

Force Field Analysis in the Development of Tourism in Bukit Tawap, Pagar Batu Village

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ABSTRACT: Force field analysis (FFA) is a new method that is still rarely used by researchers, so in this study this method is used to determine various driving and inhibiting factors in efforts to develop Bukit Tawap tourism in Pagar Batu village. Because the beginning of the establishment of this tourist attraction experienced a lot of rejection and opposition from the people of Pagar Batu Village. This study was conducted to find out how to develop Bukit Tawap tourism in Pagar Batu Village using the force field analysis method so that later it can be known what factors make Bukit Tawap tourism develop. This study uses the force field analysis method by emphasizing three analysis steps. First, the theme elders who gave birth to a policy, second, giving scores to various factors in the Bukit Tawap tourism development process. Finally, providing analysis using data, theory and documentation. The results of the analysis show that the use of the FFA method is able to provide convenience in mitigating supporting and inhibiting factors so as to produce strategies such as adding available facilities such as selfie spots and play facilities for children, adding tourism promotions on social media, collaborating with tourism actors and collaborating with telecommunications parties to improve technological infrastructure. Meanwhile, to facilitate accessibility, it is necessary to provide transportation facilities to the Bukit Tawap tourist attraction.

Keywords: Force Field Analysis, Tourism Development, Bukit Tawap



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INTRODUCTION

Indonesia has great potential to gain valuable benefits through the tourism sector. Pendit stated that tourism is an industry that is able to provide rapid economic growth, create jobs, increase income, living standards, and stimulate other sectors. In Indonesia, tourism is a very strategic sector to expand because it has the potential to have a positive impact on people's lives and the surrounding economic system ([Koch et al., 1998](#); [Koutsouris, 2009](#); [Mazilu, 2013](#); [Pendit, 2002](#)). Meanwhile, tourism has a very important and very large role in the development of the national economy. Indonesian tourism is one of the drivers of the national economy that contributes tourism foreign exchange and absorbs quite a lot of labor. In 2020, the tourism sector was able to

overthrow the foreign exchange value of around US\$3 billion and was also able to absorb quite a lot of labor ([Pusat Studi Perencanaan Pembangunan Regional \(PSPPR\), 2023](#)). In addition, the tourism sector has also proven to be able to absorb a significant amount of labor, creating job opportunities for many people. Thus, the tourism sector has a substantial economic impact by contributing to economic growth and increasing community welfare through labor absorption. Tourism is a contributor that plays an important role in economic growth in Indonesia. The tourism sector is now increasingly developing to make Indonesia increasingly known in various parts of the world, namely with the many local and foreign tourists who come, with the increasing number of tourists, Indonesia is increasingly known throughout the world as an attractive tourist destination. With effective promotion, Indonesia's reputation as an attractive tourist destination can continue to increase, which in turn will increase the appeal for foreign tourists ([Dong et al., 2022](#); [Gössling & Michael Hall, 2019](#); [Muzadi, 2019](#); [Villanueva-álvaro et al., 2017](#)).

Sumenep Regency is one of four regencies on Madura Island that has special attractions in the field of tourism. Sumenep Regency itself has a lot of potential, including nature tourism, historical tourism, religious tourism and cultural tourism ([Al Abrar, 2022](#)). Tourism development in Sumenep Regency does not only focus on management by the local government, but many tourism sectors are developed and managed by the village. One of them is in Pagarbatu Village, where Pagarbatu Village has the potential for natural beauty that can be managed by the village, thus giving birth to a tourist attraction known as Bukit Tawap. This tourist attraction offers various rides and facilities that are interesting for visitors of all ages. One of the main attractions is the bathing pool located on the hill, which provides a unique experience for visitors who want to relax while enjoying the stunning sea view. In addition, there are also bathing rides that are adapted for various age groups, from children to adults. In addition to offering a fun tourist experience, Bukit Tawap Pagar Batu also has important historical and social value. The development of this tourist destination was carried out through mutual cooperation by local residents and the Pagar Batu Village government, demonstrating the spirit of cooperation and community participation in developing the tourism potential of their area ([Kartika, 2023](#); [Nthiga et al., 2015](#); [Scheyvens & van der Watt, 2021](#)).

