

The Effectiveness of Management of the Balong Dalem Tourist Attraction in Gunung Ciremai National Park (TNGC)

Sheila Nur'azizah¹, N Nursahidin²

Department of Public Administration, Faculty of Social and Political Sciences, University of Swadaya Gunung Jati, Cirebon, Indonesia

Author Email: sheila.122090005@ugj.ac.id¹, nursahidin.sirod@ugj.ac.id²

Abstract. The purpose of this research is to analyze the effectiveness of the management at the Balong Dalem tourism area in Gunung Ciremai National Park, Kuningan District. The management of a natural tourism area located in a conservation area finds it challenging to maintain a balance between economic, social, and environmental aspects. This research uses a qualitative descriptive approach and applies some data collection techniques like observation, in-depth interview, and documentation. The participants of the research were the PDAU leadership, Balai TNGC, and the residents in the area. The success criteria for this research can be measured using Duncan's model, which consists of goal accomplishment, integration, and adaptation. From the research results, we can say that the management at the Balong Dalem tourism area is very effective. Even though the organization has limited staff and an unstable leadership, there is always the setting of goals each year and five years ahead. There is integration amongst all participants in the project, although it has not yet been achieved. There have been changes brought about by the use of digital media. Some of the advantages include commitment to conservation, careful planning, and community participation. The lack of manpower, strict regulations, and lack of leadership continuity are some of the difficulties encountered.

Keywords: Effectiveness, Tourism Management, Conservation Areas, Ecotourism, Community Participation

1 Introduction

Mount Ciremai National Park (TNGC) is an important nature reserve in West Java Province, covering more than 14,841 hectares. This area is of great environmental significance, as it serves as a watershed, a hydrological buffer, and a habitat for many different plant and animal species. It helps maintain the ecological balance in the districts of Kuningan, Majalengka, and Cirebon. The Ministry of Environment and Forestry (KLHK) states that national parks are not only places where biodiversity can be protected, but that they also play a social and economic role by utilizing environmental services in a way that does not harm the environment [1].

Decree No. 3684/Menhut-VII/KUH/2014 of the Ministry of Forestry designates the TNGC as a national park to protect water resources, preserve mountain forest ecosystems, and ensure that surrounding communities can continue to benefit from ecosystem services. The TNGC has great potential to develop into a nature tourism destination or ecotourism site focused on nature conservation, as it features tropical mountain forests, waterfalls, natural springs, and a largely well-preserved natural landscape. It is believed that ecotourism can contribute to environmental protection while simultaneously improving the standard of living for the local population [2].

Balong Dalem, located in Babakanmulya Village, Jalaksana Subdistrict, Kuningan Regency, is one of the natural tourist attractions in the area. Balong Dalem is a natural pond with clear water that flows year-round at a relatively steady rate. The area surrounding Balong Dalem is special not only for its beauty but also because it serves as a habitat for various species of plants and animals and provides a water supply for the surrounding communities. According to the concept of ecosystem services, the presence of natural water sources in conservation areas holds interrelated ecological, economic, and social values [3].

The management of the Balong Dalem tourist site is carried out by the Kuningan Regency Regional Multi-Purpose Enterprise (PDAU) based on a permit from the TNGC Office and in accordance with applicable laws and regulations. In terms of conservation area management, the participation of local government bodies through the utilization of regional enterprises is anticipated to improve management expertise while emphasizing the maximization of economic efficiency without undermining the principle of environmental conservation [4]. Balong

Dalem's conservation area management strategy emphasizes the combination of tourism services, environmental conservation, destination marketing, and community development through sustainable tourism.

The increase in tourist visits also presents various challenges for the management of Balong Dalem. The environmental challenges such as pollution, ecological destruction, and degradation of the quality of the place create dangers that can only be overcome by controlling the carrying capacity of the area [5]. Moreover, the lack of professionals in the field of tourism and conservation, financial limitations, and insufficient infrastructure influence the efficiency of managing natural tourism areas.

