



Forms and Patterns of Cooperation Relations in Tourism Institutions in the Togeian Islands

Irma Kharisma Hatibie^(✉), Janianton Damanik, John Soeprihanto, and Frans Teguh

Postgraduate School of Tourism Studies, Universitas Gadjah Mada, Yogyakarta, Indonesia
irmakharismah@mail.ugm.ac.id

Abstract. The cooperation relationship of tourism institutions in the public, private, and community sectors is a process of pressure from the environment. This process is part of the adoption of institutionalization which usually comes from the public sector to sectors that have close links with surrounding institutions. Because the process of forming an institution is always the same in the institutional setting, the problems that arise are almost always the same in every institution, namely dwelling on the synergy that is not yet optimal, especially how to distribute daily work so as to achieve optimal collaboration between actors in the institution. Likewise, the problems that occur in tourism institutions in the Togeian Islands Tourism Destination Area, Central Sulawesi. The method used in this research is descriptive qualitative by interviewing informants who are in tourism managerial institutions in the research location. Over The course of the study a face-to-face interview was conducted with 16 stakeholders. The line of thought of this research is to describe theoretically the design of cooperative social relations in tourism institutions in the tourist destinations of the Togeian Islands National Park. The theoretical basis used is adapted from the theoretical framework of sociology. The results of the research are to determine which institutions that are directly involved in the management of tourism destinations and to identify the practice and theory of cooperative social relations in tourism destination institutions in the Togeian Islands. This identification is intended as part of an ongoing initial analysis of the importance of social relations in bridging the need for effective management of tourism destinations.

Keywords: Social Relationship · Cooperation · Institutional · Tourism Destination

1 Introduction

The complexity in the management of tourist destinations in the Togeian Islands is closely related to who regulates tourism activities and the policies of related institutions in making decisions. The tourism policy in question has a significant impact on the bilateral relations of various stakeholders wherever they are (Varra, Buzzigoli, Loro, 2012). Cooperation in tourism management in principle is not a “basic” development activity that is only physical, but a “combined” activity that requires high-level coordination between

policy makers (Antariksa, 2016). It takes the ability to convince all stakeholders regarding the implementation of collaboration and tourism activities. This shows the urgency of the institutional presence needed to minimize deviant human behavior, to be orderly and reduce uncertainty in the mechanism (Yustika, 2012).

Institutions play an important role in mobilizing tourism actors, organizations and resources (Restrepo and Clave, 2019; Amin and Thrift, 1994). The regulation of tourism resources and the mobilization of these actors affect the work environment and how managerial relationships between actors work.

When the government decentralizes regional autonomy, the central government in this case provides the flexibility for development and the management of regional resources is fully managed by the regional government. The establishment of tourism institutions in the regions is divided into governance, namely the public and private sectors. These two sectors are involved and play an active role in tourism management in every tourism activity in the Togean Islands. The existence of institutional formation that involves these two elements is a process of pressure from the environment, and the process of adoption or institutionalization which usually comes from the higher public sector, namely the state and is connected to the institutions below it (DiMaggio and Powell, 1995). Because the process of forming institutions is always the same in the state institutional order, the problems that arise are almost always the same in every institution and also in the regions. Today's institutional form is another form of regional autonomy policy. This then raises the question of whether these policies affect how the management of tourism institutions in the region, especially in the Togean Islands, is carried out sustainably and sustainably.

In addition, institutional relations have a close relevance of how they are interconnected. One form of how institutions can look solid is by looking at the ways in which they are interconnected through recording social relationships, one of which is the cooperative relationship between institutions.

The theoretical approach used in this study is an adaptation of Soekanto's (2015) sociological theoretical framework, which is a derivative of social relations in the aspect of cooperation. The cooperative relationship in the institution is explored to show how the associative relationship of the institution runs and is managed on an ongoing basis from time to time.

The Togean Islands area is an area that is managed and used as a tourism destination, but on the other hand, the Togean Islands is a marine park conservation area. This means that tourism activities must prioritize regulations that are in accordance with conservation principles and not excessive exploitation. Therefore, in this context, this paper focuses on analyzing the forms and patterns of cooperation to manage a solid tourism destination area with other institutions. The institutions in question do not only come from the public sector, but also from the private sector, and the community sector in the Togean Islands region.