However, in its development, Bukit Tawap tourism experienced many obstacles and ups and downs, starting from the beginning of the construction starting from the rejection of residents of the tourist attraction program to the lack of funds in the construction of Bukit Tawap. The lack of funds is also inseparable from the incoming investment, this is inseparable from the lack of attractive investment climate in the tourism sector let alone village tourism that has quite far access from the city ([Gautam, 2023](#); [Lasanta et al., 2007](#); [López-sanz et al., 2021](#); [Sumarjiyanto BM, 2020](#)). So this research will analyze how the development of Bukit Tawap tourism through the Force Field Analysis method. Force Field Analysis is a method of analytical used to find various obstacles that prevent the achievement of change targets, identify various potential causes of problems, and find solutions to problems ([Canavan, 2014](#); [Kalvelage et al., 2021](#); [Ruhanen, 2013](#)).

Research with the theme of Tourism Development Using Force Field Analysis (FFA) is still small, although there are those who use the FFA method more focused on the strategy used and the use of other methods in tourism development analysis through SWOT. Moch research. Iqbal Wahyu Prasetyo, dkk. entitled "Tobacco Tourism in Jember Regency and its Development Strategy". This research emphasizes the analysis of strategy through the Force Field Analysis (FFA) method so as

to produce research results that show that the key factors driving tobacco tourism are easily accessible, while the key factors inhibiting tobacco tourism are the lack of promotion of tobacco tourism, then the strategy improvement in tobacco tourism is; Adding tobacco tourism promotion, providing tour packages that work with tourist actors engaged in other sectors (Prasetyo et al., 2019). In general, tourism development themes use more SWOT methods as analysis for problem solving and solutions ([Álvarez-García et al., 2018](#); [Mangku et al., 2022](#); [Suprati et al., 2019](#)). So by using Force Field Analysis in this study, it can later help in decision making, especially in terms of planning and implementing programs implemented by the Pagar Batu Village Government in developing Bukit Tawap tourism. And can be a reference analysis for further research in addition to the use of the SWOT method in measuring tourism development ([Mathis & Rose, 2016](#); [Sidali et al., 2015](#)).

METHOD

The method used in this study uses the Force field analysis method. Force field analysis is a common tool used to analyze factors found in complex problems. As a tool for managing change. force field analysis is useful for determining conditions that require change. This is based on the idea that in the process of change there are two competing forces. The first force is the supporting force and the second force is the inhibiting force. This analysis is a powerful method for obtaining a comprehensive picture of the different forces working on a problem that can change an organization. Force field analysis is a very powerful method for obtaining a complete and comprehensive picture of the various forces that exist in the main issue of a policy ([Quick Start, 2014](#)). Through this analysis, it is hoped that the strength of the group or organization can identify the inhibiting/restraining forces and the driving/driving forces, assess the strength of each force and decide what actions to maximize the driving force and minimize the restraining force. In this case, the village government as a policy maker in the tourism development program can examine the various driving and inhibiting factors in the development of the Bukit Tawap tourist attraction. In force field analysis there are several steps that form the basis for analysis, this can be seen in the below:

- a. First, agree on the areas of change to be discussed. These areas of change can be written as desired policy targets or objectives
- b. First, agree on the areas of change to be discussed. These areas of change can be written as desired policy targets or objectives
- c. The third step is to carry out a discussion analysis for each strength, especially for strengths that have stronger values.

By using several steps such as determining the focus of the study, scoring the driving and inhibiting factors for the development of Bukit Tawap tourism, and finally analysis using facts based on the results of interviews and filling out survey questionnaires.

RESULT AND DISCUSSION

Tourism development in Indonesia is very important, both in terms of economy, social, culture, and environment. This cannot be separated from the benefits obtained when tourism development is carried out, in terms of economy, for example, it will be able to become a source of state income, open up employment opportunities and be able to encourage infrastructure and investment. In addition to the economy, tourism development can also be a tool for cultural promotion so that tourism based on sustainability can be a tool for preserving nature and culture. Responsible tourism programs can help raise public awareness of the importance of protecting the environment and cultural heritage. Tourism can also help improve the quality of life of local communities, especially those in tourist destination areas. With the increasing demand for local products, local income can increase. In addition, several areas that were previously less developed have the potential to become more advanced with the development of tourism. Infrastructure and public facilities can be improved to support the tourism sector, thus bringing long-term benefits to the entire community.

