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THE ROLE OF PENTAHELIX COLLABORATION IN THE MANAGEMENT OF SATUPAM TOURISM VILLAGE SOUTH TANGERANG CITY

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ABSTRACT

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This study arose from the gap between the enormous potential of Satupam Tourism Village and the weak system of collaboration between actors that should support its sustainable management. Satupam Tourism Village in South Tangerang City has enormous potential for the development of community-based educational and culinary tourism, but still faces various coordination challenges and limited support from stakeholders. This study aims to analyze the role of pentahelix collaboration involving the government, academics, business actors, communities, and the media, as well as to identify the factors that hinder the formation of effective collaborative governance in Satupam. The research method uses a descriptive qualitative approach with in-depth interviews, field observations, and documentation techniques. The results show that pentahelix collaboration in Satupam has begun to take shape but is still informal and not yet institutionally structured. The community and academia play the most active roles, while the government, business actors, and media still contribute only to a limited extent. The main obstacles include weak coordination, lack of policy and funding support, and low mutual commitment. The study concludes that the application of collaborative governance principles in Satupam is still in its early stages (initiating stage) and requires institutional strengthening and cross-sector communication to realize synergistic and sustainable collaboration.

Keywords: Pentahelix, Collaborative governance, Tourism management, Tourist village, Satupam

INTRODUCTION

Tourist attractions are a key component of the tourism system, serving as a driving factor for tourist visits to a destination. Conceptually, a tourist attraction is anything that possesses uniqueness, beauty, and value that can be enjoyed and experienced by tourists, either directly or indirectly (Lestari, 2024). Additionally, tourist attractions also encompass elements capable of providing recreational, educational, or entertainment experiences for visitors.

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According to Zaenuri in Kampindo et al. (2023), tourist attractions are generally divided into three main types: natural attractions, cultural attractions, and man-made attractions. These three types of attractions form an integrated whole that complements one another in creating a complete tourist destination. In the context of destination development, the combination of these three attractions is widely applied to the concept of tourist villages, particularly in urban areas. Tourist villages leverage local environmental potential, such as the physical conditions of the area (natural), the social and cultural life of the community (cultural), and the development of supporting facilities and attractions (man-made), thereby creating a comprehensive and sustainable tourism experience.

A tourism village is a rural area that integrates customs, local culture, and natural resources to create an authentic and sustainable tourism destination. In addition to serving as a tourist attraction, tourism villages also play a role in preserving cultural values and strengthening the local economy through tourism experiences that involve traditional activities and direct interaction with the local community (Rizki et al., 2025).

One area in South Tangerang City with significant potential for tourism development is the Satupam (Satu Pamulang) Tourism Village, managed by the Gerbang Emas (Community Economic Development Movement) organization. This village serves as an example of the implementation of the Community-Based Tourism (CBT) concept, where the local community actively participates in managing and developing tourism potential while prioritizing sustainability values (Dolang et al., 2025).

However, the development of a tourism village like Satupam cannot be separated from the need for effective collaboration among stakeholders. Based on the results of observations, there are several issues occurring in the Satupam Tourism Village, particularly miscommunication between internal managers and external parties that hinders the development process of the tourism village. This indicates that collaboration among parties has not yet been optimal.

In the context of tourism destination management, management is defined as a series of actions to organize and oversee an activity in order to achieve predetermined objectives (Nugroho in Mahendra et al., 2023). Effective tourism destination management generally requires the involvement of various parties, as each stakeholder has different roles and contributions. One approach that can be used to understand these roles is the pentahelix model, which consists of five main components: academia, the community, the media, the government, and the private sector (Vani et al., 2020). Each actor has a distinct role: the private sector contributes to program funding and innovation; academia to research and knowledge development; the community to implementation and oversight; the media to promotion and image-building; and the government to policy formulation and the provision of facilities.

To address the various challenges in tourism destination management, the implementation of the pentahelix model must be supported by an appropriate governance approach. In this context, the concept of collaborative governance is particularly relevant because it emphasizes the involvement of all stakeholders in a structured and coordinated decision-making process. According to Garvera et al.

(2021), the success of collaborative governance depends heavily on the commitment of each party and the existence of a clear organizational structure so that implementation can proceed effectively and efficiently. Therefore, the integration of the pentahelix model and collaborative governance is expected to create tourism destination management that is more transparent, structured, and goal-oriented (Aulia, 2024).