There is also the matter of the external influences on the management process, especially with regards to inadequate communication between all the parties involved, namely the tourism businesses, TNGC office, local government, and local community. There have been no maximum benefits of Balong Dalem, since there has been poor communication between all those parties involved, and also because there is no management assessment system in place to monitor its progress. The socio-economic advantages for the surrounding communities are thus not maximized, while chances of ecological unsustainability will be high unless adaptive and collaborative management takes place.

Tourism management studies in Indonesia have traditionally focused on assessing the effectiveness of destination management along a wide variety of indicators such as tourist services, promotion, facilities, revenues, and human resource competence. Studies that have specifically analyzed the efficiency of tourist management in conservation-based natural tourism areas using ecotourism principles, the concept of ecosystem services, environment's carrying capacity, and stakeholder governance are much less prevalent. In the case of Balong Dalem, it is insufficient to analyze the visitor statistics or financial gains generated from tourism in order to assess management effectiveness. It is because Balong Dalem is located in Gunung Ciremai National Park and acts as a natural water reservoir, habitat, and environmental educational center. Thus, this study addresses the identified gap by examining the way tourism management of Balong Dalem balances all the above factors.

For this reason, it would be appropriate to conduct a comprehensive study on the efficiency of the management of the Balong Dalem Tourist site. Such a study is necessary in order to measure whether the efforts of management were effective in balancing conservation, tourism services, and community development. Moreover, the study will determine the supportive and constraining factors in the management of Balong Dalem, as well as ways to improve its management efficiency in the natural tourist destination inside the conservation area.

The findings of this study are expected to help researchers better understand how to manage eco-friendly nature-based tourism, and will also be useful for area managers, local governments, and other stakeholders in making decisions regarding tourism policy. Therefore, those responsible for Balong Dalem must not only protect the environment but also improve the well-being of the local community in a sustainable manner.

2 Literature Review

2.1 Effectiveness

Effectiveness is a key idea in the study of management and public policy that is used to see how well an organization, program, or policy can reach its goals. [6] states that effectiveness is a measure of an organization's success in optimally utilizing its resources, facilities, and infrastructure to achieve results in line with its plans. Thus, effectiveness emphasizes the alignment between planned objectives and achieved results.

That view is consistent with [7] which states that organizational effectiveness is not only measured by output achievements but also by the organization's ability to maintain the sustainability of its internal systems. Effectiveness reflects the organization's ability to set realistic goals, carry out tasks in a timely manner, and foster active participation from all members of the organization.

Aldizar[8] emphasizes that the effectiveness of a program or policy can be measured by its success in achieving its objectives and its impact on changes in public behavior. A program is considered effective if the results achieved not only meet the established targets but also increase public awareness and compliance and utilize resources efficiently.

Furthermore, [9] explains that the effectiveness of resource management and allocation can be assessed based on the accuracy of the management and allocation processes. Work effectiveness, often referred to as efficiency, relates to employees' ability to complete tasks on time, in accordance with objectives, and at a reasonable cost. [10] add that employee work effectiveness is a key indicator of organizational success, as low work effectiveness reflects weaknesses in the supervision and management systems implemented by leadership.

Duncan, as stated in [11], views effectiveness as a multidimensional process. Duncan states that organizational effectiveness is not only measured by final outcomes, but also by the organization's ability to manage internal and external dynamics. According to Duncan, organizational effectiveness can be measured through three key indicators, namely:

- a. Achievement of objectives, that is, an organization's ability to achieve its established goals and targets;
- b. Integration, which demonstrates the level of coordination, communication, and cooperation among individuals, work units, and external parties;

- c. Adaptation, that is, an organization's ability to adapt to changes in both its internal and external environments.

These three indicators are connected and are vital for figuring out how successfully tourism is managed. This is especially true for nature tourism sites in protected regions like Balong Dalem in Gunung Ciremai National Park, where management is hard and involves a lot of people.

The term used in this study is "managerial effectiveness" rather than "efficiency" in an economic setting. Efficacy in management is the extent to which the management in Balong Dalem is able to balance economic, ecological, and social objectives. Economic effectiveness refers to the degree of success in promoting economic activities and attracting financial benefits for the local economy. Ecological effectiveness refers to the extent to which management can sustain its conservation functions, protect water sources, maintain cleanliness, and enhance environmental quality. Social effectiveness involves mobilizing the local community, collaboration among stakeholders, and ensuring that residents benefit from the enterprise. Therefore, in assessing the performance of Balong Dalem, one needs to look beyond its popularity and revenue generation capability. In other words, besides being effective economically, Balong Dalem must also be ecologically sound and socially engaged.