In Sumenep Regency, tourism policy is regulated in Sumenep Regency Regional Regulation (Perda) Number 4 of 2018. The regulation regulates the master plan for tourism development, including: Development of tourism destinations, Tourism marketing, Tourism industry, Tourism institutions ([Peraturan Daerah \(Perda\) Kabupaten Sumenep Nomor 4 Tahun 2018 Tentang Rencana Induk Pembangunan Kepariwisata Kabupaten Sumenep Tahun 2018 - 2025, 2018](#)). As one aspect that has the potential to increase regional income, tourism must be developed properly. For this reason, the role of the government is needed in its management. Tourism management must be a comprehensively planned management, so that optimal benefits can be obtained for the community, both in terms of economy, social, and culture. The role of the government in developing and managing tourism in general is to provide infrastructure (not only in physical form), expand various forms of facilities, coordination activities between government officials and the private sector, regulation and general promotion to other regions and abroad. The government has the authority to regulate, provide, and designate various infrastructure related to tourism needs. Not only that, the government is responsible for determining the direction of tourism travel. Other seriousness in tourism development can be seen in the 'Tourism Development Master Plan (RIPPARKAB) which is regulated in the Sumenep Regency Regional Regulation Number 4 of 2018. Article 7 which regulates six tourism developments, namely a) Regionalization of district tourism development, b) Development of tourist attractions c) Development of tourism accessibility, d) Development of public infrastructure, public facilities, and tourism facilities, e) Community empowerment through tourism, f) Development of investment in the tourism sector. More clearly in Article 13 of the Sumenep Regency RIPPARKAB states the development of three tourist attractions, namely a) natural tourist attractions, b) cultural tourist attractions c) artificial tourist attractions ([Effendi & Perwira, 2023](#)). The existence of regional regulations is a form of government commitment in efforts to develop tourism, which are then passed down to be implemented by both the regional government and the village government sector. The village government has the responsibility to develop natural resources in the tourism sector in an effort to increase village income to create jobs. In carrying out this task, the government requires an appropriate strategy to develop sustainable tourism so that it will create a balanced and harmonious relationship between the three elements of tourism, namely the quality of the tourism visit

experience, the quality of tourism resources, and the quality of life of the community around tourism ([Setioko, 2019](#)).

Sumenep Regency has many potentials and amazing advantages, making it an attractive destination for tourism. Known for its exotic natural beauty, Sumenep offers a charm rich in cultural heritage and natural diversity. One of them is Bukit Tawap Pagar Batu, located in Saronggi District, Sumenep Regency, which is part of an example of an independent village on Madura Island. The Pagarbatu Nature Park tourist attraction is the result of the village's success in building unique tourist attractions. The development of the Pagarbatu Nature Park tourist village is to improve the community's economy independently, especially for local residents ([Candra & Alfiah, 2024](#)). The development of new tourist attractions such as Bukit Tawap is also expected to create new jobs and open up micro-business opportunities. This is expected to drive the local economy and improve the welfare of the community in Sumenep. The development of Bukit Tawap tourism is greatly influenced by driving factors and inhibiting factors in the implementation process. Knowing the driving factors in tourism activities is very much needed to be able to optimize the tourism activities that are being carried out, in addition to the driving factors in tobacco tourism activities, it is also necessary to pay attention to the inhibiting factors in Bukit Tawap tourism activities. Inhibiting factors need to be identified so that the impact of obstacles on tourism activities can be minimized. Analysis of driving and inhibiting factors using force field analysis tools also known as (force field analysis), created by Kurt Lewin and widely used to assist decision making, especially in terms of planning and implementing change management programs in organizations. Lewin said there are 3 main consistent steps in change. These steps are ([Hussain et al., 2018](#)) : Unfreezing is the stage of melting and softening. Changing is interpreted as changing. This stage is carried out by an overall management of the organization which can include Human Resources, Products, Services, Information Technology, Administration and Politics. Refreezing or making new updates and changes. This stage is the last stage in the implementation of new changes that result in new routine activities or activities that create stability. So that Force field analysis helps identify factors that must be addressed and monitored in expecting to achieve change. Force field analysis is used and applied to carry out change management. Change can be successful if the driving force of change is greater than the inhibiting force that rejects change.

