

ANALYSIS DEVELOPMENT TOURIST PARDEDE ONAN IN REGENCY TOBA BASED ON THE PENTAHHELIX MODEL

Roro Purwanti¹, Afra Naila Radhwa², Tri Handayani Simanjuntak³, Khairunnisa Naurah Yusuf⁴, Olivia Kristiani Hutabarat⁵, Wan Aalia⁶, Azmi Alrasyid Syahalam⁷, Liyushiana⁸

^{1,2,3,4,5,6,7,8}Program Studi Destinasi Pariwisata, Fakultas Kepariwisataan, Politeknik Pariwisata Medan, Indonesia

Corresponden E-mail: roropurywanti@gmail.com.

ARTICLE INFO	ABSTRACT
<i>Diterima: 05 September 2025</i> <i>Direvisi: 10 September 2025</i> <i>Disetujui: 18 September 2025</i> <i>Tersedia Daring: 30 Juli 2026</i> Keywords: <i>tourism development, pentahelix, power interest grid, stakeholders, Pardede Onan</i>	<i>Tourism development has become an important sector in supporting regional economic growth, including in Pardede Onan, Toba Regency, which has local potential but has not been optimally managed. This study aims to analyze tourism development in Pardede Onan using the pentahelix model and to identify the role of stakeholders based on the power- interest grid approach. The research method used is mixed methods with a sequential explanatory approach, where quantitative data were collected through surveys to measure stakeholders' power and interest, followed by qualitative data through interviews and observations to deepen the analysis. The results show that tourism development in Pardede Onan involves five main stakeholders: government, academics, business actors, community, and media. The government has the highest level of power, while the community, business actors, and government have high interest. Meanwhile, academics and media tend to have lower levels of interest and power. The imbalance between power and interest among stakeholders indicates that collaboration has not been optimal. Therefore, strengthening stakeholder involvement, especially those with high interest but low power, is necessary to support more effective, inclusive</i>
	ABSTRACT
Kata Kunci <i>Pengembangan Pariwisata, Pentahelix, Jaringan Kepentingan Kekuasaan, Pemangku Kepentingan, Pardede Onan</i>	Pengembangan pariwisata telah menjadi sektor penting dalam mendukung pertumbuhan ekonomi daerah, termasuk di Pardede Onan, Kabupaten Toba, yang memiliki potensi lokal tetapi belum dikelola secara optimal. Studi ini bertujuan untuk menganalisis pengembangan pariwisata di Pardede Onan menggunakan model pentahelix dan mengidentifikasi peran pemangku kepentingan berdasarkan pendekatan grid kekuatan-kepentingan. Metode penelitian yang digunakan adalah metode campuran dengan pendekatan penjelasan sekuensial, di mana data kuantitatif dikumpulkan melalui survei untuk mengukur kekuatan dan kepentingan pemangku kepentingan, diikuti oleh data kualitatif melalui wawancara dan observasi untuk memperdalam analisis. Hasil penelitian menunjukkan bahwa pengembangan pariwisata di Pardede Onan melibatkan lima pemangku kepentingan utama: pemerintah, akademisi, pelaku usaha, masyarakat, dan media. Pemerintah memiliki tingkat kekuatan tertinggi, sedangkan masyarakat, pelaku usaha, dan pemerintah memiliki kepentingan yang tinggi. Sementara itu, akademisi dan media cenderung memiliki tingkat kepentingan dan kekuatan yang lebih rendah. Ketidakseimbangan antara kekuatan dan kepentingan di antara pemangku kepentingan menunjukkan bahwa kolaborasi belum optimal. Oleh karena itu, penguatan keterlibatan pemangku kepentingan, terutama mereka yang memiliki kepentingan tinggi tetapi kekuatan rendah, diperlukan untuk mendukung pengembangan pariwisata yang lebih efektif, inklusif, dan



1. INTRODUCTION

Tourism has become one of the strategic sectors in driving economic development in various regions. As an industry that covers a wide range of economic activity, tourism provides contribution to foreign exchange earnings and become the main catalyst in driving other sectors, such as trade, transportation, and industry creative (Pebriana et al., 2021). In several recent years, tourism development based on local potential becomes the focus in increase the competitiveness of destinations at the international level area (Maturbongs, 2020). Tourism development in the area has an important role in supporting equitable development. One of them development of tourism destinations aims to improve the quality of resources nature, culture and environment through tourism development sustainable (Prihasta & Suswanta, 2020).

