

Managing Tourism Village Potentials through Holistic Approach: Singapadu Kaler Village, Gianyar, Bali

**Anak Agung Putu Swabawa^{1✉}, Ni Nyoman Sri Astuti² and
I Dewa Gede Ari Pemayun³**

¹²³Tourism Department, Politeknik Negeri Bali
✉Jl. Kampus Bukit Jimbaran, Kuta Selatan, Badung – Bali, 80361, Indonesia
E-mail: putuswabawa@pnb.ac.id

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ABSTRACT

Through a holistic approach, the current study was aimed at designing a rural tourism model, especially for managing the village's potentials to empower the Singapadu Kaler villagers. Four data collection methods were employed: observation, interview, documentation, and focus group discussion (FGD); along with two analytical techniques: quantitative and qualitative analysis techniques. Two qualitative analysis techniques were involved: a descriptive analysis technique, and synthesis analysis technique. Synthesis analysis technique was employed in designing a tourism village management model by taking the potential, effectiveness and feasibility of Singapadu Kaler Tourism Village into consideration, combined with ideas emerged during the FGD. The results indicated that there are three potentials that could be developed into tourism products in the village, 1) natural resources, i.e. river, rice field, and cliff, 2) human resources, and 3) cultural resources, i.e. Kahyangan Tiga Temples, Dang Kahyangan Temples, and sacred cultural products. There were pre-existing tourism infrastructures, such as accommodation, restaurant, ATV car business, horse-riding business, rubber boat business, swing, and agro-business. There was also sufficient general and basic infrastructure, which could be used for tourism as well. The pre-existing management model was partial, missing the involvement all of the existing stakeholders, especially the communal tourism products management. By taking the tourism village management close relationship with the products offered and dependability upon some organisation functions, these steps should be taken: arrange the organization structure effectively, select and place appropriate manpower from each hamlet, as well as formulate policies, rules, and schedule of activities that are endorsed and supported by all of the stakeholders. Contribution from the academics in designing holistic village tourism model is also in need so that sustainable tourism development can be achieved.

INTRODUCTION

Tourism is a form of integration between attractions, accommodation and supporting facilities presented in a structure of community life that integrates with the procedures and the prevailing tradition. Tourism is a journey for recreation or leisure, and also preparation for this activity. A tourist is someone who travels at least 80 km (50 miles) from his home for recreational purposes, is a definition by the World Tourism Organization (Yoeti, 2006, p. 67). Tourism Village is "A rural area that offers an overall atmosphere that reflects rural authenticity both from socio-economic life, socio-culture, customs, everyday life, has a distinctive building architecture and village spatial structure, or unique and interesting economic activities that have potential for the development of various tourism components, for example: attractions, accommodations, food-drinks, souvenirs, and other tourism needs" (Nuryanti & Wiendu, 1993, p. 35). Muljadi (2014, p. 27), explained tourist village as a tourism product that involves members of the village community with all the devices they have. Tourism villages not only affect the economy, but also can preserve the natural and social-cultural environment of the community, especially with regard to the values of togetherness, kinship, mutual cooperation, and others. Thus, the natural and social-cultural preservation of people will be an attraction for tourists who travel.

The Regional Autonomy Law which came into effect in 2000 (Forestry Law, 1999), stressed that the development will be more focused on rural areas so that there will be social changes from urbanization to ruralization (city people are happy / will go to the village for recreation). To provide benefits, both to the people in the tourism village concerned and the people who are recreation in the village, an effective management model is needed.

In general, management is an arrangement for various activities carried out within the organization in order to create organizational goals and objectives. The organization's goal is to create efficiencies and effectiveness, while the organization's objective is to achieve the maximum profit (Handoko, 2012, p.78). Basically, tourism management is an activity to achieve sustainable tourism goals both economically, socio-culturally and environmentally, and then the manager is obliged to carry out effective resource management (Pitana & Diarta, 2009, p. 89). Tourism Village management is carried out through tourism resource management, marketing, human resource management, and conflict management (Wilopo & Hakim, 2016, p. 29). The pattern of village tourism management carried out independently in Ketingan Hamlet with facilitation from the government, universities and the private sector has produced a significant portrait of progress in managing and developing professional rural tourism (Suwarjo & Jumadi, 2015, p. 49). The increase of the tourists' image of destination could much better enhance their environmentally responsible behaviour, as compared with the ones with a lower perception of service encounters. Managerial implications to the local service sectors and authorities are also suggested (Lin, 2018)