The purpose of this study seeks to describe theoretically the cooperative relationship in tourism institutions in the tourist destination area of the Togean Islands National Park, through the approach of social relations in Soekanto's sociological theory (2015). In addition, the research aims to identify which institutions are directly involved in the management of tourism destinations and the identification of the practice and theory

of cooperative social relations in tourism destination institutions in the Togean Islands. This identification is intended as part of an ongoing initial analysis of the importance of social relations in bridging the need for effective institutional management in tourism areas.

2 Theoretical Review

2.1 The Conceptual of Tourism Institution in Indonesia

The institutional concept according to Parson (1951) has a model that is divided into three institutional levels, namely at the technical level (regarding daily routine work), the managerial level, namely actions on coordination, and the level of institutional legitimacy through the transformation of values that apply in interdependent related to institutions. Institutions are described as normative structures that promote patterns of social interaction/transactions required in the implementation of the work rules of social functions.

Institutionalization in Parson's theory, which has been described previously, has a close relationship with social relations. Functionalist structuralism is basically a system that influences the actions of each individual. It is formed from social interactions among various individuals who grow and develop above the general standard of judgment, namely social norms (Nasikun, 2005). In government regulations, the integrated action of each individual or actor in tourism is as stated in the Tourism Law No. 10 of 2009, Article 5 (f) which states that there is a guarantee of inter-sectoral, inter-regional, inter-central and regional integration which is a systemic unity in regional autonomy framework, as well as inter-stakeholder integration.

Parson's statement, which makes an analogy that each individual has interactions and expectations for the actions and reactions of others to his own behavior, becomes the basis for focusing on social relations in institutions. This is stated in the National Tourism Development, namely in Government Regulation No. 50 of 2011 in the 2010–2025 RIPPARNAS concerning Tourism Institutions, namely the development of government organizations, local governments, private sector and society.

This activity includes creating, communicating, delivering tourism products and managing relationships with all stakeholders. Another rule that implies Parson's theory in the structure of tourism institutions is in the Master Plan for tourism development of the Togean-Tomini KSPN, namely cooperation in the preparation of an integrated plan that involves all stakeholders both at the central government level, local government, and business actors to jointly develop tourism in the Togean Islands area.

2.2 Schmidt Institutional Concepts

Schmidt's institutional concept is the opposite of Parson's idea, there is discursive institutionalism. The ideas of Schmidt and Carstensen (2016), are used to support theory building on an ongoing basis. If Parson emphasizes structure and function, by Schmidt this institutional theory emphasizes the power of ideas or ideas and discourse in resilience to environmental changes that can affect managerial and activity in tourism institutions in the long term.

The theory construction in this study is the institutional discursive theory described by Schmidt (2015) which focuses on the power of “ideas and discourse” in institutions. Schmidt sees that structural relationships in institutions are the constitution of an actor’s capacity to influence other actors to submit to the power of the actor’s ideas or discourses through formal and informal institutions. The power of ideas or discourses described by Schmidt is an analytical framework whose forms can be discursive, hegemonic, ideological, or even productive of a particular subject.

Schmidt and Carstensen (2016) explain that institutional discursive is how actors as critical actors conceptualize their ideas by thinking, speaking, and acting collectively in order to reconstruct the institutional structure. This reconstruction of ideas and discourses is described as a process that comes from the influence of one actor who acts as the holder of ideas and discourses, then with the power of his ideas actor’s is able to act as a barrier or determine the working mechanism.

From the two forms of institutional theory, researchers will combine the basic concepts of Parson’s theory and Schmidt’s theory. The ideas of the two theories will show that they are used as a basis for thinking and to observe whether the data findings in the field can use the two theories, which can be used as comparisons or refutes the theory in the final result. In addition, to explore phenomena in the structure and function of institutions in the Togean Islands, how institutions are interconnected, the researcher uses the rationale of social relations based on Soekanto’s theory.

2.3 Cooperation in Tourism Institution

The form of cooperation is the most basic form of social interaction and the main process of the existence of a social relationship. Cooperation here is intended as a joint effort between individuals or institutions involved through approaches with various institutions consisting of the government, private sector, and stakeholders, to achieve common goals. Common goals, (3) There is an agreement between the government and the private sector which is intended to provide an increase in the economic value of the community, (4) They need each other and work according to the roles of each collective actions (Kurniawan et al., 2015).

