

Collaboration of Hexahelix In Developing Natural Tourism Potential

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ABSTRACT: Kuningan Regency is located in the province of West Java which borders Central Java province, with good natural resources to be developed into tourism and becoming one of the sources of Regional Budget Revenue (PAD), so with this we conducted research on tourism in Kuningan Regency with The method we use is a qualitative method, namely by collecting data. From these results, it turns out that tourism is not yet optimal in Kuningan Regency due to the budget and lack of participation by the government and private sector in increasing tourism in Kuningan Regency. To increase tourism, collaboration between stakeholders is needed. The research results show that in the collaboration process carried out in developing tourism potential in the National Nature Tourism Park in Kuningan Regency, this cross-sector collaboration is effective in achieving sustainable development goals, especially at the village level. The success of this program illustrates the potential of the Hexa Helix collaborative model as a solution to global challenges.

Keywords: hexa helix collaboration, natural tourism concept, community participation involvement

INTRODUCTION

Tourism is a source of economic value that has the ability to make a significant contribution to the economic progress of a country. Economically, tourism potential can provide cash for local governments. In addition, the presence of the tourism industry can increase the income of the surrounding residents as well as management and local governments (Dwiyanto, 2018). The tourism potential in Indonesia is very simple to develop by improving infrastructure, security, and management capabilities to build a tourism industry that is in demand by domestic and international visitors looking for a sense of fulfillment. Through the development of diverse national tourism potential, the tourism industry can also generate economic activities, including community income, labor absorption, regional income, and foreign exchange profits (Halibas, Sibayan, & Maata, 2017). The growth of the tourism sector requires the active participation of the community, especially to empower the community, improve the community's economy, and increase local income. The more actively the community is involved in tourism activities, the more job prospects will exist; The government seeks to involve the community in resolving economic difficulties (Maturbongs, Suwitri, KISMARTINI, &

Purnaweni, 2019). In seeking community participation, the government needs to provide facilities that are in accordance with the needs of the community and provide direction or guidance so that the community knows its role. However, the process of tourism development is not only from the participation of the community, but also from all parties, including the local government and the private sector (Rampersad, Quester, & Troshani, 2010).

According to the Local Government Law of the Republic of Indonesia Number 23 of 2014, the central government delegates power and authority to local governments to develop, regulate, and manage land and sea areas independently. The goal is to accelerate prosperity and maximize the resources available in each region. The policy was made so that each region can manage its own resources, both natural and human (Himmelman, 1996).

Kuningan Regency has a lot of natural tourism potential that contributes significantly to increasing Regional Original Income (PAD), economic growth, and the welfare of the people of Kuningan Regency (Tonkovic, Veckie, & Veckie, 2015). Therefore, the Regional Government of Kuningan Regency pays great attention to the establishment and implementation of various policies, programs, and activities for the development of natural tourism potential. This research was conducted to find out the potential of natural tourism in Kuningan Regency, find out the implementation of natural tourism development policies in Kuningan Regency and the obstacles faced, as well as the efforts that have been made to overcome these obstacles (Yuningsih, Darmi, & Sulandari, 2019).

According to the Regional Regulation of Kuningan Regency Number 2 of 2013 concerning the Implementation of Tourism, the Regional Government of Kuningan Regency emphasizes that the development and development of tourism must be directed to achieve and maintain environmental and cultural sustainability in order to develop tourist objects and attractions and realize tourism as a source of income for the community (Yunus & Muddin, 2019). Regent Regulation (PERBUP) of Kuningan Regency Number 90 of 2020 concerning the Regency Tourism Development Master Plan (RIPPARKAB) for 2020-2028 further regulates that tourism development and growth cannot be separated from regional tourism development, so it requires collaboration between the government and the community (Collaborative Governance). To maximize tourism potential, development must be well planned in order to maximize economic, social, and cultural benefits for the community and the government (Rachim, Warella, Astuti, & Suharyanto, 2020).

