

## Planning Development of Sustainability Tourism of Jikomalamo Beach in Ternate City, North Maluku Province

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**Abstract:** *The tourism sector is a mainstay of Indonesia to increase revenue, both from the national level to the regional level. the level of development and optimal management of tourism has significant potential to increase the economic growth of a region, therefore, it needs proper planning, especially in the context of decision-making and policy. One of the areas that are developing this tourism area is the city of Ternate, north Maluku province, which is developing jikomalamo beach tourism using the guidelines of the regional long-term development plan and the vision and mission of Ternate city. This research uses a quantitative approach that is analyzed using SWOT, \ intending to determine the order of priority for planning the development of the jikomalamo beach tourism area based on the Tourism Development Master Plan document. The results of this study indicate that all the strengths, weaknesses, opportunities, and threats that have been owned by the tourist destination are quite good if analyzed comprehensively. This can be seen from the results of the analysis which reveals that the strengths and opportunities possessed by Jikomalamo beach tourism have a higher average value than the weaknesses and threats. However, in the development of the beach tourism area, there is no cooperation between the government and the local community so the development process does not guarantee sustainability in the development of these tourist destinations.*

### Introduction

Recently, the tourism sector has become one of the most important industries in providing the largest contribution to the economy of a country or region. The existence of

the tourism industry in an area has made the tourist attraction area will provide benefits in the form of social and economic benefits because this will have an impact on the development of other sites as well (Mansur, 2021). Therefore, the existence of the tourism industry in an area will provide attraction to other sectors to develop this because the products also support the tourism industry, for example, such as agriculture, animal husbandry, plantations, community crafts, socio-culture, and others. The relationship between other sectors that are interrelated with the tourism industry will contribute to the foreign exchange of a region and a country that will be used to increase employment opportunities so that the absorption of labor in an area is expected to reduce the existing unemployment rate (azizi, et al 2010).

The tourism sector that is experiencing development is generally a form of interaction relationship between economic, social, and industrial (Hussain, 2015). Therefore, the parties involved in the tourism development process are expected to focus on their respective functions, and community participation must be prioritized and is expected to have a positive impact on the tourism development process (Darmayasa et, al 2023). For this reason, the community has a full role in the process of planning and deciding what programs are managed by them. When viewed from a social aspect, the existence of the tourism industry will expand employment opportunities both from the aspect of building facilities and infrastructure or other MSMEs that are interrelated with this industry, while if tourism is studied in economic terms, this will make a major contribution to local revenue through taxes and levies and can bring in foreign exchange when foreign tourists visit the area (Alhempri et al. 2020).

Jikomalamo beach tourism itself is located in the city of Ternate, which has a distance from the city center of about ± 14 Km. Jikomalamo Beach itself is one of the best beaches and has many visitors, especially tourist attractions in the city of Ternate, which has reflected its charm for tourists who come to the place. The sea water is very clear, and the natural conditions that support make local and foreign tourists have an interest in coming to the place (Bazneshin et.al 2015).

The number of tourists who have visited the province of North Maluku, the city of Ternate in particular, is one of the pride of the local government and the local community for the natural beauty of the area. So that this place must be one of the places that must be prioritized by the local government to develop the existing potential to become a good tourist area to visit (Charles, P., & Runtunuwu, H. 2021). The number of local and foreign tourists can be seen in the table below:

Table 1: Total number of domestic and foreign tourist visits in Ternate City 2016-2021

| Tourists         | Number of Tourists |       |        |        |      |      |
|------------------|--------------------|-------|--------|--------|------|------|
|                  | 2016               | 2017  | 2018   | 2019   | 2020 | 2021 |
| Domestic         | 294.               | 278   | 278    | 208    | 153  | 103. |
| Tourist          | 780                | 200   | 230    | 871    | 289  | 296  |
| Foreign Tourists | 5. 226             | 4.870 | 2. 331 | 1. 501 | 314  | 294  |
| Total            | 300.006            | 283   | 280    | 210    | 153  | 103. |
|                  |                    | 070   | 561    | 372    | 603  | 593  |