Baiquni (2011, p. 114), stated there are five aspects and approaches that need to be considered in the development of a tourist village, namely holistic approach, participatory learning, empowerment management, action research, and synergy and network, where is the holistic approach, is an approach that integrates various elements or sectors of development in an integrated manner, so that the formulation of problems and their solutions is carried out collectively and participative. The method used is system thinking as a way to open understanding and innovate in formulating appropriate policy and development contexts. A Holistic Approach

means that all factors are taken into account as a whole, interdependent with each other for the benefit of all. in management and leadership things that relate to situational leadership with motivation, transaction analysis, control systems, power base, ownership of problems, organizational growth, and change (Carlz185fr, 2013).

At the west of Singapadu Village, there are wide stretches of unspoiled rivers and rice fields. Besides the historical heritage and its inhabitants who have unique traditions. It seems that the management of tourism villages along with the tourism facilities and infrastructure in Singapadu Kaler Village does not involve all the existing components so that many complaints occur from people who have not been able to enjoy the benefits of this tourism village development because management is still partial. Where, at the time of the condition, the existing tourism business was only located in two hamlets namely: Silakarang and Kediri hamlets, while the route from the ATV car activity was in all hamlets, namely hamlets: Silakarang, Kediri, Belang, Belang Kaler, and Samu Hamlet.

Based on the previous description, where the management of tourism villages, especially regarding the potential and facilities and infrastructure are still partial, the issues raised are:

1. What potential and attractiveness can be developed into tourism products and tourism facilities and infrastructure in Singapadu Kaler Village?
2. What kind of model can be applied for the tourism management in Singapadu Kaler using a holistic approach?

The objectives to be achieved in this study are as follows:

1. To identify potential and tourist attraction and to find out tourism facilities and infrastructure in Singapadu Kaler Village.
2. To create a design of a tourism village management model through a holistic approach in Singapadu Kaler Village.

METHODS

The approach used is a sampling approach, which takes several respondents as a sample of the existing population. In sampling, the judgment sampling method is used, which is taking respondents as a sample intentionally for a specific purpose so that the respondent members who will be selected can represent the characteristics of the population where the respondent was taken (Marsuki, 1995, p. 52). The number of populations in Singapadu Kaler Village which is related to the management of tourism village potential is the village head and his staff, hamlet heads, farmer group leaders and tourism entrepreneurs who number 86 people. Samples taken in conjunction with the implementation of small discussion groups, there were 16 people using limited space and funding considerations. The method used to collect data, there are 4 methods, namely: observation, interview, documentation, and focus group discussion (FGD). Analytical techniques used is qualitative analysis techniques, in the form of a) Descriptive analysis techniques, namely outlining the potential of Singapadu Kaler Village and tourism facilities in the village of Singapadu Kaler, b) Synthesis analysis techniques, designing a model of tourism village management by considering the potential, effectiveness and feasibility of Singapadu Kaler tourism village which combined with ideas that emerged in the implementation of focus group discussion.

RESULTS AND DISCUSSION

Potential and Attractiveness, Tourism Facilities and Infrastructure in Singapadu Kaler Village

In carrying out tourism development in an area, especially the development of tourism facilities and infrastructure that will be used as tourism products to be offered to tourists, it is necessary to pay attention to the potential and attractiveness in the area concerned.

Potential and Attractiveness

The potential and attractiveness of an area is the appearance of the resources that exist in an area concerned, both natural and human resources as well as existing cultural resources which have its own attractiveness. These potentials have been developed, such as for the ATV car business, horse riding business, villa business and restaurants. There are also those that have not yet been developed, such as rivers and rice fields that are still wide-spread, historical and other cultural heritage.