2.4 Previous Research

Falester et al., (2018) bring new insights into building institutional tourism theory, but the institutional theory described is general and not applicable to every tourism destination, especially in Indonesia whose destination style is plural and partial (Prasetya et al., 2015). This institutional theory emphasizes the use of early theories that allow it to be used in particular tourism institutional research. Prafitri et al., (2016) clarify the division of institutional theory into structural and cultural by examining institutional capacity in tourist villages. The institution in question is described in the form of division of tasks and roles in the organization, and who is the most influential social capital in tourist villages, while understanding institutions are not enough to only describe the capacity of institutions that rely on individual roles, considering that institutions do not only talk about one organization but it is closely related to the rules of the game and how the pattern of relationships, as well as social interactions, are intertwined in institutions.

Although a lot of institutional research is done from time to time, the results from these studies are varied and different in each institutional sector. Institutions produce entities for life and social structures, based on environmental influences and pressures (Yustika, 2012; Miocic et al., 2017). This also applies to tourism institutions of Togean Island. In terms of legislation, or in terms of decision making, it is very much different. The term of decision's rules that exist in the public sector, private sector, or community institutions. Although tourism areas have institutions that are involved and work together in implementing policies, a set of rules allows the actors involved to interpret social phenomena in their own way (Soebandi et al, 2006; Suman 2007).

3 Research Method

This study uses qualitative descriptive and uses data presentation techniques using the Nvivo application. The NVivo application is used to analyze and find insights into unstructured data such as interviews, open surveys, articles, social media, and website content, and understand unstructured overflow data (Bandur, 2016). The form of presentation of qualitative data is in the form of narrative text, matrices, graphs, networks, and charts. To perform the third part above, the NVivo application is used, which is one of the qualitative data applications.

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3.1 Research Analysis and Data Validation

The research analysis focuses on the social relations of each institution related to tourism management activities in the Togean Islands region. This social relationship is derived from the Associative relationship theory which is directly related to the indicators of cooperation. The Togean Islands area is a protected conservation area and there are institutions that regionally have territories in their governance that are connected to each other.

In order to assess the feasibility of collaboratively managing tourism in institutionalism, a semi-structured interview was chosen because the human interactions and social relations that unfolds throughout the interview allows the researcher to gather a wealth of useful information as well as elements for reflections (Quivy and Campenhoutd, 2008). This interview has a total of 16 actors in each institutions, face to face interviews were held with public, private, and community sectors of key-stakeholders, responsible for management and interventions that impact the Togean Island;

1. Public sectors; BTNKT (Togean islands national park hall) (5), Tourism Department Institutions (4)
2. Private Sectors; Host of resort and business owners in Togean Island (4).
3. Community and Non-Government Organizations (2).

Before the interview script preparation, a documentary analysis was drawn to enable a better understanding of the problems, having focused in the following distinctive points: 1) which institutions are involved and not directly involved with tourism management in the Togean Islands region; 2) Framing of social relations forms in collaborative institutional theory by Soekanto (2015). The indicators contain subject such as funding, promotions and media has been used to implemented shape of cooperations among institutions; and 3) Determine the concept of tourism institutions in the Togean Islands based on the institutional theories approach of Parson and Schmidt theory.

The direct observation method was also used through the participation in institutional discussion that took place during program preparation. The objective of this documentary analysis was to draw the research structure triangulating, as far as possible, the collected information and thus ensuring the result credibility.

In order to answer the research purposes, there are set of alternatives presented in every questions took into considerations the systematization of the barriers to the development of a collaborative approach to manage tourism and social relations, related to institutional management. The questions objectives and the relations between each questions and the type of model collaborations that is intended to be investigated and display in each indicators that found in findings and discussion.

4 Findings and Discussion

4.1 Tourism Institutional Management Model in Tourism Destination Togean Island

Tourism institutions in the Togean Islands consist of several institutions that are interconnected with one another. This institution has three levels which are classified into institutions in the government sector, private sector, and community sector. The government sector consists of official institutions under the auspices of the central and local governments, the private sector consists of private industry, namely owners of products and services in the tourist area of the Togean Islands, and the community, which comes from NGO organizations. These three groups can be seen in Fig. 1.

The Fig. 1 shows the structural institutional relationships involved in the management and governance of tourism destinations in the Togean Islands. However, although there are interrelated relationships with each other, several institutions from the government sector, such as the Togean Islands National Park Agency and the Tourism Office, then business owners from the private sector and NGOs are institutions that have direct contributions to the managerial level and daily operations. This institution is involved and structurally bound by state laws and regulations and which institutions are directly involved in the management of tourism governance.