2.2 Tourist Attraction Management

The management of tourist attractions is a key aspect of tourism sector development. This management encompasses all activities related to planning, implementation, monitoring, and evaluation, with the aim of ensuring the sustainability of a tourist destination so that it can provide balanced economic, social, cultural, and environmental benefits. [12] emphasizes that the management of tourist destinations must be based on the principles of sustainable tourism, taking into account the environment's carrying capacity and the well-being of local communities.

Ecotourism and ecosystem services also play vital roles in the management of tourist activities in Balong Dalem. Ecotourism refers to a form of tourism aimed at conserving nature and educating tourists on responsible behavior. On the other hand, ecosystem services are the benefits derived from the ecosystems, including water resources, ecological balance, functions of habitat, recreation, educational value, and socio-cultural value. In the present study, ecotourism and ecosystem services have been operationalized as the control of visitors' activities, restriction of touristic activities, cleanliness, protection of water sources and habitats, education on conservation issues, community involvement, and use of non-interfering tourism facilities.

The present research has also applied the concept of environmental carrying capacity in estimating the level of tourism activities in Balong Dalem. However, the current study does not quantify carrying capacity in terms of its numerical value. Instead, the management measures, including restriction of visitor activities, regulation of touristic routes, waste control, periodic maintenance, and prevention of construction of large permanent structures, are used to measure the carrying capacity of the environment.

Moreover, the participation of stakeholders in Balong Dalem is understood using the theory of collaborative governance. The collaborative governance theory helps to explain communication, role assignment, coordination of activities, and responses to management problems of PDAU, the National Park Office, the local government, and the community. The theory of collaborative governance augments Duncan's theory of integration, especially in analyzing communication and cooperation among stakeholders.

United Nation[13] states that effective management of tourist attractions must involve various stakeholders, including the government, local communities, and businesses. The involvement of these various parties aims to create high-quality tourism experiences, protect tourism resources, and enhance socioeconomic benefits for the surrounding communities.

In the management of tourist attractions, there are several key interrelated elements: attractions, accessibility, amenities, promotion, and community support. Yoeti (2008) states that failure to manage any of these elements can lead to a decline in the overall quality and competitiveness of a tourist destination. Therefore, thorough planning and integrated management strategies are essential for the successful management of tourist attractions.

The management of tourist attractions must also consider the local characteristics of the destination, such as its geographical conditions, the socio-cultural aspects of the community, and its potential and limitations. The management of nature-based tourism within conservation areas requires a different approach compared to man-made or urban tourism. Findeli[2] and Nugroho[4] emphasizes that the management of nature-based tourism must prioritize the principles of conservation, limited use, and the empowerment of local communities to prevent the overexploitation of natural resources.

2.3 Mount Ciremai National Park (TNGC)

Ministerial Regulation No. 3684/Menhut-VII/KUH/2014 of the Minister of Forestry of the Republic of Indonesia has proclaimed Mount Ciremai National Park (TNGC) as a national park. This national park spans an

area of roughly 14,841 hectares and is situated in the Regencies of Kuningan and Majalengka. The proclamation of this area aims at preserving the mountain forest ecosystem, its hydrological role as a watershed, and its biodiversity.

According to the Ministry of Environment and Forestry (2020), the use of the National Park area can also be made for scientific studies, educational purposes, and nature tourism with the emphasis on nature conservation, so long as it does not interfere with the fundamental purposes of the area. Thus, the management of tourism in the National Park must be regulated and managed in the direction of sustainable development.

2.4 Balong Dalem

The Balong Dalem is a natural tourism object that takes the form of a water lake located at Babakanmulya Village, Jalaksana District, Kuningan Regency. The object is of utmost significance to the environment because it acts as a home for the fish called the Tor-Soro. Balong Dalem is an object of great significance. For a long time, the local community has relied on it as a source of clean water and regards it as an ancestral heritage that must be preserved.