However, in practice, development tourist Still face various challenges, such as limitations quality of human resources, lack of supporting infrastructure, lack of promotion, and weak coordination between parties involved. This condition shows that tourism development cannot be done partially, but rather requires an integrated approach and collaborative (Nurjanah, 2018). One of the strategies that important in the development of the sector tourism is using a model Pentahelix. The Pentahelix model is a framework conceptual Which develop model (Sumantri, 2019).

Triple Helix and Quadruple Helix with involving five stakeholders key in the innovation process, development economy and sustainable development (Purnomo, 2025). This model is usually known as with the ABCGM strategy which is abbreviation for (Academic, Business, Community, Government, Media) Academics (Academic) is a source of business knowledge (Business) acts as a supporter (enabler). Community acts as an accelerator (Komariah et al., 2018). The government (Government) acts as regulator (regulator) and controller. The media plays a role in helping publications, promotion, and creating brand image (brand image) (Kanom et al., 2020). Collaboration the optimal balance between the five elements believed capable create development more effective, innovative and sustainable tourism sustainable (Panjaitan et al., 2026).

Toba Regency is one of the areas in North Sumatra Province have rapid economic development including in the tourism sector (Nurcahyono, 2017). Toba Regency also has a community with various activities, various different cultures and unique characteristics (DIAN, 2024). One of the areas that have the opportunity to develop is Pardede Onan. This area offers interesting characteristics can be an attraction for tourists, such as traditional market activities (onan), social interactions between communities that are still closely, as well as the potential of local culture that is still awake. Potential the giveopportunity for Pardede Onan to developed as a tourism destination based public (Berliandaldo et al., 2022).

Despite having many opportunities, growth of the tourism sector in Pardede Onan is not yet fully optimal. This is seen from the lack of management maximum potential for tourism, facilities limited, and also low promotion destinations that are carried out. In addition, cooperation and involvement between stakeholders Also Still Not yet walk with Good. Role each element in the model Pentahelix, such as government, academics, business actors, communities, and the media, still not well integrated for support the development of tourism in area Pardede Onan. This condition resulting in the existing potential not being realized able to provide an economic impact significant for the local community. Based on the existing problems, a comprehensive analysis is required to study tourism development in Pardede Onan with a more approach systematic. The Pentahelix model was chosen as basis of analysis because it can describe the relationship and role of each stakeholder in the process of tourism development (Putra et al., 2024). With this approach, it is hoped that it is known to what extent each person contributes each party and the challenges faced during its implementation (Pujiningrum Palimbunga, 2018).

Therefore, this study aims to to analyze development tourism in Pardede Onan which is located in Toba Regency based on the Pentahelix model. In addition, the aim of this research is also identify each role stakeholders in tourism development and formulate strategies that can support tourism development more effective, integrated and sustainable in Pardede Onan.

2. RESEARCH METHODS

This research was conducted in Pardede Onan, Balige District, Toba Regency North Sumatra. Pardede Onan is one of the centers of economic growth And gate tourist in Regency Toba. As an area densely populated with trade activities, services, transportation. Pardede Onan acts as a meeting point for various very dynamic actors. The location of this research was chosen based on the problem that exists is the lack of collaboration between stakeholders hamper the effectiveness of development tourism area in Pardede Onan (Wahyuni Adda, 2022).