Source: *Ternate City in numbers 2021*

From the table above, we can see that the number of tourist visits, both local and foreign, tends to decrease from year to year from 2016 to 2021. When there is a decrease in tourist visits, both local and foreign, this will indirectly affect the income of business people in the Jikomalamo tourist area. This problem was revealed when the author interviewed one of the shop owners in Jikomalamo. Who said until now the Jikomalamo Beach area has experienced a decrease in visitors compared to previous years this has implications for the local economy or economic crisis because for local people the beach is their main source of income, so it is necessary to plan for the development of productive and sustainable tourism areas (Agustina et al., 2023). Therefore, based on the explanation of the problems above, the author needs to conduct research related to "Analysis of the development of planning for sustainable jikomalamo beach tourism (sustainability tourism) in the city of Ternate, north Maluku province" This aims to develop a sustainable and feasible tourist area and provide comfort for visitors and offer back the interest of local and foreign tourists to visit jikomalamo beach in the city of ternate, north Maluku province

### **Research Method**

This research was conducted by combining both methods, namely qualitative methods, and quantitative methods (mixed methods). The qualitative approach according to the opinion expressed by Aslam Strauss states that qualitative is research in which every finding produced is a finding that is not produced by statistical procedures or in other forms of calculation (Butarbutar, R. 2013). Meanwhile, according to Djama, qualitative research is a study whose emphasis is on quality or the most important element in goods and services. In addition, Imam Gunawan explained that qualitative research is research that does not start from theory but from the field based on the natural environment.

In the context of this research, population refers to the overall subject that is the focus of research. Furthermore, the population can be defined as the total score of individuals who have the characteristics to be investigated, with the unit of analysis being people, institutions, or objects, as explained by (Sahir 2021). As for this research, the population that is the object of study is the employees of the Ternate City Tourism Office. This means that all individuals who are members of the institution are part of the population to be analyzed to reveal certain characteristics that are the focus of the research.

The sample is part of the population members to be taken using sampling techniques, or the sample is part of the population to be studied (Sahir, 2021). The use of a simple random sampling technique in this study aims to determine the sample randomly from the population concerned. Simple random sampling involves the process of taking sample members without considering certain strata or groups in the population. By using this approach, each member of the population has an equal chance of being selected as part of the sample, so that the research results can be considered representative (Sahir, 2021).

because the research does not use multivariate methods, the sample size used is 30 samples (Sahir, 2021).

The data analysis technique that will be used in this study is SWOT analysis, which refers to strengths (Strengths), weaknesses (Weaknesses), opportunities (Opportunities), and threats (Threats), is a general approach used to evaluate the internal and external situation of an organization. By detailing these factors, SWOT analysis helps organizations in planning strategies to achieve specific goals (Dewi Indrayani Hamin, 2023).

**Result and Discussion**

In the context of the results of the questionnaire distribution, the mapping of strengths, weaknesses, opportunities, and threats (SWOT) for the analysis of Jikomalamo beach tourism area, Ternate City, is reflected in Table 2. This mapping is the first step in the pre-analysis process, which involves collecting data and identifying critical aspects that affect the tourism area (Brata, Sunaryo, 2015).

Table 2. SWOT Analysis of Jikomalam Beach Tourism Area in Ternate City

| Internal Factors   |  | External Factors   |   |
|--|--|--|---|
| <i>Strength</i>  | <i>Weakness</i>  | <i>Opportunity</i>   | <i>Threat</i>   |
| <ul style="list-style-type: none"> <li>• Jikomalamo Beach offers comfort and safety for tourism activities.</li> <li>• Jikomalamo beach tourism conditions</li> <li>• The natural beauty of Jikomalamo Beach is very favorable.</li> <li>• The clean and clear sea offers comfort</li> <li>• The environment is still natural</li> <li>• The area is still very large</li> </ul> | <ul style="list-style-type: none"> <li>• Policies made by the government contain a clear vision-mission (goal) of tourism development</li> <li>• Planning of tourism programs is following plans on paper and conditions in the field</li> <li>• In preparing the program, the government has gone through the correct planning process with the support of complete regulations.</li> <li>• The impact of planning and the resources used are realistic in achieving the objectives...</li> </ul> | <ul style="list-style-type: none"> <li>• - ODTW jikomalamo ternate city has been developed and utilized following the characteristics and potential of the region.</li> <li>• - Physical ODTW development has been developed</li> <li>• - community perceptions have been in line with tourism programs that have been launched by the government</li> <li>• - tourism development of an object will help improve the economy of the surrounding community</li> <li>• - An increase in the number of tourists visiting ODTW Jikomalamo Ternate City</li> </ul> | <ul style="list-style-type: none"> <li>• . - The development of other tourist attractions that can increase competitors</li> <li>• - Contribution between parties is still weak</li> <li>• - Changes in people's lifestyles</li> <li>• - Tourism development is not sustainable</li> <li>• People tend to be individualistic</li> </ul> |