For natural resources in the Singapadu Kaler Village which has the potential to be developed into tourism products, in the form of:

a. River

From the aspect of tourism, the river can be used as a medium or access to tourism product operations, so that the river can function strategically for the development of tourism products, such as rafting, tubing, fishing and so on. In Singapadu Kaler Village there are three rivers that pass through it, namely: the Wos River, the Gede River and the Wahem River.

b. Rice fields

Rice fields in Singapadu Village are found in 10 *subak* (Balinese traditional farmers' association) namely: Samu, Abyantiying, Dlod Belang, Dlod Belang Kesanga, Dlod Belang Kapat, Wahem Kesanga, Wahem kesanga one, Sumampan Dalem Kederi, Sumampan Dalem Silakarang, and Banjar Rame. In connection with tourism development, rice fields are very potential to be developed into various agro-tourism products and ecotourism, such as agro-tourism parks, trekking tracks, *matekap* (ploughing fields with cows) shows, and so on

c. Cliff

In Singapadu Kaler Village there are two areas on the edge of the river that has cliffs, namely on the edge of the Wos River and the Gede River. The existing cliffs have the potential to develop various tourism products, such as villas, flying fox, swing, and so on. The conditions of natural resources in Singapadu Kaler Village can be described as shown below.



Picture 1: Wos River and cliff
(Natural Condition in Singapadu
Kaler Village)



Picture 2: Rice fields in Subak Wahem
(Natural Condition in Singapadu Kaler
Village)

For human resources in Singapadu Kaler Village, most of the people as carvers, the rest as entrepreneurs in the tourism sector, contractors, farmers, traders, builders, iron makers, and other labourers. For the younger generation, most of their education majored in tourism, especially the upper secondary education level and diploma education.

Cultural resources in Singapadu Kaler Village in the form of Kahyangan Tiga Temple (includes Puseh, Desa, & Dalem Temple), Melanting or Ulun Banjar Temple and Beji Temple, Dang Kahyangan Temple are Puncak Sari Temple in Samu Village and Tirta Empul Temple in Kederi hamlet. Of the three traditional villages that exist, two traditional villages have sacred cultural products in the form of Barong Landung, Barong Bangkal, Barong Macan, and Rangda. As for the form and design of Kahyangan Tiga Temples can be seen in Picture 3 (Puseh Desa Temple) and 4 (Dalem Temple).

All the temples mentioned above have not been functioned or packed into tourism products as tourist objects and attractions hence currently they are only for sacred ceremonial purposes.



Picture 3: Puseh Desa Temple in Belang Kaler
Village



Picture 4: Dalem Temple in Belang Samu
Village

Tourism Facilities and Infrastructures

Tourism facilities are the facilities and services provided to tourists, both directly and indirectly. Tourism facilities are provided by tourism businesses, both individual and joint. The provision of tourism facilities is related to the utilization of potential in the region or in tourism areas. Tourism facilities can be divided into three types: Main Tourism Facilities, Complementary Tourism Facilities, and Tourism Support Facilities (see Table 1).

No	Explanation	Number of Units
1	Main Tourism Facilities <ul style="list-style-type: none"> a. Accommodation b. Restaurant c. Agro-tourism 	5 2 2
2	Complementary Tourism Facilities <ul style="list-style-type: none"> a. Horse riding activity b. Cycling (Electric scooter activity) c. All-terrain Vehicle (ATV) riding activity 	1 1 6
3	Tourism-support Facilities Statue Gallery (along the highway)	

Table 1 : Tourism Facilities in Singapadu Kaler Village
Source: Survey results



Picture 5: Rumah Sungai Villa
(accommodation)



Picture 6: Uma Sari Restaurant



Picture 7: Silakarang Luwak Coffee
(agro tourism)



Picture 8: Outback Ubud
(horse-riding activity)



Picture 9: Bali Skutis
(electric scooter riding activity)



Picture 10: Green Bali Adventure
(ATV riding activity)



Picture 11: Silakarang Bali Swing
(swing activity)



Picture 12: Statue Gallery

Tourism infrastructures are all basic facilities that allow facilities tourism can live and thrive, it is also a medium for the operation of tourism facilities or access to tourism objects and attractions. So that in outline tourism infrastructure there are two types, namely

- a. Public Infrastructure (General Infrastructure), in the form of roads, electricity, irrigation, clean water, communication is well available (quite adequate)
- b. Basic infrastructure (Basic Needs for Civilized Life), in the form of the centre of public health (*Pusat Kesehatan Masyarakat* or Puskesmas), mini markets, traditional markets, police stations, gas stations already in operation in Singapadu Kaler Village.