This research method uses mixed methods. Mixed methods are a combination or a combination of elements of approach quantitative And qualitative intogether (Maturbongs, 2020). This research approach using sequential explanatory, namely quantitative data collection and analysis done first via survey, to measure the level of power (strength) And interest (interest) for stakeholders in tourism development in Pardede Onan. The results of the quantitative stage, then analyzed using tools power interest grid matrix analysis for map each other's positions stakeholders (Fatimah, 2019).



Figure 1. Matrix Power Interest Grid



Figure 2. Pentahelix Model

Data collection techniques in study This that is observation, interviewsurvey, documentation, and literature study. Technique for determining informants in This research was conducted using techniques purposive sampling (Kagungan et al., 2021). purposive sampling, namely where people or certain events are chosen deliberately to provide important information that cannot be obtained from other options (Bangsawan et al., 2025).

Selection of informant criteria in This research is based on the model pentahelix with an age range of 17-40 years who have knowledge and understanding of tourism in Pardede Onan and stakeholders who involved or have an interest in tourism development in Pardede Onan (Hidayatullah et al., 2022). The selection of these criteria aims to obtain relevant informants and able to provide information that in depth according to the research focus.

3. RESULTS AND DISCUSSION

The results of the study show that tourism development in Pardede Onan involves five main components in pentahelix model, namely the government, academics, private sector, community, and media. Each actor has a role to play. different, which are adjusted to capacity level and importance towards the development of tourist destinations (Moento et al., 2023).

The government functions as a regulator as well as a facilitator in the preparation policies and infrastructure provision supporters. Academics provide contributions through scientific research and community assistance activities. The private sector plays a role in providing various tourism services, while community local become a perpetrator main in implementation of tourism activities based on local wisdom. On the other hand, the media has an important role in supporting promotion and dissemination of information related destination (Pugra et al., 2021).

These findings indicate that all elements in the pentahelix model have involved in tourism development in Pardede Onan, despite the level of participation and the contribution of each actor is still Not yet balanced.



Figure 3. Results Pentahelix in Pardede Onan

Power

KATEGORI NARASUMBER	POWER (P)							KATEGORI POWER	INTEREST (I)							
	P1	P2	P3	P4	P5	TOTAL POWER	I1		I2	I3	I4	I5	TOTAL INTEREST	KATEGORI INTEREST		
 Pemerintah	3	4	5	2	2	16	3,20	Tinggi	4	4	5	3	4	20	4,00	Tinggi
 Akademisi	3	4	3	3	2	15	3,00	Rendah	3	2	2	3	4	14	2,80	Rendah
 Masyarakat	5	3	2	3	5	18	3,60	Tinggi	4	3	4	2	2	15	3,00	Rendah
 Pelaku Usaha	3	2	3	4	4	16	3,20	Tinggi	3	3	2	2	3	13	2,60	Rendah
 Media	3	4	4	3	5	19	3,80	Tinggi	3	4	4	2	4	17	3,40	Tinggi

KETERANGAN SKALA RATA-RATA

POWER (P)

1 = 1,200 : Rendah

3,200 - 5,00 : Tinggi

INTEREST (I)

1 = 1,200 : Rendah

3,000 - 5,000 : Tinggi

• Skala penilaian setiap indikator (P1-P5 dan I1-I5)

1 = Sangat Rendah, 2 = Rendah, 3 = Sedang, 4 = Tinggi, 5 = Sangat Tinggi

• Power (P) = Tingkat pengaruh/pengaruh stakeholder

• Interest (I) = Tingkat kepentingan/kebutuhan stakeholder

Figure 4. Results Analysis Stakeholder

In the Power-Interest Grid, power interpreted as the level of stakeholder capability interests in influencing the course of the process or the results of a program or policy. This power is not only related to formal authority held by an institution government, but also includes the ability in managing resources, forming opinions public, and gain social legitimacy in society. The results of the study show that local government is a stakeholder with the highest power level. This can be seen from the central role of government in the process decision making, policy formulation, and management of supporting resources tourism development in Pardede Onan. With this position, the government has dominant influence in determining direction and the sustainability of destination development tour (Beama et al., 2022).