Based on the results of in-depth interviews with key informants or key informants who are considered experts or people who are considered to know the condition of Bukit Tawap tourism. There are five driving factors and three inhibiting factors in Bukit Tawap tourism in Pagar Batu. These factors will then be analyzed so that key driving factors and key inhibiting factors can be found for further analysis to be continued by optimizing according to the direction of the force field of all driving factors and inhibiting factors. Driving factors and inhibiting factors can be seen in table 1.

Table 1. Driving Factors and Inhibiting Factors of Tourism at Tawap Pagar Batu Hill, Saronggi District

No.	Driving Factors	Inhibiting Factors
1	Government support	Technological infrastructure
2	Community participation	Accessibility
3	Available facilities	
4	Economic opportunities	

Source: Primary data processed in 2024 based on interview results

The driving factors in FFA analysis can be defined as strengths and opportunities, including:

Government support

The idea of developing the potential in Pagar Batu Village as a tourism destination was met with opposition from some people, who may have doubts about the changes and their impacts on the environment and local traditions. The local Village Head initially faced challenges in convincing his people to support this project. Through a wise approach and comprehensive explanation, the Village Head managed to accommodate the community's concerns. The Village Head and village officials slowly explained the vision and positive benefits that could be obtained from tourism development in Bukit Tawap. One effective approach is to open an open dialogue space with the community, listen to their aspirations, and provide clear information about the development plan. The importance of introducing the concept of tourism investment as a form of long-term savings is also part of the explanation. The community is given an understanding that tourism development is not only about financial gain for individuals, but also an investment for the sustainability of the economy and the development of their region. Slowly but surely, the community's view of this project changed. They began to see the economic potential and job opportunities that could be generated, as well as other positive benefits such as improving infrastructure, maintaining the environment, and promoting local culture. The success of the socialization of tourism development cannot be separated from the collaboration between the village government, Pokdarwis to Bumdes.

Community Participation

Community participation in tourism development is very important because it can increase the sustainability of the tourism sector, increase economic, social, and cultural benefits for local communities, and protect the environment. Without active participation from the community, tourism development can have negative impacts such as environmental damage, social inequality, or loss of local cultural values. Therefore, community participation is essential in ensuring that tourism develops inclusively and sustainably. The emergence of the role of community participation in tourism development is influenced by various factors, including community involvement in decision making and planning. The factors that influence community participation in Pagar Batu Village include:

- a. Community involvement and ownership: the community is involved from the planning, decision-making and implementation stages. Bukit Tawap tourism is 100% owned by the community (per Head of Family) through savings of IDR 2,400,000 which are paid in installments every month, ranging from IDR 50,000 to IDR 200,000. And until early 2023, 300 families have reached the savings target. The community plays a significant role in involvement and ownership of Bukit Tawap tourism (Rasaili et al., 2023);
- b. Accessibility of information: Community accessibility refers to the ability of the community to obtain, understand, and use the information needed for decision-making, participation in social, economic, and political life, and improving their quality of life. This concept is very important in the context of democracy, social development, and equality. The community in Pagar Batu Village in an effort to develop Bukit Tawap tourism, the socialization carried out by the village head is easily accessible, and in a language that can be understood by the wider

community. In addition, in addition to communication, community accessibility is also carried out through deliberations with discussions on tourism development programs and processes that are routinely carried out once a week in each hamlet in rotation with socialization activities and fund deposits from investors. For activities based on urgency, they are carried out at the Village Hall and at tourist locations with activity agendas based on interests and needs at that time ([Haris et al., 2022](#)).

- c. Benefits felt, community participation in the development of Bukit Tawap tourism has received high enthusiasm from the community. This is inseparable from the ownership and capital that comes from the community so that it produces benefits that can be felt directly by the community. Based on data, until 2023, out of 300 families who have reached the savings target, they will receive a profit sharing of approximately IDR 400,000. The income of Bukit Tawap for the first 3 (three) months of 2023 was approximately IDR 500 million, which was divided among the community (investors), managers, tourism maintenance and Village Income through BUMDes ([Rasaili et al., 2023](#)).