The interrelated institutions aim to help tourism management in an area work optimally. Each institution has a role and contribution in carrying out the role of each

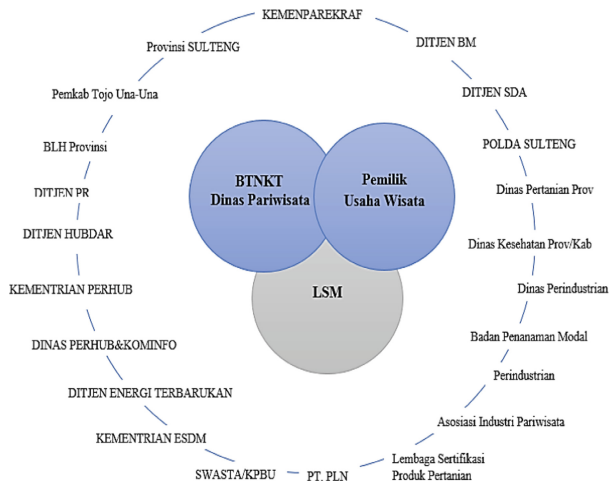


Fig. 1. Togeang Islands Tourism Institution. Source: Adaptation of KSPN BTNKT Report, 2021

stakeholder. The basis for the involvement of each stakeholder is based on government regulations and regulated in legislation.

The context of social relations in the distribution of work between the central and local government sectors includes various activities; the relations of power-sharing, funding or providing assistance (in the form of subsidies and so on), public services, utilization of natural resources, and supervision. Both national-scale supervision which is coordinated through the Minister of Home Affairs, supervision of regencies, and cities, coordinated through the Governor, and supervision at the sub-district and sub-district level within the village which is coordinated through the Regent or mayor. In this context, coordinating social relations within the government sector has been going on for a long time and has connections that are regulated in legislation.

Coordination is absolute in both vertical and horizontal coordination relations.

4.2 Context of Tourism Institutional Social Relations

Basically, social relations have a characteristic that lies in the patterns between one actor and another that are interconnected and form a managerial unity in tourism destinations. The pattern in question is by looking at the patterns of managerial interaction from time to time. In Daily life, institutional social structure, institutional formation factors, networks, and patterns of communication and interaction. The following is a more complete conceptualization of the tourism institutional management model based on social relations through Fig. 2.

The identification of the form of social relations in the picture above is seen from the communication patterns or daily interactions of each actor. The social structure of actors in institutions to show the thickness and influence of actors (Yeh and Fotiadis, 2011). The factor for the formation of the institution is whether it comes from regulations originating from the public sector, and how the network or communication patterns are established between these actors.

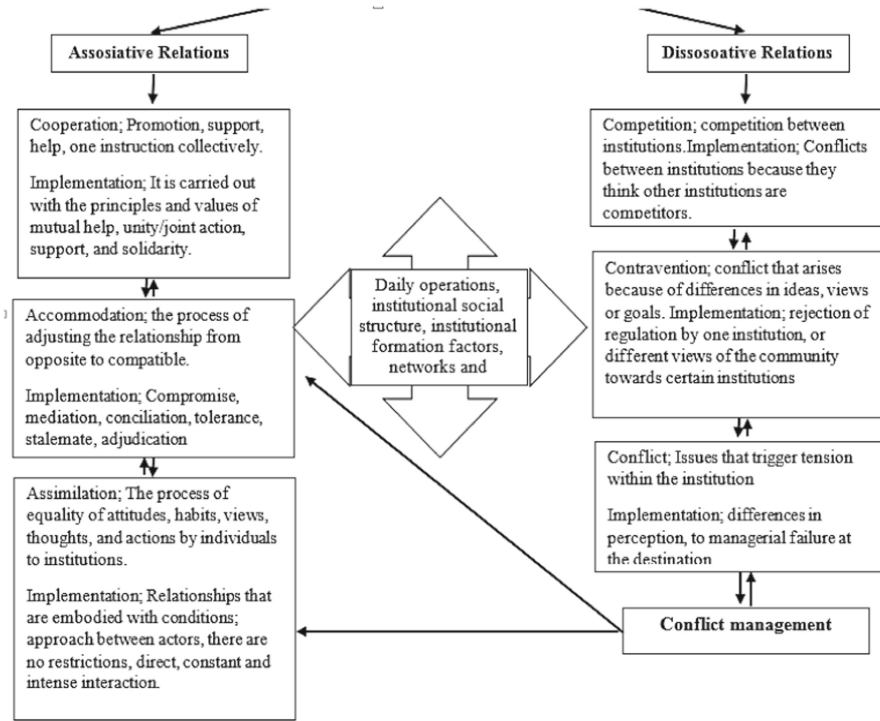


Fig. 2. Social Relations Concept. Sources: Soekanto, 2015; Syarbaini and Rudiyanata, 2009