Tourism development must be integrated into economic, physical, and social development programs. Along with the planning architecture, it must be able to provide sufficient infrastructure, administration, and security in the process of promoting tourism that attracts domestic and international interest (Anisykurlillah, 2023). In this case, the active role of government and non-government entities is needed in collaborating to ensure that tourism runs smoothly, because collaborative governance requires the government and non-government to work together to ensure that tourism develops according to expectations and provides benefits (Barbarossa et al., 2023).

The success in developing this tourism potential is highly dependent on the perspective of the work of each element, taking into account the current budget

programs and components. Due to limited capacity and resources, the government is forced to cooperate with various parties, both within the community and with external parties, to achieve a goal (Zakaria, Sophian, Muljana, Gusriani, & Zakaria, 2019). It can be said that a tourist location has not been able to develop effectively, both by the surrounding community and by the management and government. The facilities and infrastructure needed to support attractions, such as transportation from the city center to tourist destinations, are still lacking (Shergold, 2008). The current facilities can still be said to be lacking, even though the existence of suitable or supportive facilities can encourage growth by increasing income in Kuningan Regency. The growth of tourist attractions faces additional obstacles, such as a lack of finance for tourism development, as indicated by the state of damaged tourist attractions on roads for access to tourist attraction locations. Therefore, Collaborative Governance is needed in developing tourism potential in Kuningan Regency to make a better plan in terms of facilities and other infrastructure to support the tourism sector because tourism is one of the sectors that is growing rapidly so that it is able to support life in a country.

This research introduces a unique perspective by exploring the application of the Hexa Helix collaboration model in the development of natural tourism in Kuningan Regency. Unlike previous studies that primarily focused on individual or fragmented stakeholder involvement, this study examines the comprehensive collaboration between six key stakeholders—government, academia, private sector, community, media, and financial institutions—through the Hexa Helix model. The novelty lies in analyzing how this collaboration can effectively address the challenges of budget limitations, lack of infrastructure, and insufficient community participation in natural tourism development, providing a holistic approach to sustainable tourism.

The main objectives of this research are to analyze the role of Hexa Helix collaboration in the development of natural tourism in Kuningan Regency, to identify the challenges faced in implementing this collaboration, and to evaluate the effectiveness of stakeholder engagement in achieving sustainable tourism development. Additionally, the study seeks to provide recommendations for optimizing the potential of natural tourism through cross-sector collaboration.

This research offers several benefits, both theoretical and practical. Theoretically, it contributes to the body of knowledge on collaborative governance models, specifically in the context of natural tourism development. Practically, the findings provide valuable insights for policymakers, local governments, and private entities in Kuningan Regency on how to improve tourism development strategies through collaboration. It also highlights the importance of community involvement, infrastructure development, and financial support in promoting sustainable tourism. For future tourism projects, this study can serve as a guideline for implementing effective Hexa Helix collaboration.

Literature review

Helix Concept

Innovation plays an important role in improving regional development. In order for an innovation to emerge, it requires the participation of various parties. This support or participation is often referred to as the concept of helix. The concept of helix continues to evolve in accordance with societal changes and gives birth to various models that

describe collaboration between parties to achieve progress, with the number of helixes representing the parties involved. Including:

1. Triple Helix (1995): This model was put forward by Etzkowitz and Leydesdorff, focusing on the interaction between academia, the private sector, and government. These three parties are considered the main actors in encouraging innovation.
2. Quadruple Helix (2010): This model adds civil society and the media as the fourth helix. This reflects their important role in triggering innovation and ensuring that it benefits the wider community.
3. Quintuple Helix (2014): This model expands the scope by including the natural environment as a fifth helix. This emphasizes the importance of considering aspects of sustainability and environmental sustainability in the innovation process.
4. Penta-Helix (2017): This model simplifies the Quintuple Helix model by grouping the "natural environment" into "society" helixes. Penta-helix consists of academics, businesses, communities, governments, and mass media.
5. **Hexa Helix (2019)**: This latest model adds **law and regulation** as the sixth helix. This reflects the important role of regulation in supporting and directing innovation, as well as ensuring that innovation runs ethically and responsibly.