The operational management of Balong Dalem is carried out by the Kuningan Regency Regional Multi-Purpose Enterprise (PDAU) in coordination with the TNGC Office and with the involvement of the local community [14]. This management is in accordance with Regulation of the Minister of Environment and Forestry No. 15 of 2021 and Kuningan Regency Regulation No. 2 of 2013 on the Implementation of Tourism.

Various previous studies have shown that the management of tourist attractions in Indonesia still faces a number of challenges. Research [15], [16] along with [17] indicates that the ineffectiveness of tourism management is generally caused by budget constraints, low-quality and undisciplined human resources, weak coordination among stakeholders, and suboptimal strategic planning. Therefore, further research is needed to examine the effectiveness of tourism management in a holistic manner, particularly in conservation-based natural tourism areas such as Balong Dalem in TNGC.

2.5 Research Method

In this study, a qualitative case study research design with an evaluative research methodology has been adopted. The choice of the qualitative case study research design was made considering that the study focused on a certain tourist destination, which is Balong Dalem, to conduct an in-depth analysis of the effectiveness of its management within its real context. The evaluative research methodology has been adopted to determine the effectiveness of the management of Balong Dalem, considering the dimensions of goal achievement, integration, and adaptation. This is a suitable research design since Balong Dalem is not only a tourist destination but also a national park that imposes strict environmental policies[18].

Qualitative research positions the researcher as the primary instrument, interacting directly with research subjects in natural settings. This is consistent with the view that [19] which states that qualitative research is conducted in the participants' natural setting, using triangulated data collection methods and inductive data analysis, thereby placing greater emphasis on meaning than on generalization.

The study site is located at the Balong Dalem Tourist Attraction in Babakanmulya Village, Kuningan Regency, West Java Province, which is part of the Mount Ciremai National Park (TNGC). This location was chosen because Balong Dalem is a natural tourist attraction situated within a conservation area, meaning its management faces the dual challenge of balancing conservation interests with sustainable tourism

The study subjects consisted of stakeholders responsible for the administration and use of tourist destinations, including employees of the Gunung Ciremai National Park Office (BTNGC), the Kuningan District Regional Multi-Purpose Enterprise (PDAU), who is responsible for managing tourist destinations, and the community living in the Balong Dalem neighborhood. The informants can be classified into two categories: core informants and supplementary informants. Core informants are BTNGC and PDAU employees authorized and knowledgeable enough to take part in tourism development decisions. Supplementary informants are the local community who report the effects of tourist destinations on community involvement, advantages, and economy. [20]

The technique of purposive sampling was used in selecting the informants due to the level of involvement, experience and expertise on tourism management in Balong Dalem. The informants consisted of individuals who hailed from the PDAU, the office of Gunung Ciremai National Park and the community itself. Data were collected using comprehensive interviews, direct observation and document analysis. In-depth interviews were carried out in order to obtain data on issues such as management goals, role of the various stakeholders, coordination mechanisms, conservation measures, regulation of tourists, level of community participation, management limitations and ways to improve management efficiency. Direct observations were conducted among the tourists at the Balong Dalem tourist location to observe their activities, cleanliness of the facilities, environmental status, level of community involvement and effectiveness of conservation-based management practices.

The use of these three techniques helped in achieving triangulation of the data. To ensure the validity and reliability of the results, the information obtained through interviews was cross-checked against observations in the field and relevant literature. Through triangulation, the researcher was able to gain a deeper understanding of the effectiveness of management, especially in relation to target achievement, stakeholder involvement, adaptability, environment carrying capacity, and tourism conservation practices. [21].

