such as the Tourism Office, Bappeda, Public Works Agency, the community and all elements related to Ngebel Lake Tourism Object are given the potential tourism object of Ngebel Lake in Ponorogo Regency.
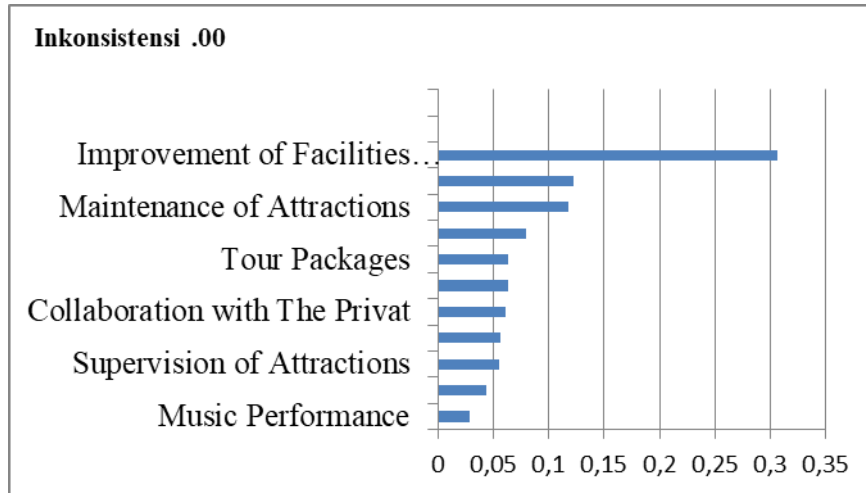
Figure 7 Sequence of Priorities for All Policy Alternatives in Efforts to Develop Telaga Ngebel Tourism Object in Ponorogo Regency (Source: Data processed)

Conclusion

The policy criteria which are the top priority in the development strategy of Telaga Ngebel Tourism Object in Ponorogo Regency are Infrastructure Aspects. The condition of the infrastructure aspect of Ngebel Lake Tourism Objects can be said to be quite good but it still needs an increase in facilities and infrastructure and also currently still unsolved is the difficulty of access to the location by using public vehicles such as tourist buses to get to tourist sites. Furthermore, the second priority in the development strategy of the Telaga Ngebel Tourism Object in Ponorogo Regency is the Promotion Aspect. Where it is necessary to increase in terms of information and marketing carried out through increased promotion on Ngebel Lake Tourism Objects. Furthermore, the third and fourth priorities in the development strategy of the Telaga Ngebel Tourism Object in Ponorogo Regency are Attraction Aspects and Institutional Aspects. The attractions carried out at Ngebel Lake Tourism Object have had a good impact on Ngebel Lake Tourism Objects but also continue to be given innovation and the role of local government in finding solutions to problems and obstacles that occur. Furthermore, in the development strategy carried out on the Ngebel Lake Tourism Object, Ponorogo Regency emphasizes the development of aspects that are the top priority in the overall policy alternative, namely the Infrastructure Aspect with alternative policies to improve facilities and infrastructure facilities. Alternative policies for improving facilities and infrastructure facilities are considered important because tourists will tend to consider the existing infrastructure at the tourist attraction before making the tour.

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