Available facilities

In general, Bukit Tawap Pagar Batu is a natural tourist area that combines natural beauty with local historical and cultural values. This location is often known for its main attraction in the form of stunning natural scenery, as well as tourist activities that visitors can do, such as trekking, taking pictures at interesting spots, and enjoying the natural atmosphere. The facilities available at Bukit Tawap are quite complete so that many people are interested in it. Located at an altitude of 100 meters, so it has beautiful and enchanting views. The main attraction of Bukit Tawap is the bathing pool on the hill, where tourists can witness the blue landscape of the southern Madura sea from the pool. In addition to the bathing facilities, the facilities at Bukit Tawap are quite complete, because there are already toilets, prayer rooms, changing rooms, gazebos for relaxing, and selfie spots. In addition, what is characteristic of this Bukit Tawap tourism is that it also offers the opportunity to soak in sulfur water which has very good benefits for skin health, smooth blood flow and relaxation.

Economic Opportunities

Tourism activities can open up significant economic opportunities for individuals, communities, and countries. Tourism, especially in areas with interesting natural, cultural, or historical potential, can be one of the main economic drivers that drives increased income, employment, and infrastructure development. The following are some of the economic opportunities available at Bukit Tawap, including job creation, where the opening of this tourism is able to create jobs for the local community. So far, there have been 4 officers and 30 employees working at this tourist spot.

In addition, in the local income and economic sector, where tourists who visit a place spend money on various needs, such as accommodation, food, transportation, and entertainment. This will increase local income and have a positive impact on the regional economy. In addition, increased income in the MSME sector where tourism activities often benefit the micro, small, and medium enterprises (MSMEs) sector in the area, such as food stalls, street vendors, handicraft artisans, and souvenir shops. The presence of tourists opens up opportunities for MSMEs to develop and expand their markets.

In addition to driving factors, inhibiting factors must also be considered to minimize losses and impacts that will occur in tourism development. Inhibiting factors can be defined as weaknesses and threats. These inhibiting factors will be determined as key inhibitors that must be minimized in order to achieve the goals of developing Bukit Tawap tourism. These factors include:

a. Technological infrastructure

Technological infrastructure in the tourism sector plays a very important role in supporting the development of this industry. With technological advances, tourism is now more integrated and efficient, and provides a better experience for tourists and service providers. Technology helps facilitate access to information, increases comfort, and creates various innovations in tourism services and products. The aspect of digital infrastructure and technology in Tawap tourism does experience weaknesses and is a major problem to prioritize. This can be seen from the limited internet access, and the application of ICT that can be accessed by foreign tourists is still not available. However, the BUMDes Management and the village government as the leading sector for tourism development continue to make efforts to manage sustainable resources. Due to the weak technological aspects, Tawap tourism development still relies on the empowerment and participation sectors. Some of the technological availability that needs to be done in Bukit Tawap tourism at least includes; 1) digital infrastructure, such as internet access, online activities related to tourism, and digital promotion, 2) development of digital applications and platforms, namely mobile applications for tourism information, ticket reservations, interactive tourist guides. If access to information and communication technology (ICT) such as the internet, electronic devices (smartphones, computers), and social media is the main key in facilitating access to information. So that in many places, inequality in access to technology (digital divide) can create a gap in obtaining information.

b. Accessibility

Access to Bukit Tawap Pagar Batu is also a determining factor in the development of this tourism. This location is in a remote area or in a mountainous area, it may be necessary to develop road infrastructure or public transportation to make it easier for tourists to reach. Supporting facilities are needed to support tourist comfort, supporting facilities such as parking areas, places to eat, and toilet facilities must be considered properly. Especially during the rainy season, road access to Bukit Tawap Pagar Batu can be more challenging during the rainy season, especially in more remote areas or in areas that do not yet have good roads. In mountainous areas, the ground or rocky roads can become slippery or blocked by landslides. Routine road maintenance is needed by the local government or tourism management which will later affect the quality and safety of the road to the destination. If the road is not fully maintained, tourists may encounter greater challenges when heading to the location.