4.3 Formal Cooperation Relationship

Field results show that cooperation relationships can take the form of formal and informal, media and promotion, and forms of funding in activities. In these aspects of cooperation, important things were found in coordinating to develop tourist destinations in the Togeian Islands. As stated from the results of interviews with informants who stated that:

“The collaboration is carried out with the Togeian Conservation Foundation, the Tourism Office, local MSMEs, regional officials, communities in the Togeian islands, local NGOs, the National Police Chief, the Regional Police Chief, TNI, Regional Government, and resort owners in developing Togeian Islands tourism. The collaboration includes coral reef transplantation activities in Siatu Village, carrying out integrated supervision with stakeholders as I mentioned earlier”. (Sector Public, September 2020).

This relationship strengthens the development of tourist destinations in every area in the Togeian Islands. Each institution has the same perception that their involvement is for the benefit and benefit of each institution involved which is characterized in the form of cooperation (Longjit, 2010).

Relationship Formal cooperation between tourism institutions is a form of cooperation that exists by binding to formal regulations such as a Memorandum of Understanding (MoU) as a form of ratification of the cooperation. The form of cooperation is an inherent relationship and binding agreement between institutional units, coordinated and enforced through a network of social, economic, and political relations, has a clear work unit and focuses on local authorities (Feiock, 2013).

This formal relationship can be shown in the indications of the Togeian Tomini National Tourism Strategic Area (KSPN) program and action plan which can be seen in the 2018 BTNKT Final Report. These programs are planned for the government's fiscal capacity building. The program is prepared in accordance with the Government Regulation of the Republic of Indonesia Number 50 of 2011 concerning the National Tourism Development Master in 2010–2025. From the list of 88 KSPNs throughout Indonesia, KSPN Togeian-Tomini and its surroundings is ranked 29th on the list. To overcome these various obstacles and obstacles in planning and development, the synergy between stakeholders is the solution for the development of the Togeian Tomini KSPN program. The work is then carried out based on priority selection.

In the KSPN program, there are implementing institutions that are program implementers that are adjusted to the authority of each institution, both central and regional. Involvement of the private sector and local communities with a work time of five years.

Cooperation in tourism institutions can take the form; joint and compact promotion of tourism destinations, support, assistance, or interaction with a single shared instruction (Ute et al., 2015). The implementation of cooperation in institutions can be formed from the principles of mutual assistance, unity, joint action, and solidarity support. Relations between institutions will be solid when there is a cooperative relationship. The form of cooperation is the alignment of work programs and indicates a common goal that must be pursued.

This cooperative relationship can be in the form of a partnership intended for tourism development and management must have a clear concept. Also, have to provide benefits to local communities. This form of partnership can be formed if it meets the requirements, among others; (1) There are two or more parties, there is institutions from the government, the private sector, and the community (2) have the same vision in achieving.

4.4 Informal Cooperation Relationship

The form of non-formal cooperation in institutions is one of the efforts of stakeholders in carrying out joint management with other actors without ties in an employment contract as well as cooperation in a formal form. Cooperation in non-formal forms occurs in the Togeian Islands tourism destination management institution. The form of non-formal cooperation refers to the verbal relationship between actors in the institution.

In addition, based on the results of data analysis using Nvivo, it is shown in Fig. 3.

The form of non-formal cooperation in each institution has a different function in each tourism activity. In the accumulation of interviews, it was found that several key words were frequently mentioned by informants, including (i) non-formal cooperation with other agency cooperation programs involving BTNKT with a percentage of 11.11% mentioned by informants in interviews, (ii) collaboration with stakeholders discussing regarding efforts to maintain the BTNKT conservation area with a percentage of 14.81%,