- - The number of workers in the tourism sector shows an increase

Source: Processed results (2023)

### IFAS-EFAS Analysis

In assessing the factors affecting Jikomalamo Beach Tourism Area in Ternate City, North Maluku Province, a questionnaire was distributed to employees of the local Tourism Office. The rating scale on each questionnaire item uses a range of scores, where a score of 1 reflects the highest quality, while a score of 5 indicates the lowest quality answer. If scores 3 and 4 appear on an item, it indicates that the quality is the highest in the context of strengths and opportunities. Conversely, if scores of 1 and 2 appear, it indicates the highest quality in terms of threats and weaknesses to tourism.

As each aspect is measured through several items on the questionnaire, the level of strengths, weaknesses, and opportunities for Jikomalamo Beach Tourism Area in Ternate City can be interpreted through descriptive analysis. This analysis allows us to identify and explain in detail the characteristics of each factor so that appropriate strategic measures can be taken to improve the quality and attractiveness of beach tourism.

Table 3. Internal Strategic Factors of Jikomalamo Beach Tourism Area, Ternate City, North Maluku Province

| No.                           | Strength   | Rating | Value | R*B  |
|-------------------------------|--|--------|-------|------|
| 1                             | Pantai jikomalamo offers comfort and convenience for tourist activities  | 4      | 0.17  | 0.68 |
| 2                             | The tourism object condition of the jikomalamo beach   | 4      | 0.17  | 0.69 |
| 3                             | The natural beauty of the jikomalamo coast is very favorable   | 4      | 0.17  | 0.69 |
| 4                             | The calm and clear sea offers comfort  | 3      | 0.14  | 0.41 |
| 5                             | Natural environment  | 4      | 0.17  | 0.69 |
| 6                             | The area is very large   | 4      | 0.17  | 0.69 |
| Total strength score          |  |        |       | 3.86 |
| No.                           | Weaknesses   | Rating | Value | R*B  |
| 1                             | The policy made by the government contains a clear vision and mission (objectives) for the tourism development of neighborhoods.             | 1      | 0.25  | 0.25 |
| 2                             | The planning of tourism development programs is in line with the plans on the ground.  | 2      | 0.28  | 0.55 |
| 3                             | In developing the program, the government has gone through a thorough planning process with the support of an adequate regulatory framework. | 2      | 0.24  | 0.49 |
| 4                             | The impact of the program and the resources utilized are relevant to achieving the objectives.   | 2      | 0.23  | 0.46 |
| The total score of weaknesses |  |        |       | 2.00 |

Table 3 above shows that the IFAS analysis has shown that the total score owned by the strengths is 3.86, and the weaknesses are 2.00. this has shown that the total score for strengths is greater than weaknesses. Therefore, in the process of planning the development of the Jikomalamo beach tourism area, the first step that must first be done is to take advantage of the strengths possessed by the Jikomalamo beach tourism area to cover existing weaknesses, because utilizing existing strengths will have a positive impact on the development of tourism.

Table 4. External Strategic Factors of Jikomalamo Beach Tourism Area, Ternate City, North Maluku Province