Hexa-Helix Concept

The hexa-helix concept can be a valuable tool to support sustainable development in an area. This approach requires data on the potential and constraints of the area to be effective. In sustainable development, the goal is to maximize potential while minimizing or mitigating obstacles.

The Hexa Helix concept in the development of Tourism in Kuningan Regency emphasizes the importance of understanding the role of six key aspects of the project: what is being implemented, tested, or verified.

This research uses the concept of collaboration by Ring and Van de Ven which formulates the collaboration process so that collaboration can develop, namely, integrative elements are manifested in individual bonds, psychological contracts, informal understanding and commitments that change the aggregate elements that are carried out in the role of formal organizations and legal contracts. Finding compatibility between integration and aggregation without relying on formal institutional structures such as memorandums of agreement and standard operating procedures is key to maintaining collaboration (Ring & Van de Ven, 1994).

The framework of the collaboration process according to Ring and Van De Ven's (1994) consists of the following elements:

1. *Negotiation*, is an interplay of bargaining between formal and informal parties in decision-making.
2. *Commitment*, is the development of commitment for future actions through formal legal contact interactions, psychological contracts and problem-solving skills.
3. *Implementation*, is the implementation of commitments through personal roles and interactions.
4. *Assessment*, is an organizational review of the three processes based on reciprocity

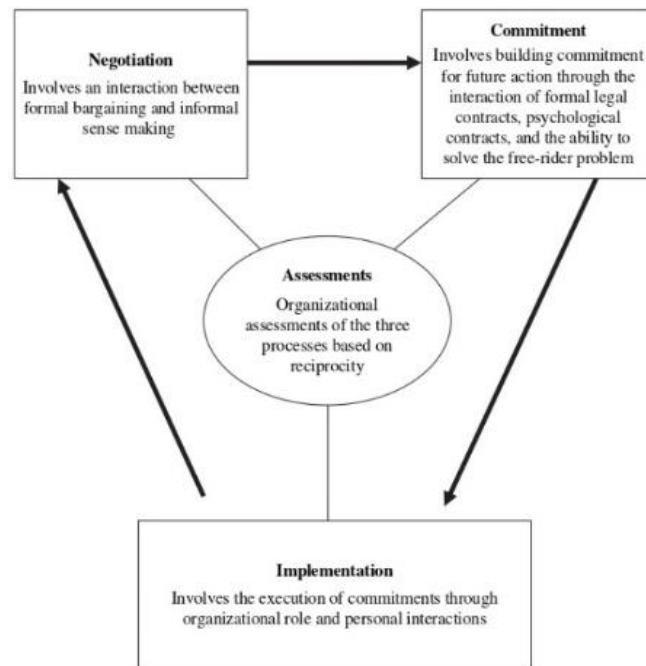


Figure 2 A Process Framework of Collaboration
Source: Adapted from Ring and Van de Ven (1994).

Figure 1 Collaboration Process Framework (Source: (Thomson & Perry, 2006))

Nature Tourism

Nature tourism is a tourist activity that aims to interact with the natural environment, enjoy the scenery, and carry out outdoor recreational activities. This can include a wide variety of activities such as hiking, camping, mountain biking, diving, birdwatching, and others.

Nature tourism is a type of tourism that focuses on activities carried out in the natural environment with the aim of enjoying the beauty, diversity, and tranquility offered by nature itself. Here is a detailed explanation of the concept of nature tourism:

Types of Nature Tourism

1. **Ecotourism:**

- Focus on preserving the environment and local culture. Its activities include education about ecosystems, conservation, and often involving local communities in its management.
- Examples: Mangrove forest tourism, national parks, and conservation areas.

2. **Geotourism:**

- Tourism that emphasizes geology and landscape. The goal is to appreciate the uniqueness of the geology and formation of the earth.
- Examples: Visits to volcanic craters, caves, and unique rock formations.