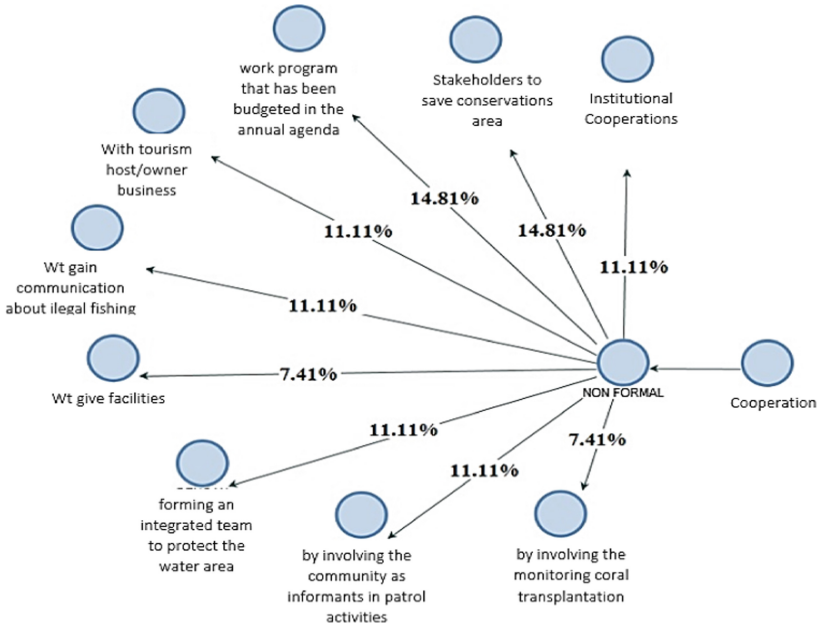


Fig. 3. Forms of Informal Cooperation. Source: Nvivo Analysis Results, 2021

(iii) non-formal collaborations that have been formed regarding annual programs that have been held are stated at a percentage of 14.81%, (iv) with tourism business owners it is stated that a percentage of 11.11%, (v) cooperation in establishing communication between institutions regarding illegal fishing is stated at a percentage of 11.11%, (vi) cooperation in providing facilities is stated at a percentage of 7.41%, (vii) cooperation by forming an integrated team to protect the area mentioned with a percentage of 11.11%, (viii) cooperation with the community as Informants in patrols are mentioned with a percentage of 11.11%, (ix) cooperation in coral reef monitoring and transplantation activities are mentioned with a percentage of 7.41%.

The most frequently mentioned aspect is a collaboration with stakeholders who discuss efforts to protect the BTNKT conservation area and aspects of non-formal collaboration that have been formed regarding annual programs that have been held with the same percentage mentioned by informants in the study.

The informal tourism institutional cooperation is a form of cooperation that is established on a voluntary basis and the encouragement of a common desire without coercion and has the goal of developing together (Feiock, 2013). This also implies that both formal and informal cooperative relationships are an important part as a form of sustainable destination management and form long-term bonds.

The informal cooperation in the distribution of daily work is community participation in taking advantage of local business opportunities. One of these business opportunities is the manufacture of local handicrafts. This empowerment is not limited to the production of these goods, but continues to promote and sell local handicrafts to business owners, and instead business owners are assisted by the community in promoting resorts by word

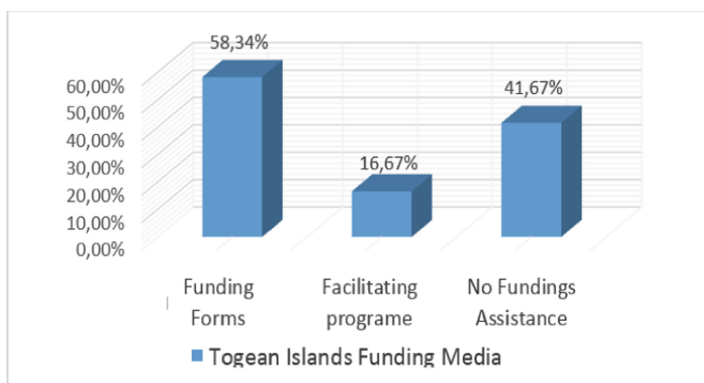


Fig. 4. Cooperation Relations in Funding. Source: Nvivo Analysis Results, 2021

mouth to mouth or through member's personal social media accounts. This informal cooperation activity then creates a sense of trust between the two parties who work together (Fig. 4).

The data above shows that the aspect of institutional cooperation in terms of funding assistance stated that 41.67% of informants stated that there was no physical form of funding (money), but the intended assistance was the provision of facilities by several institutions to other agencies. Aspects in facilitating this activity were mentioned by the informants as much as 16.67%. This also implies that the funding aspect in the cooperation can take the form of facilitating the activities of other institutions, and not solely on assistance in physical form such as financial assistance.

The graph shows that the funding aspect in this collaboration can take the form of facilitating the activities of other institutions, and not solely on assistance in physical form such as financial assistance and so on. In addition, funding is not limited to the existence of funding assistance that states the nominal costs provided, but in the form of assistance for activities related to the development of tourist destinations. As mentioned by Latuconsina, Syaukat, Siregar (2013) that funding is an important part because it has implications for adequate tourism programs or activities in tourism destinations.