| No.                     | Opportunity  | Rating | Value | R*B  |
|-------------------------|--|--------|-------|------|
| 1                       | ODTW jilkomalamo ternate city has been developed and utilized following the characteristics and potential of the region. | 4      | 0.18  | 0.70 |
| 2                       | Physical ODTW development has been developed.  | 4      | 0.17  | 0.68 |
| 3                       | community development is in line with regional programs that have been launched by the government                        | 4      | 0.17  | 0.67 |
| 4                       | the development of the neighborhood of an object will contribute to the economic development of the neighborhood.        | 4      | 0.17  | 0.66 |
| 5                       | An increase in the number of tourists visiting the jilkomalamo ODTW in Ternate City.                                     | 4      | 0.17  | 0.68 |
| 6                       | The number of workers in the tourism sector shows an increase  | 4      | 0.15  | 0.60 |
| Total opportunity score |  |        |       | 4.00 |
| No.                     | Threats  | Rating | Value | R*B  |
| 1                       | The development of other tourist attractions that can increase competition   | 2      | 0.18  | 0.35 |
| 2                       | Contribution between parties is still weak   | 2      | 0.19  | 0.37 |
| 3                       | Changes in people's lifestyles   | 2      | 0.20  | 0.40 |
| 4                       | Tourism development is not sustainable   | 2      | 0.21  | 0.43 |
| 5                       | People tend to be individualistic  | 2      | 0.22  | 0.45 |
| Total threat score      |  |        |       | 2.00 |

Source: Processed results (2023)

The External Factors Analysis Summary in Table 4 above shows that the score value owned by opportunities and threats is greater than the opportunity score which has several 4.00 while the number owned by the threat is 2.00. This means that the opportunities possessed by the Jikomalamo beach tourism area are greater to be developed than the threats obtained in the development of the tourist area. Therefore, it is necessary to have good strategic planning, so that the process of utilizing these opportunities can be utilized as well as possible to avoid future threats.

Referring to the results of the IFAS-EFAS analysis above, therefore, each quadrant will

be given the formulation of the main strategy in the process of planning the development of tourist areas, this aims to see and determine the strategic position that will be chosen for the process of developing the Jikomalamo beach tourist area in the city of Ternate. Therefore, the first step that must be taken is to calculate the value of the X and Y factors. These two values have a crucial role in shaping the strategy, with the X factor being responsible for the horizontal lines reflecting internal aspects, while the Y factor plays a role in the formation of vertical lines reflecting external strategy elements. The X factor value is calculated by subtracting the total strength score from the total weakness score. The result of this calculation forms the horizontal line, which allows for a deeper understanding of the internal aspects of the strategy. In contrast, the Y factor score is obtained by subtracting the total opportunity score from the total threat score. The vertical line generated by the Y factor reflects the external strategy elements by understanding and drawing these two lines, we can detail the internal and external aspects of a strategy. This becomes an important step in designing a holistic strategic plan and

$$\begin{aligned}
 X &= \text{Strengths} - \text{Weaknesses} \\
 &= 3.86 - 2.00 \\
 &= -1,86 \\
 Y &= \text{Opportunities} - \text{Threats} \\
 &= 4.00 - 2.00 \\
 &= 2.00
 \end{aligned}$$

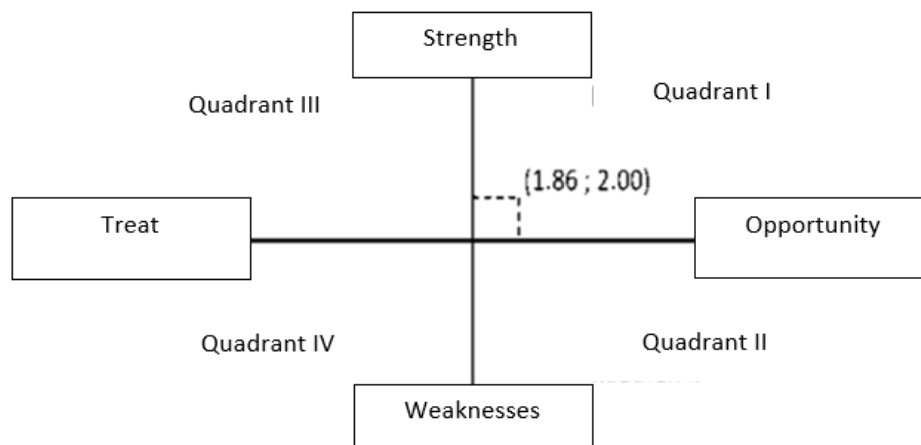


Figure 1. IFAS-EFAS Quadrant

#### *Beach Tourism Area Development Planning Strategy*

Based on what is seen in the IFAS-EFAS quadrant above, it shows that the development position of the Jikomalamo beach tourism area in the city of Ternate is in point I, which is in the Turn Around Strategy area. This point means that the position of the development of the Jikomalamo beach tourism area is in a very favorable position because it is in quadrant I, wherein the development of beach tourism the strengths of internal factors, and opportunities from external factors can be utilized simultaneously to make the tour a tour developed through a good planning process and massively both in the



development and determination of the chosen strategy. However, its development requires a more optimal tourism management system to meet the demands of tourists both local and foreign. Therefore, the strategy that must be applied is to use a defensive strategy with the focal point being the market.