From the results of the presentation of driving and inhibiting factors, the largest contributor to the driving factors lies in how the government's support, especially the village, in developing Bukit Tawap tourism is a key factor that determines the success or failure of the tourism development. In addition, community support and participation are very important for the sustainability and smoothness of tourism development. This is also inseparable from how the community contributes as investors in the development of Bukit Tawap. The next support value is the facilities provided at Bukit Tawap tourism which are generally not owned by other tourism in Sumenep Regency. Starting from the offer of beautiful views, sulfur bathing tours to outbound facilities and other complete facilities such as clean prayer rooms and bathrooms are the main factors for people to come to visit Bukit Tawap. Followed by driving factors such as economic opportunities that can create jobs for the local community. While the strongest inhibiting factor for the development of Bukit Tawap tourism is in technological infrastructure. The still weak technological infrastructure at Bukit Tawap has an impact on the weak access to information and promotion of Bukit Tawap itself as a tourist spot.

The second inhibiting factor is accessibility, where the location of the tourist attraction is approximately 20 km from the center of Sumenep City, making access to the tourist attraction quite far, so that continuous road maintenance and repairs are needed, both by the local government and the village government, so that the tourist attraction can be easily accessed by tourists. From the explanation above, the driving and inhibiting factors in the development of Bukit Tawap tourism can be seen in the following picture.

Figure 1. Driving factors and inhibiting factors



The figure shows that the highest driving factor is government support and community participation and the highest inhibiting factor is technological infrastructure which has an impact on the lack of tourism promotion. The total number of driving factor weights is 17 while the total number of inhibiting factor weights is 7 where the total weight is obtained during interviews and filling out surveys. Overall, it shows that the total number of driving factors is greater than the total number of inhibiting factors, the high score of the driving factors proves that the development of Bukit Tawap tourism still has advantages that need to be explored further. When the total score of each factor is known, a strategy is needed to minimize obstacles and optimize key drivers. The focus of the FFA analysis results developed in the Bukit Tawap tourism strategy is based on the highest score and makes the driving factor with the lowest score the focus in formulating the strategy. While for the inhibiting factors that remain the focus of the development strategy for Bukit Tawap tourism, namely the key inhibiting factors, because they have a larger total weight, with the aim of reducing the total weight value of the key inhibiting factors.

The strategy formulation must consider the suitability of the direction of optimizing key drivers towards improving key inhibitors. This means that if more than one key driver and key inhibitor are selected, then the strategy formulation must consider the suitability of the combination of each factor ([Prasetyo et al., 2019](#)). Therefore, the driving factor with the lowest score such as economic opportunities is the main reference in determining the strategy of the village government and Bukit Tawap tourism managers to be developed. This is also based on the lack of innovation in economic development around tourist attractions, where the economy that is run is only centered on drinks and food. In key inhibiting factors such as technological infrastructure, it is the main task of the village government and Bukit Tawap tourism managers to solve these inhibiting factors. Strategies related to efforts to improve technological infrastructure can be carried out in collaboration with stakeholders, both local governments and telecommunications companies and providing training to Bukit Tawap tourism administrators. So that the strategic improvements that can be carried out by Bukit Tawap tourism include; adding available facilities such as selfie spots and play facilities for children, adding tourism promotions on social media, collaborating with tourism actors and collaborating with telecommunications parties to improve technological infrastructure. Meanwhile, to facilitate accessibility, it is necessary to provide transportation facilities to the Bukit Tawap tourist attraction.

CONCLUSION

The use of the force field analysis method in the development of Bukit Tawap tourism provides its own convenience for stakeholders to sort and prioritize various factors, both driving factors and inhibiting factors, in order to improve and optimize Bukit Tawap tourism. Strategies from the results of the force field analysis can be developed, among others, through tourism promotion, cooperation with tourism actors, cooperation with telecommunications operators to improve the development of technological infrastructure and the provision of transportation facilities to facilitate accessibility to tourist attractions. The use of the force field analysis method is a promising alternative method for further research. Because the use of this method is able to map driving and inhibiting factors in one phenomenon that can provide convenience in analyzing a problem not

only in the field of tourism development but also in development in the social, political and economic fields.

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