4.5 Form of Promotion in Cooperation Relationship

The form of cooperation in the form of promotion and the media used is a part that shows the existence of a cooperative relationship in tourism institutions in the Togean Islands. The form of this collaboration is to see what processes and media are used by institutions in promoting tourism destinations in the Togean Islands. As mentioned by Nel and Binns (2002) promotion is an increasingly common thing used by various actors in institutions which then affects the basis for the economic revival of a tourist destination and unites local communities to cooperate with each other regarding the promotion and marketing of the tourist destination.

Promotional activities by tourism service owners in the Togean Islands are carried out more often through their respective social media platforms because this affects the image of their tourist destinations and the number of tourists visiting. Assistance in

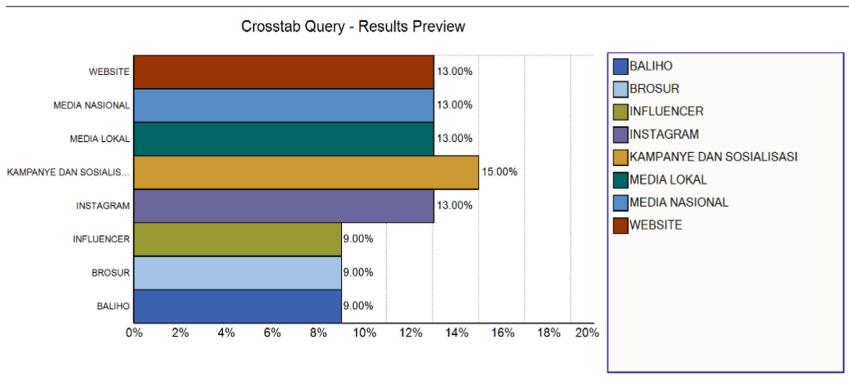


Fig. 5. Tourism Destination Promotion Media. Source: Nvivo Analysis Results, 2021

promotion from the Tojo Una-Una Tourism Office, providing promotional space facilities for each business owner at the Tourism Information Center (TIC) belonging to the Tourism Office. By TIC at the Tourism Office, there is various information about all the attractions that can be found in the Togeian Islands, addresses of tourism destinations, social media, managers, brochures, location maps, transportation access information, complete with contacts who can be contacted, the number of tariffs for places to stay, including recommendations with alternative choices in enjoying all attractions in the Togeian Islands tourism destination.

The tourism promotion activities and what media are used to assist aspects of tourism destination management activities, which indicate a cooperative relationship can be observed in Fig. 5.

The data shows that 15% of the campaign and socialization aspects still dominate part of the frequency with which actors and institutions carry out tourism promotion media. Followed by Instagram by 13%, websites, national media, local media, and followed by influencers, brochures, and billboards.

The graph above shows what percentage and media are often mentioned by informants in terms of using media to promote tourism destinations in the Togeian Islands. It also shows that although all institutions try to use social media through the internet, word of mouth promotion through campaigns and outreach is more popular. By several institutional actors, conventional methods are still often used to campaign for tourism products in the Togeian Islands.

4.6 Cooperation Relations in Funding

The form of cooperation in funding is another form of cooperation carried out between one institution to another in an effort to assist the institution in providing funding assistance to carry out managerial activities related to tourism activities or programs. The form of funding cooperation in question shows the existence of a cooperative relationship both informally and informally.

The cooperative relationship that was formed in institutional social relations with other institutions in the Togeian Islands was not found in the form of cooperation in the

form of funding assistance, but even so, cooperative activities continued as expected. As mentioned by Latuconsina, Syaikat, and Siregar (2013) that funding is an important part because it has implications for adequate tourism programs or activities in tourism destinations. The form of cooperation in terms of funding which was later replaced by facilitating activities can be seen in the following figure;

Promotion through various media, especially social media, is very helpful in disseminating information related to tourism in the Togeian archipelago. Research conducted by Hasan and Hatibie (2014) states that marine destination areas will be greatly helped if it is carried out with social media and is also supported by word of mouth promotion which can then contribute greatly to convincing potential tourists in choosing a tourism product.

5 Conclusion

The research found that the institutional concept is still appropriate and is characterized by Parson, which is derived from structural functionalists. The institutional situation in the Togeian Islands is still tied to a situation where the function of structural norms and functions of each institution is needed on a par with other institutions. Each institution has functions and norms that must be carried out if you want to work together with other institutions to regulate and develop tourism destination areas in a sustainable manner.