Previous studies have focused too narrowly on the attractions themselves without considering their overall management; for example, the study by Putra et al., (2026) focused on the development of cultural attractions. The study by (Dolang et al., 2025) focused on culinary attractions, and the study by (Rizki & Puspadewi, 2026) addressed community empowerment in Satupam. Based on these three studies, none have yet focused on the application of the pentahelix model within a collaborative governance framework for the comprehensive management of the Satupam tourist village.

Based on this background, the research question in this study is how the pentahelix model can function effectively and optimally in the management of the Satupam Tourism Village in South Tangerang City to support sustainable tourism. Therefore, the objective of this study is to examine the role of pentahelix collaboration in the management of the Satupam Tourism Village. This study is also expected to provide practical benefits for the managers of Satupam Tourism Village, particularly in enhancing the implementation of the pentahelix model in tourism management.

METHOD

This study employs a descriptive qualitative approach aimed at gaining an in-depth understanding of the social phenomena associated with the implementation of the pentahelix model in the management of the Satupam Tourism Village. This approach was chosen because qualitative research focuses on natural phenomena and allows the researcher to serve as a key instrument for comprehensively exploring meaning, behavior, and interactions among actors (Sugiyono, 2024). In this context, qualitative methods are considered appropriate for examining the roles and forms of collaboration among stakeholders that cannot be measured quantitatively.

Informants were selected using purposive sampling, which involves intentionally selecting a sample based on specific criteria relevant to the research objectives. Informants consisted of representatives from management, government, and academia who play a role in the management of the Satupam Tourism Village. The limited number of informants aligns with the concept of key informants, whereby in-depth data can be obtained from individuals who possess specialized knowledge and direct experience regarding the phenomenon under study.

Data collection was conducted through semi-structured in-depth interviews, field observations, and documentation. Semi-structured interviews provide flexibility in exploring information in depth while remaining focused on the research topic. Observations were conducted to obtain empirical data through

direct observation of field conditions, while documentation was used as supporting data to strengthen the findings. Data analysis was conducted qualitatively through the stages of data reduction, data presentation, and drawing conclusions. This process aims to group, simplify, and interpret the data to identify emerging patterns and meanings. The final stage of drawing conclusions is conducted continuously and verified to ensure valid findings. Data validity is maintained through source triangulation, which involves comparing data obtained from various methods such as interviews, observations, and documentation to ensure the consistency and accuracy of the information.

RESULTS AND DISCUSSION

Based on interviews with the manager of Satupam Tourism Village, Mr. Daeng Rahmat, it can be seen that all actors from each pentahelix are actually present, but the collaboration that has taken place has not been significant. Academics have published several research journals related to Satupam Tourism Village and provided assistance to Satupam Tourism Village. This is supported by explanations from sources other than Pradita University, namely two other universities that have also provided assistance, namely the Open University and Trisakti University. The community has been involved since the beginning of the tourism village's establishment, starting from Gerbang Emas. The Satupam tourism working group has also submitted sponsorship proposals to the private sector since 2019 but has not received a response to date. The current known contribution of the Satupam tourism working group from a business perspective is purchasing corn harvests from Satupam and supplying fishing and plantation needs for Satupam, although this assistance is not yet sustainable. The government's role is to provide Wi-Fi routers and legalities related to Satupam Tourism Village. The lack of definite cooperation from the media, which is limited to Satupam Tourism Village submitting and paying if they want to be promoted, indicates that there are problems in the management of Satupam Tourism Village.

Contrary to what the government has stated, there are media outlets covering activities in Satupam, one of which is Revolusi News. The government also stated that efforts have been made to develop Satupam Tourism Village, but these efforts have been hampered because Satupam itself is still under the auspices of the sub-district as Satupam Tourism Village is still classified as a pioneer tourism village. The government also explained that there are no problems on the part of the government in managing the Satupam Tourism Village, but the efforts made by the government are limited due to policies regarding tourism villages. The difference in opinion indicates that there is a miscommunication between the Satupam management and the government.