3. **Adventure Tourism:**

- Involves challenging and adrenaline-pumping activities in the outdoors.
- Examples: Rafting, rock climbing, paragliding, and surfing.

4. **Marine Tourism:**

- Focuses on activities in or around the sea and waters.
- Examples: Snorkeling, diving, and sailing.

5. Mountain Tourism:

- Includes activities in mountainous areas such as hiking, camping, and enjoying mountain views.
- Example: Climbing Mount Rinjani, camping on Mount Bromo.

Benefits of Nature Tourism

1. Economy:

- Encourage local economic growth through job creation and income from tourism.
- Increase regional revenue through taxes and tourism levies.

2. Social and Cultural:

- Increase awareness and appreciation of local culture and customs.
- Strengthening the community through participation in tourism management.

3. Environment:

- Encouraging the preservation and conservation of the natural environment.
Reducing pressure on natural habitats through a sustainable ecotourism approach.

RESEARCH METHODOLOGY

The researcher uses qualitative research techniques in the development of this scientific paper, and the researcher chooses a qualitative descriptive research design to be more precise, open, and comprehensive in characterizing the scenarios to be observed in the field to find out how the process of Tourism Potential Development in the Perspective of Collaborative Governance with the Hexa Helix model, study in natural tourism in Kuningan Regency and find out the inhibiting and supporting factors in developing tourism potential in natural tourism in Kuningan Regency. Informants or resource persons in this preparation are taken in a non-random manner, in the sense that the informants or resource persons have been determined in advance at the time of preparation or before going to the field to conduct research, while the techniques in collecting data in this preparation are by observation, interview and documentation methods.

RESULT AND DISCUSSION

Collaboration in the development of natural tourism objects in Kuningan Regency is analyzed using the collaboration theory from Ring and Van De Ven's (1994) which consists of factors namely negotiation, commitment, implementation and assessment. The discussion of the four factors is as follows:

Negotiation

According to Jackman (2005), negotiation is the process of two or more parties giving opinions to each other until an agreement is reached. Negotiation in collaboration is defined if the parties participating in the collaboration can carry out a bargaining process for activities carried out together to achieve common goals. The negotiations between the actors involved in the hexahelix collaboration are as follows: (Prayitno, 2021)

1. Government:

- The government has a role as a regulator and facilitator in an effort to support tourism development innovations, one example of SKPD negotiating with the legislative (DPRD) in an effort to support programs and policies in terms of regulations and budgets.

2. Academics :

- Collaboration between the government and academics cannot be said to be a negotiation process because academics are only asked to provide scientific studies, they produce innovations through research that can be applied in the industry and help in the development of quality human resources.

3. Entrepreneur / Private

- The private sector / entrepreneurs can jointly build adequate facilities in the development of natural tourism by not damaging the order / originality of nature that is already owned by not exploiting. This is where the role of the government as a policy maker to sit together / negotiate to formulate how to develop Kuningan natural tourism in a sustainable manner.

4. Community:

- In Kuningan district, environmental activists and natural tourism play a very important role in maintaining and preserving all existing natural potential.
- The government together with the AKAR community or environmental activists negotiate how to maintain and preserve all natural potentials

5. Media:

- One of the negotiations built with the media is collaborating with influencers in promoting natural tourism.

6. Financial Institutions:

- Negotiating with banks to provide stimulants through their CSR funds in building and realizing natural tourism that is in great demand by the people in Kuningan Regency.

Commitment

Commitment is defined as dedication or obligation that forces a person to do something. Commitment is very important in the collaboration process that involves many actors by building a mutual commitment, agreements will be formed and implemented in the future in various interactions (Larantika, 2019). The commitment in the process of natural tourism collaboration to realize the charm of the sapta is seen from the constancy of actors in the implementation of the duties and functions of each field. The commitment of each actor involved in the hexahelix collaboration is as follows:

1. Government

As a collaborative actor, the government is very consistent in carrying out the duties and functions that have been regulated in Perbup No. 177 of 2021 concerning the position, organizational structure, main tasks and functions and the description of duties and work procedures of the Youth, Sports and Tourism Office. The Kuningan Regency Youth, Sports and Tourism Office already has a commitment to the development of natural tourism. Judging from its consistency and the results of the interviews, the government is very committed to arranging natural tourism in the Kuningan Regency area for the realization of sapta charm.