Second, the idea of Soekanto's theory of social relations is confirmed by the existence of a form of cooperation. However, Soekanto's ideas are macro and very broad. When it is brought into the realm of more complex institutional social relations, this whole theory cannot fully explain the micro parts that occur in every access to social relations in institutions. Apart from that, Soekanto's theory gets an expanded meaning and is explained in more detail in the results section.

The findings suggest that social relations in cooperation have a different form from the theory that has been put forward by many cooperation experts. The findings found that cooperation does not only come from written or formal forms of cooperation, but also non-formal forms of cooperation with different forms from the previous formal forms. In fact, non-formal cooperation can be more successful in carrying out daily operations which cannot be explained in the annual report documents which are the key to the success of establishing a more solid relationship in the Togeian Islands.

The indicators of the form of cooperation produce the following forms; 1) the existence of funding which is an important power for smooth planning and development activities in tourist areas does not become an obstacle that an institution cannot move and run the program. On the other hand, other institutions do not provide assistance in the form of funding but assistance in the form of facilities in exchange for funds such as money. 2) Conventional promotion, such as word of mouth, turns out to be an effective promotional media from time to time, however, it is still assisted by renewable promotional media such as media via the internet in the form of applications and websites.

The cooperative relationship produces conceptual sub-concepts that further break down the indicators of the cooperation section that are in the formal and non-formal cooperative relationships. Entities of cooperation have subcategories to be able to classify

and examine other forms of the previously existing concept of cooperation. This requires further analysis and other analytical tools to confirm whether it can be used as a reference for relevant research in the future.

6 Discussion

6.1 What is the Most Appropriate Institutional Model for the Togean Islands Today?

The theory in the literature review explains how the institutional model is broadly based on the understanding of Parson and Schmidt's two institutional forms. However, this study aims to show the current general institutional form in the region more specifically and to demonstrate the suitability of the theory with the existing conditions in the field. Both Parson and Schmidt's models are able to describe institutional dynamics in destinations. This topic has a focus on the current form of tourism institutions and may occur in other similar institutions.

The case study analysis helps to clarify the direction of this research is the relative importance of stakeholders in changing and adapting this institutional form to their daily operations. The collaboration model between Parson and Schmidt can be considered in contemporary situations in decision-making in the field.

6.2 Recommendation Model of Tourism Institutionalism in Togean Island

The results of the research in the field found that there are models and forms of institutional patents at the research location, which tend to be in the form of the Parson institutional model. This model is based on the principle of cooperation and consolidation of each stakeholder in each institution. This institutional model is reflected in the form of government regulations that require efforts to involve other institutional elements in managerial roles, either directly or indirectly. However, cooperation and coordination in practice provide improvisations from each institution in developing tourism products, not always starting from the structural function of the institution.

The process of cooperation in tourism institutions has been identified as having two forms of cooperation, is formal cooperation and informal cooperation. This form of cooperation shows that informal cooperation plays an important part in creating harmonious communication and more solid coordination between actors in each institution. Problems that arise from managerial activities and field conditions that involve many actors make it possible that non-formal cooperation is not only a second alternative but can be the main driver in launching tourism activities when formal cooperation cannot work properly because it is rigid and structural.

Furthermore, in practical actions, the decision-making process requires times where one institution must put pressure on another institution to carry out daily work. This is in accordance with what Yustika (2012) said that; The Institutions produce entities for life and social structures, based on environmental influences and pressures The rationale of Schmidt's theory can be an alternative way of incorporating the old form of Parson's institutional model at the destination at the time of decision making which is considered

crucial to the Schmidt model. The institutional model of this study can be an alternative to complement Falester's (2017) institutional theory which still talks about structure and function, but has not touched on how each stakeholder is interconnected in their daily program of managing tourist areas. However, once again, whether this form of the model can be implemented or not requires further research to test the effectiveness of the theory.

6.3 Research Limitations

This research is mainly based on the perceptions of the stakeholders interviewed. As they were neither neutral nor impartial relative to the issue under analysis, it was thus not possible to check whether the information gathered was accurate. The fact that the informants are an active part of the process constitutes a functional limitation in the informations gathering but also, simultaneously, an advantages as their participation gives them additional information. To mitigate this limitation, additional information sources were used by through the document analysis, observation on the fields, triangulate the data analysis, the gathers information and thus ensure its accuracy and consequent credibility of the findings.

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