Tourism Village Management Model based on Holistic Approach

Management in principle is the arrangement of various activities within the organization in order to achieve the goals and objectives of the organization concerned (Handoko, 2012, p. 78). Where the activities carried out in the organization are closely related to the products produced or processed and depending on the number of functions in the organization concerned. The function of management of conservation areas is based on the conservation of forest natural resources; the principles of protection, preservation, and utilization can be realized and managed optimally, sustainably, and wisely. The involvement of the community in the management of the Ceremai Mountain National Park area had been carried out optimally, seen from the realization of the budget for the management and development of Ceremai Mountain National Park (Yuningsih & Herdiansyah, 2019, p. 36). Mobilization and collaboration between national park stakeholders and the community are needed to reduce conflicts of interest that occur in the management of national parks (Winara & Mukhtar, 2011, p. 223). The conflicts that occur between the community and the management of the conservation forest area keeps on happening mostly due

to the lack of collaboration with the community around the forest during the process of policymaking or disseminating that are not optimal. Conflict is an integral part of management activities and is a social, political and environmental challenge (Cadoret, 2009, p. 66).

Related to the development of tourist villages, tourism products are something that can be offered to tourists who visit the tourist destination. Tourism products can be in the form of nature, culture and community results. With regard to tourism village management, tourism products can be divided into two types, namely:

- a. Tourist products are personal, tourism products produced by tourism businesses, in the form of accommodation, restaurants, Horse riding, cycling (Electric scooter), ATV Car Business, sculpture galleries.
- b. Tourist products communal, tourism products are general and community-owned, in the form of public infrastructure, nature, cultural heritage (products) and trekking paths.

Personal Tourism Products Management Model

For personal tourism products, the management has been carried out by each entrepreneur with a business approach. In the operation of this company, the form of a business carried out, all of which are joint ventures whose members can be family or community members in Singapadu Kaler Village. Profit-sharing is given once or at least every three months. Managers and Employees of this personal product provider company, mostly local people from Singapadu Kaler Village. This management model will provide greater benefits to local communities. This condition will accelerate investment growth in the tourism sector which will encourage the acceleration of the development of tourism facilities and infrastructure in Singapadu Kaler Village.

Communal Tourism Products Management Model

In the framework of managing communal tourism products which are the main facilities in the tourist village of Singapadu Kaler Village in order to achieve the goals and objectives of tourism village development there are several steps that are carried out, namely:

- a. Effective Organization Structure Arrangement
With the existence of the Singapadu Kaler Tourism Village which was only established a year ago and the absence of a formal management structure, especially for the management of communal tourism products. Then an effective management structure will be formulated both for current operational needs and for long-term strategic needs. The structures of the management of communal products proposed in this study are as follows:

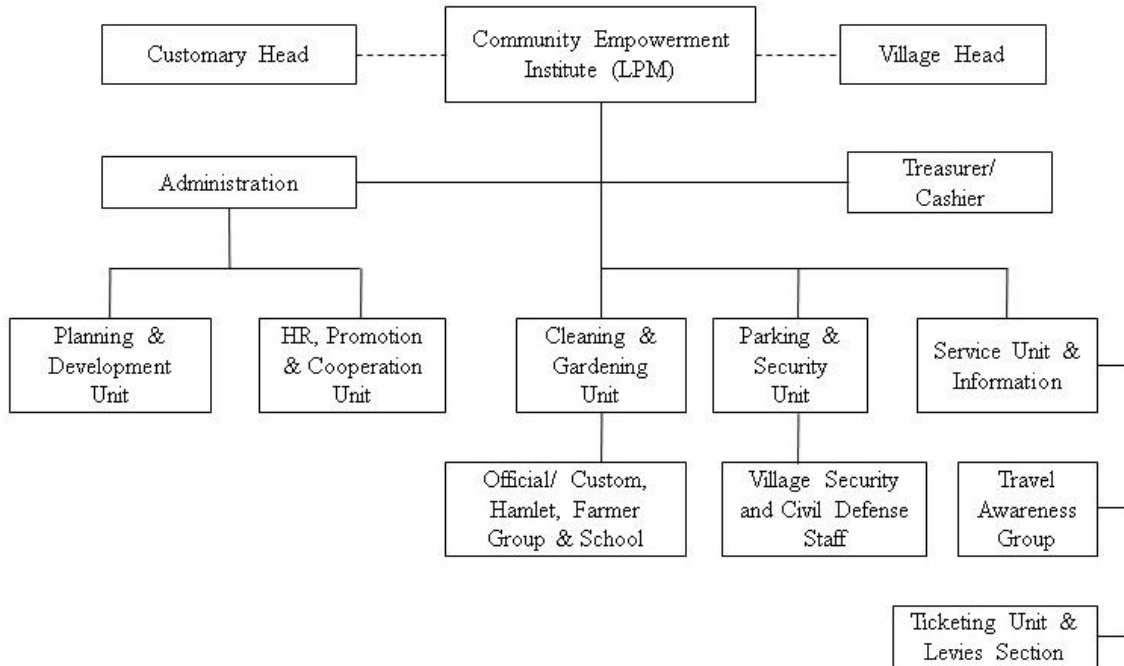


Chart 1: Tourism Village Management Organization Structure

The village tourism management structure designed as above is in accordance with a holistic approach that involves all components within the official village and custom village institutions which are given authority in the management of tourism villages. So that later plans made in the form of products and tour packages, policies and rules that are set will be more representative which can reduce various unexpected complaints. Besides that, it is necessary to place the person in the unit that is expected to be taken from the local community, but not to ignore professionalism.

b. Appropriate Manpower Selection and Placement

In the management of tourism villages in the current Singapadu Kaler Village, where the management is still under the command of the village head father or father of the village, which people are placed in units formed such as Travel awareness group and tourism village development units have fulfilled the objectivity requirements in accordance with their fields. The chairman of Travel awareness group came from a tourism practitioner, namely Mr I Ketut Suardika with a Diploma 3 Tourism education who had worked at the hotel for 15 years and was now a freelance guide. The members were taken as many as 2 people from each hamlet, also tourism practitioners. Chairperson of the Tourism Village Development Unit, a general manager of a five-star hotel named Mr I Wayan Suambara, and two members from each hamlet who are also tourism practitioners. Until now the tourism village development program of Singapadu Kaler Village, especially the development of communal tourism products has not gone well. This condition occurs, because there is no clear and effective management structure, and has not been supported by adequate policies and rules.

c. Making policies, rules, and schedule of activities

Regarding policies, rules, and activity schedules made by companies that provide personal products has been determined by each company in accordance with the

conditions of tourist demand for the management of communal tourism products, where the new policy has been made between ATV car service providers and official offices and with traditional irrigation system (*subak*) in the Singapadu Kaler Village. Those policies are:

1. Contribution policy

Every ATV, horse riding, cycling and swing car service provider companies must contribute IDR 1000,000, per year to all hamlets and to *subak* that are passed by ATV cars. After a Focus Group Discussion was held between ATV car entrepreneurs and the hamlet and village head, there was an agreed change to IDR 1,200,000. Besides that, there is a voluntary fund from the ATV car business manager in the form of rice, coffee, sugar, incense and juice for IDR 100,000 to IDR 500,000, at Kahyangan Tiga Temple in three traditional villages in Singapadu Kaler Village and Subak Temples where the area is passed by ATV cars.

2. Operational Policy

This policy also regulates the schedule of activities carried out in environmental management. The agreed policies are:

- a) Every hamlet is obliged to do mutual cooperation every month under the command of the hamlet head that is supervised by the village head and representatives of ATV car entrepreneurs.
- b) *Subak* is obliged to do hygiene in the rice field environment every month under the command of the farmer and supervised by representatives of ATV
- c) If there is shipment waste from upstream, especially during the rainy season, *subak* and hamlet need to do mutual cooperation together with members of all ATV, horse riding, cycling, swing, agro-tourism businesses.