Table 1. Mapping the Roles of the Pentahelix Model

No	*Pentahelix*	Role	Actor	Evidence and Documentation
1	Government	1. Handling the legalities of Satupam Tourism Village 2. 2Providing assistance in the form of internet routers	1. Department of South Tangerang City Tourism 2. Department of Communication and Information Technology 3. Special Staff of the Indonesian House of Representatives	
2	Community	1. Assisting in managing plantations and fisheries. 2. Providing a number of fish seeds to Satupam.	1. Gerbang Emas 2. GAN (Gerakan Astacita Nusantara) 3. GCP (Gerakan Cinta Prabowo) 4. Pokmas (Persatuan Kelompok Indonesia) 5. Gerak Emas (Gerakan Aksi Ekonomi Masyarakat Sejahtera)	
3	Academics	Conducting research, training, and mentoring in Satupam Tourism Village.	1. Pradita University 2. Open University 3. 3. Trisakti University	  

4	Business Actor	1. Purchasing and donating resources for fishing and farming needs in Satupam Tourism Village. 2. Collaborating in supplying fish or plant seeds. 3. 3. Donating goods during charity events in Satupam.	1. Daihatsu 2. Alfamart	
5	Media	Reporting on the collaboration between Pradita University and Satupam	1. Revolusi News 2. Kompasiana 3. Skalainfo.net	

Source: Compiled by the Author, 2025

The Role of the Government

The government's role in managing Satupam Tourism Village has so far been temporary and inconsistent. Government involvement is generally limited to providing legalities and simple technical assistance. From a collaborative governance perspective, there is already a form of cooperation between parties (networked structure), but the government's role in it has not been maximized. The government has not functioned as the main connector capable of uniting various stakeholders in a collaborative network.

Based on the aspect of commitment to a common purpose, government involvement is still largely formal, such as merely fulfilling administrative and legal requirements. This commitment has not been translated into concrete actions to formulate a vision and work plan that involves the community and business actors. As a result, coordination between parties often does not run smoothly and sometimes leads to misunderstandings. This condition is exacerbated by Satupam's status as a pioneer tourist village, so that the scope of support from the bureaucracy is also limited, which affects access to authority in the Satupam Tourist Village.

Based on the aspect of shared responsibility (distributed accountability), it appears that the workload and responsibility are actually borne more by the local community. The government only plays a role in granting permits and occasionally providing assistance, while the main contribution lies in the hands of the community. The lack of information provided by the government regarding programs, assistance, or tourism policies also weakens communication between parties and reduces trust among participants in the collaboration.

Overall, the government's contribution is still symbolic and has not been able to become the main driver in this collaboration. To strengthen collaboration-based

governance, the role of the government needs to be significantly enhanced, for example by providing financial support, strengthening inter-agency coordination, and creating more decisive and fair policies so that each party in the pentahelix model has a clear role and responsibility.

The Role of Academics

The role of academics has proven to be the most consistent element in supporting the sustainability of Satupam Tourism Village management. This support can be seen in three main activities: research, training, and community assistance. The involvement of Pradita University, Terbuka University, and Trisakti University shows that a strong network of cooperation has been formed between the world of education and the local community. Based on the aspect of commitment to a common purpose, academics show good alignment with the shared vision of improving community capabilities and developing sustainable tourism. Academics not only play a role as concept developers, but also as knowledge brokers who bridge theory with practice in the field.

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The Role of Business Actor

Several businesses, such as Alfamart and Daihatsu, have contributed by purchasing crops and donating equipment for social activities in Satupam. However, such contributions are still incidental and have not been integrated into a long-term collaboration system. Based on the network structure aspect, the relationship between businesses and the community has not been formally institutionalized, making it difficult to create continuity in support. Based on the aspect of trust among the participants, business actors still view this collaboration as merely a social activity, not as a strategic investment for the long term. This results in a weak commitment to a common purpose and has an impact on weak distributed accountability. Based on this context, responsibility for local economic development has not been shared equally between the community and the business sector.

Based on access to resources, businesses actually have significant financial and logistical capacity to support Satupam. However, the lack of formal communication channels with managers means that this potential cannot be optimally utilized. When collaboration is not regulated through clear governance mechanisms, contributions from the business sector tend to stop at the level of donations without guaranteeing sustainability. To overcome this, it is necessary to establish a partnership system regulated through a Memorandum of Understanding (MoU) to provide certainty for business actors in making contributions. This step is expected to be beneficial in terms of information sharing and access to authority, thereby creating a more integrated and sustainable tourism economic network.