2. Academics

In this case, as a collaborative actor, it is committed to being responsible for assisting the government in producing innovations through research that can be applied in the development of natural tourism and assisting in the development of quality human resources.

3. Entrepreneur/Private

As an actor, the collaborator is committed to helping the government manage and invest in natural tourism development efforts.

4. Community

Some of the collaborative actors are committed to playing an active role in maintaining and preserving the potential of nature.

5. Media

As a collaborative actor, the collaboration is committed to disseminating information to the wider community about natural tourism through social media

6. Financial institutions

Financial institutions as collaborators provide financial support through financing and investment for innovative projects in the development of natural tourism, by providing financing stimulants through CSR programs.

Implementation

Implementation is an action taken to achieve a goal, this can happen if all planning has been considered perfect and the policy has been determined. One part of the collaboration process is implementation, which is intended to make decisions collectively in accordance with the agreement. The joint decision includes the tasks and functions of the budget. The implementation of the actors involved in the hexahelix collaboration is as follows:

1. Government

The government has various important roles in the development of natural tourism which includes policies, regulations, infrastructure investment, and promotion.

a. Policy and Regulation Making:

Sustainable Tourism Policy: The government establishes policies to ensure that natural tourism development is carried out in a sustainable manner, maintains environmental sustainability, and engages local communities.

Environmental Regulation: The creation of strict regulations to protect ecosystems and biodiversity in natural tourism areas. For example, setting visiting limits, garbage disposal rules, and wildlife protection.

b. Infrastructure Investment:

Accessibility: Construction of roads, public transportation, and other supporting facilities to facilitate access to natural tourist destinations.

Tourism Facilities: Provision of facilities such as tourist information centers, hiking trails, parking lots, and adequate sanitation facilities.

c. Promotion and Marketing:

Promotional Campaigns: The government often conducts promotional campaigns both domestically and internationally to attract tourists. This includes participation in global tourism exhibitions and social media campaigns.

Cooperation with the Tourism Industry: Collaborate with travel agents, hotels, and other industry players to promote natural tourism destinations.

d. Training and Empowerment of Local Communities:

Training: Providing training to local communities on tourism management, service skills, and environmental conservation.

Economic Empowerment: Supporting local small and medium enterprises (SMEs) in the tourism sector such as the development of homestays, handicrafts, and culinary.

e. Supervision and Evaluation:

Monitoring and Evaluation: The government conducts regular monitoring of tourism activities to ensure compliance with regulations and assess the environmental and social impacts of tourism.

Law Enforcement: Enforce laws against violations of environmental and tourism regulations, such as illegal logging, illegal hunting, and pollution.

f. Tourism Product Development:

Diversification of Tourism Products: Encouraging the development of various types of natural tourism, such as ecotourism, agro-tourism, and adventure tourism.

Creativity and Innovation: Supporting innovation in the development of unique and interesting tourism products, such as local cultural festivals combined with nature tourism.

With the implementation of these strategies, the government seeks to create a natural tourism sector that is not only attractive to tourists, but also sustainable and beneficial to the local community and the environment.

2. Academics

The results of research that are useful in the development of natural tourism such as the potential for natural spring sources and hot spring sources, energy sources or natural gas located on Mount Ciremai, to provide prosperity for the community in Kuningan Regency.

3. Businessman

The development of infrastructure and facilities for natural spring natural attractions that can provide selling/economic and business value and can increase the Original Regional Revenue of Kuningan Regency. Hotel entrepreneurs, swimming pools in Kuningan Regency can take advantage of natural spring sources and hot spring sources as one of the attractions for tourists visiting Kuningan Regency.