Regarding the rules applied in the management of tourist villages, stated in the Singapadu Kaler Village Regulation Number 08 of 2017, in the form of:

1. Every household member in each village is required to pay a garbage contribution of IDR 10,000, - every month.
2. Lodging / bungalows / villas / and restaurants / cafes are collected at IDR 200,000, - per month.

In addition to policies and rules, there is a suggestion from the village head, in the form of:

1. Prohibition on littering.
2. Prohibition on disturbing tourists.

Analysis of Singapadu Kaler Tourism Village Management

From the holistic approach, it seems that management does not involve all stakeholders, especially in making spatial planning that is strategic and in making policies and rules that support operational activities of tourism village management. The proof is to the present time, only all hamlets and several farmer groups (*subak*) are used as a pathway for ATV car operations. The conditions for the long term there are a tendency will cause turmoil, because there is social jealousy that will disrupt the stability of the development of the rural village of Singapadu Kaler.

In addition, the unit formed by the village head, in the form of a travel awareness group and tourism village development unit until now has not been active in carrying out its functions,

because there are no awards received by the head of the unit and its members, so the existence of these units is only a symbol for tourism village development at Singapadu Kaler Village.

Seeing such conditions, it is necessary to involve academics to help design creative tourism products that are communal and make necessary policies and rules. Besides providing the variety of training to the community in the form of training in making tourism products, language and guiding in order to provide services to tourists who use tourism products offered in Singapadu Kaler Village.

CONCLUSION

From the results of the above discussion, the following conclusions can be drawn. Singapadu Kaler Village has three potentials and attractiveness. The first one is natural resources, such as rivers, rice fields and cliffs. The second one is human resources, such as carvers, tourism entrepreneurs, contractors, farmers, traders, builders, iron makers, and labourers. Moreover, the village is not lacking younger generations who hold upper secondary and tourism diploma. The third one is cultural resources, such as Kahyangan Tiga Temples, Melanting or Ulun Banjar Temples, Beji Temples, Puncak Sari Temples and Tirta Temples. There are sacred also cultural products in the form of Barong Landung, Barong Bangkal, Barong Macan, and Rangda.

The village also has pre-existing basic means of tourism facilities, such as accommodation, restaurant, and agro-tourism. Complementary facilities for tourism which are recreational and sports facilities, such as horse riding, cycling, ATV car, tubing, and swing are also present. There are some stone statue galleries lined up along the main road, which can be considered tourism support facility. There are two types of tourism infrastructures in Singapadu Kaler Village. The first one is public infrastructure, or the main facility, e.g. roads, electricity, irrigation, clean water, quite stable communication infrastructure, etc. The second one is basic infrastructure, e.g. community health centre, mini markets, traditional markets, offices police, gas station, etc.

The tourism village management encompasses both types of tourism products: personal and communal tourism product. Model personal tourism products management is carried out by tourism entrepreneurs with a business approach. Where the form of a business carried out is a joint venture whose members can be family or community members in Singapadu Kaler Village. Profit-sharing is given once or at least every three months. Managers and Employees of this personal product provider company, mostly local people from Singapadu Kaler Village.

Management of communal tourism products are performed through the stages: effective organization structure arrangement in accordance with the demands of operational needs and demands for the development of Tourism Villages, appropriate manpower selection and placement through the empowerment of local communities, making policies, rules and schedule of activities. Contribution policy, to all departments and *subak* offices, Operational policies, hamlet and *subak* obligations in managing the environment. Rules in the form of payment of garbage fees of IDR 10,000, - every month, the retribution fee is IDR 200,000 per month, the suggestion of the village head, the prohibition on littering and disturbing tourists.

From the holistic approach, it seems that tourism management in the village does not involve all stakeholders, especially in making strategic spatial planning and in making policies and rules that

support tourism village management activities. Hence, the tourism villages run partially, consequently may invite the occurrence of various unwanted problems.

To realize sustainable tourism village development, it is necessary to design a holistic management model involving all stakeholders and the need for assistance from academics. Besides that, there is a need for compensation, both financially and in freedom of customary workload

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