On the other hand, other stakeholders such as actors business, academics, society, and media shows a relatively higher power level low. Business actors have the power to economic aspects through the provision of services tourism. However, his involvement in determining policy Still limited (Suyadi et al., 2022). In introduce a tourist attraction and to find out how to attract tourists to visiting then there must be a strategy from managers to introduce and retain potential tourists Academics contribute through study scientific And recommendations, but do not have the authority directly in decision making (Hakim, 2022). Local communities, despite acting as the main implementer tourism activities still have limitations in influencing policy. Meanwhile, media has the ability to influence opinion public, However its influence to process decision making in the context of research this is still relatively low (Amin, 2020).

Overall, the results of this study shows that there is inequality in distribution of power between stakeholders in tourism development in Pardede Onan. The government's considerable dominance indicates that the process of taking decision Still tend nature top- down (Karunia et al., 2018).

This condition has the potential to limit participation other stakeholders, especially local communities. Therefore, efforts are needed to create a more even distribution of power balanced through increased capacity and active involvement of all stakeholders in order to support more inclusive collaboration and sustainable.

Interest

In the Power-Interest Grid, interest interpreted as the level of attention, involvement, and interests held by a person stakeholders to success a program or policy. Interest level shows the extent to which the actor has encouragement to participate actively in development process, both at the stage planning, implementation, and evaluation activities (Helmi, 2020). The results of the study show that local government, local communities, and actors business is a stakeholder with a high level of high interest (Mukti et al., 2020). The government has great interest due to development tourism is closely related to increasing regional income and regional development. Local communities also show a high level of concern Which tall Because activity tourist has a direct impact on life daily life, including economic development and cultural preservation (Yulianto & Wibowo, 2026). Meanwhile, business actors have high interest because of the tourism sector open up business opportunities and provide economic benefits (Sutrisno & Anitasari, 2019).

On the other hand, academics and the media tend to have a lower interest rate. Academic involvement is generally limited to research or community service activities that are of a nature temporarily, so it does not take place permanently continuous. On the other hand, the media plays a greater role as means of disseminating information, so that its direct relationship to tourism development is relatively limited (Abdullah et al., 2026).

These findings indicate that although there are stakeholders who have different levels interest (interest) Which tall, No everything have balanced power in influence policy. The inequality between power and interest are one of them factors that influence

suboptimal performance collaboration in tourism development in Pardede Onan (Septadiani et al., 2022). Therefore, effort is required to increase capacity and role stakeholders who have high interest but low power, so they can participate more effectively in the decision-making process decision (Bohaiki et al., 2025). This is in line with research in Indonesia which stated that imbalance of roles and influences between stakeholders can hinder effectiveness collaboration in tourism development, so that capacity strengthening is needed and synergy between parties (Subekti & Prasetyo, 2021)



Figure 5. Results Matrix Power Interest Grid in Pardede Onan

4. CONCLUSION

The results of the study show that local government, local communities, and business actors are stakeholders with high interest rate. The government has great importance because tourism development is closely related with improvement income area as well as regional development. Local communities also show a high level of concern because tourism activities have an impact directly to everyday life, including economic growth and cultural preservation. Meanwhile, the perpetrators business has high interest because the sector tourism opens up business opportunities and provide economic benefits. On the other hand, academics and the media tend to have a lower interest rate. Academic involvement is generally limited in research or community service activities which is temporary, so no takes place continuously.

On the other hand, media plays a greater role as means of disseminating information. So that its direct relationship to tourism development is relatively limited.

These findings indicate that even though there are stakeholders with high level of importance, not all have comparable strength in affect the work. Imbalance between power and interest becomes one of the factors that influences effectiveness of collaboration in development tourism in Pardede Onan. Therefore, efforts are needed to strengthen the role stakeholders who have high interest but low power so that it can contribute more optimally in the process decision-making.

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