The Role of Community

The community has a strong commitment to common goals, which focus on improving community welfare and environmental sustainability. However, when viewed from the perspective of distributed accountability, this dominance actually creates inequality in governance because the roles of other actors, such as the government and the business sector, appear to be less active. Although community participation is very high, without formal institutional support, their capacity to develop, particularly in terms of access to resources, is very limited. The level of trust among community members is very strong. However, trust in external actors remains low due to past experiences, such as unfulfilled promises of assistance. This condition weakens collective accountability because management responsibilities are centered only on the tourism awareness group (pokdarwis).

The community itself has played a positive role in sharing information, particularly with academics, through documenting activities and independent promotion. However, this will not last long without good synergy between all stakeholders. Without this synergy, information exchange will not have maximum impact and will not be able to encourage the creation of real policies or support. Therefore, institutional strengthening of the community is needed so that it can manage cross-sector collaboration in a more professional and sustainable manner.

The Role of Media

The role of the media in managing Satupam Tourism Village is currently still reactive. The media is only involved when asked to cover events or in paid promotional collaborations. This indicates that the networked structure indicator has not been optimally developed, as interaction between the media and tourism village managers has not been established on a regular and ongoing basis. From an information sharing perspective, the media actually has significant potential to expand the promotion of Satupam. However, so far their involvement has been limited to the publication of certain activities facilitated by academics, for example in the collaboration between Pradita University and Pokdarwis Satupam. Without continuous strategic cooperation, the role of the media as a bridge between the public and stakeholders is not optimal.

The limitations of the media's role also affect the level of trust among participants. The lack of widespread information has resulted in business actors and the general public not fully understanding Satupam's potential. In fact, through positive reporting and consistent campaigns, the media can build a positive image and attract investors and tourists. Based on the aspect of distributed accountability, the responsibility for promotion should not only be borne by the local community. The media needs to be integrated into a collaborative communication system supported by government regulations and the role of academics as content supervisors. If this can be realized, then the indicator of commitment to a common purpose will increase and information sharing will become stronger and more solid.

CONCLUSIONS

Based on the results and discussion, it can be concluded that the implementation of pentahelix collaboration in Satupam has been initiated, yet it has not operated optimally. All elements of the pentahelix—government,

academics, business actors, community, and media—have carried out their respective roles; however, their collaboration has not been integrated into a sustainable and structured management system.

The government has contributed mainly in terms of legality and technical assistance, but it has not functioned as the primary driver of the collaborative network. Its commitment to shared objectives remains largely administrative and has not been supported by concrete policy instruments, funding allocation, or effective cross-sector coordination. Academics have emerged as the most consistent contributors, providing tangible support through research, mentoring, and training programs. Their involvement has strengthened community capacity, fostered trust, and encouraged the adoption of sustainable tourism principles. Nevertheless, limited resources and insufficient support from other actors have constrained the broader impact of these mentoring initiatives.

Business actors have participated in a sporadic manner and lack long-term commitment. Their contributions are generally limited to donations or social activities without formal cooperation agreements, reflecting the absence of a shared vision and structured communication mechanisms. As a result, the collaborative potential with the private sector has not been fully optimized. Meanwhile, the community stands out as the most active and committed actor in managing Satupam. Despite this strong internal engagement, the dominance of the community without adequate institutional support has created an imbalance in governance. Although trust among community members is relatively high, coordination with external stakeholders remains weak, partly due to past issues related to transparency.

The media's role remains reactive and has not yet been integrated into the collaborative framework. Publications tend to focus only on specific events and lack a sustained promotional strategy, leading to limited information dissemination and low public awareness of Satupam's tourism potential. Overall, the implementation of collaborative governance in Satupam Tourism Village can be categorized as being at the initiating stage. While elements such as networked structures, shared commitment, and information exchange have begun to emerge, these developments have not been accompanied by distributed accountability, equitable access to authority, or sufficient resource mobilization. Consequently, a more systematic and strategic collaboration framework is required to ensure that all five elements of the pentahelix can operate synergistically in achieving sustainable tourism management.

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