After mapping the IFAS-EFAS, the next step is to create alternative strategies. These alternative strategies can be formulated based on the results of the previous mapping of each SWOT aspect. The way to develop these strategy alternatives is by linking each aspect of the SWOT as shown below:

- a. Strategy to combine Strength and Opportunity (SO), namely the natural beauty of Jikomalamo beach is very supportive, therefore, physical ODTW development must be developed.
- b. Strategy to combine Strength and Threat (ST), namely the natural beauty of Jikomalamo Beach is very supportive so that when the planning of tourism development programs does not match the plans on paper with the conditions in the field Jikomalamo Beach still shows the beauty of its beautiful natural panorama which has become its characteristic...
- c. Strategy to combine Weakness and Opportunity (WO), namely Policies made by the government contain a clear vision-mission (goal) of tourism development, therefore there needs to be cooperation between the government and the community so that tourism development can increase labor in the tourism sector.
- d. Strategy to combine Weaknesses and Threats (WT), namely Policies made by the government contain a vision-mission (goal) of tourism development that is clear and good, but this does not get a good response from the community in the process of cooperation in managing jikomalamo beach tourism so that this can result in tourism development is not sustainable. therefore, cooperation must be a priority in tourism development.

### *Strategy Choices*

Based on the various results of the strategy analysis previously described, the researcher concluded that it is important to choose a strategy that can significantly increase the opportunity to develop tourism potential in the Jikomalamo beach tourism area of Ternate City. This strategy is expected to provide high competitiveness in the face of competition in the tourism industry. strategy formulation is commonly known as strategic planning. Strategic planning is a process of preparing long-term plans that tend to involve in-depth analysis. As explained by Priyadi (2000), this strategic planning process relies more on an analytical approach to formulate the strategic steps needed to achieve long-term goals. Thus, strategy formulation becomes an integral part of planning that aims to provide direction and guidance for the organization in achieving its vision and mission effectively.

In tourism development in the jikomalamo beach tourism area, strategy selection is a crucial step that requires careful consideration. Important factors to consider in determining strategy include response to the external environment, as stated by Arif &



Hossin in 2016. In addition, competitive advantage, as expressed by Lusticky & Kincl in 2012, is also a crucial aspect in designing a development strategy. Correspondingly, it is important to ensure that the proposed strategy not only fulfills internal needs but also aligns with the strategies of the stakeholders involved. Formica & Kothari (2008) have highlighted the importance of alignment between development strategies and stakeholders' interests. Therefore, active collaboration between stakeholders who have interests related to tourism development in the jikomalamo beach tourism area is a must. To achieve a deep understanding and formulate an effective strategy, a joint meeting of stakeholders and local communities is needed. This meeting can be a forum to discuss the results of the strategy formulation analysis that has been made by the author. Thus, involving all interested parties will provide a solid foundation for the implementation of the jikomalamo beach tourism development strategy in the city of Ternate, North Maluku province.

### Conclusion

Formulation of development strategies for the Jikomalamo beach tourism area in the city of Ternate, North Maluku province, using SWOT analysis found a picture of all the strengths, weaknesses, opportunities, and threats that have been owned by the tourist destination is quite good if analyzed comprehensively. This can be seen from the results of the analysis which reveals that the strengths and opportunities possessed by jikomalamo beach tourism have a higher average value than the weaknesses and threats. This means that in the process of developing the tourist area, strengths and opportunities can be utilized as optimally as possible so that they can cover weaknesses and minimize future threats. However, what needs to be improved is the cooperation between the government and the local community in the process of developing the Jikomalamo beach tourism area in the city of Ternate, so that the development process follows the regional tourism development master plan (RIPPDA) of the city of Ternate to ensure sustainability in the development of these tourist destinations.

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