4. Community

The public can enjoy natural tourism both presented by the government and the private sector with adequate facilities

5. Media

The emergence of social media accounts related to natural tourism, supported by influencers who promote natural tourist attractions in Kuningan Regency. In addition to social media, print, radio, TV and others participate in promoting the potential of natural tourism in Kuningan Regency. On January 31, 2024, the Kuningan Regency Youth, Sports and Tourism Office launched the Kuningan Beu logo and tagline, which aims to be the identity of Kuningan Regency Tourism.

6. Financial institutions

With stimulants from banks through CSR funds, natural tourism in Kuningan Regency has fulfilled SAPTA PESONA which can pamper tourists visiting nature tourism in Kuningan Regency, this is evidenced by increasing the level of visits to Kuningan Regency.

Assessment

Assessment is defined as a process of accumulating any information that can help in decision-making. In the collaborative process of assessment, it is an assessment that is based on the entire process of collaboration between formal and informal sectors, starting from the negotiation process, commitment, to the implementation process. Assessments are carried out jointly between collaborating actors regarding the role of each actor.

Conducting an assessment of natural tourism collaboration in the district area involves several important steps. The following is a framework that can be used to conduct a collaborative assessment of nature tourism in the district:

1. Identify the Potential of Natural Tourism

- Location Survey: Conduct a survey to identify the potential for natural tourism in the district, such as forests, beaches, mountains, waterfalls, and national parks.
- Resource Inventory: Make a list of existing natural resources, including flora and fauna, natural beauty, and ecosystem uniqueness.

2. Stakeholders

- Identify Stakeholders: Get to know all stakeholders in the development of natural tourism, such as local governments, local communities, tourism entrepreneurs, NGOs, and academics.
- Coordination Meeting: Hold a meeting to equalize perceptions and build mutual agreement.

3. Needs and Ability Assessment

- Infrastructure Needs: Evaluate infrastructure needs such as access roads, lodging facilities, information centers, and sanitation facilities.
- Local Capacity: Review local capabilities in managing tourism, including workforce, promotional capabilities, and environmental management.

4. Collaboration Strategy

- Development Plan: Develop a comprehensive development plan, involving all stakeholders.
- Division of Duties: Determine the roles and responsibilities of each party in the development and management of tourism.
- Financing Mechanism: Look for sources of financing, both from the government, investors, and grants and CSR funds.

5. Implementation and Monitoring

- Program Implementation: Run the program according to the plan that has been prepared.
- Supervision and Evaluation: Conduct regular monitoring to ensure the program is running properly and evaluate for continuous improvement.

6. Promotion and Marketing

- Promotion Strategy: Create an effective promotional strategy to attract travelers, including the use of social media, websites, and partnerships with travel agents.

Image Enhancement: Ensure a positive tourist experience to improve the image of the region's natural tourism.

CONCLUSION

Natural tourism in Kuningan Regency has great potential, but the implementation of natural tourism development policies has not been optimal because it faces several obstacles. Therefore, serious efforts are needed based on a strong joint commitment between stakeholders to optimize the potential of natural tourism in Kuningan Regency through collaboration between stakeholders supported by an adequate budget.

The collaboration is built with the linkages between actors in the hexa helix model, starting from the planning stage of sustainable tourism development. The role of each actor is always trying to do their best for the development of tourism that has an impact on society and nature. Collaboration between stakeholders who are members of the Hexa Helix model is an effort to maintain local wisdom that has grown and is rooted in the local community.

Optimizing Hexa Helix in the development of tourism based on local wisdom can be done by increasing coordination and collaboration between fellow actors in the region; strengthening institutional capacity for agencies and technical institutions that have a role in the development and promotion of tourism, culture and arts in Kuningan Regency. The next research is expected to analyze in depth the roles, as well as the form of collaboration of each actor by conducting in-depth interviews with informants.

In the process, tourism development in the district can be submitted to the concept of Collaboration Processes, in handling the facts that occur in a collaboration can be handled with this concept. Especially the Tourism Office sector in treating partners who work with the Agency so that the problems faced can be known and solved by the concept.

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