The indicators for measuring the operations of the study have been derived from the Organisational Effectiveness Theory formulated by Duncan which takes into account managing tourism with an emphasis on conservation. Clarity could be identified from annual and five year plan, goals of tourist services, goals of earning revenues, goals of conserving resources and community benefit goals since all the above-mentioned goals were achieved. Integration has been established in relation to the way PDAU, Gunung Ciremai National Park Office, local government and community worked together including communication, task division and joint decision-making processes. Adaptability on the part of management has been identified from their response in the form of compliance to conservation regulations, regulation of tourism visits, limited number of tourism packages, use of digital marketing and adjustment to the changed environment. Finally, ecotourism and ecosystem services have been determined through limiting visitor numbers, cleanliness, protection of water sources and ecosystems, education on conservation, community involvement and maintenance of ecological function of Balong Dalem.

The use of descriptive-qualitative analysis was employed in analyzing the data. This process encompasses three major steps: data reduction, data display, and conclusion development. The process of analysis is done from the start of data gathering until the end of the research, allowing the researcher to fully understand the relationships in the data.[19]

3 Results And Discussion

3.1 The Effectiveness of Managing the Balong Dalem Tourist Attraction

The three interrelated indicators for assessing the effectiveness of management in Balong Dalem include the attainment of goals, integration, and adaptability. Such factors are helpful in determining whether the management in Balong Dalem can balance the growth in tourism, environmental protection, and contributions to the community. Being situated within the boundaries of Gunung Ciremai National Park, the evaluation of its management cannot be done based on visitor statistics and economic profits but should also rely on its efforts towards ecosystem conservation, limiting the impact of tourism pressures, involving the local communities, and cooperation with all relevant stakeholders.

According to the findings, the management of Balong Dalem has embraced numerous eco-tourism measures including visitation limitation, maintenance of the ecological condition, involvement of the locals, and prevention of potentially damaging activities within the destination. However, the efficiency of the above practices is impeded by a shortage of human resources, instability of leadership, strict conservation regulations, and the absence of a structured collaborative governance system. In this regard, the theory of organisational performance by Duncan provides an analytical perspective. Ecotourism, ecosystem services, carrying capacity, and collaborative governance are also included as additional perspectives.

3.1.1 Achievement of Objectives

Indrawijaya quotes Duncan and explains that an organization is considered effective if it can achieve its goals. This is demonstrated by how well the organization fulfills its goals through a continuous process of planning, implementation, and evaluation. The management objectives for the Balong Dalem tourist attraction include a balanced combination of social, economic, and environmental goals.

The research findings show that the main objective is to increase the revenue and productivity of local businesses through sustainable, nature-based tourism. The Annual Work Plan (RKT) and the Five-Year Work Plan (RKLK) address these objectives in great detail, such as how much revenue is to be generated and how many visitors are to be attracted. The organization's objectives are clearly and comprehensively formulated.

Since this tourism destination is located in a national park, it must also commit to environmental protection in order to achieve its goals. The operators try to protect the environment by limiting what people may do, making sure that rigorous technological rules are followed and doing regular maintenance. This demonstrates that the value of tourism cannot be measured solely by how much revenue it generates, but also by how effectively the site preserves the ecological balance.

There are also social objectives aimed at improving the well-being of the local population by involving residents as vendors, tour guides, and in other support roles. In this way, tourism is intended to help the local population achieve prosperity.

These objectives have not yet been fully achieved. A shortage of labor affects the quality of services, supervision, and the maintenance of facilities. A lack of leadership makes decision-making difficult. External

factors, such as fluctuations in visitor numbers and the economic situation, can also hinder the achievement of these goals.

The results show that while these goals have been consistently achieved, their effectiveness still needs to be improved. Duncan's theory suggests that this indicates an organization may not be achieving its goals as often as it should.

Achievement of goals is yet another point that shows that there is a balance between the revenue made by the community from the tourists and the preservation of the environment. This is because increased tourism may increase the revenues for both the community and its economy. However, since the village of Balong Dalem is located in an environmentally sensitive area, an excessive development in tourism activities would affect the quality of the environment and water sources in this place. Hence, it becomes necessary to strike a balance between the two aspects.

3.1.2 Integration

Duncan believes that integration means a company can collaborate with and communicate with people both inside and outside the organization to achieve goals together. This is of great importance for the management of tourism in Balong Dalem, as numerous stakeholders and groups with interests in this nature reserve are involved. Research shows that the Regional Authority for Diversified Economic Activities is responsible for Balong Dalem, the Gunung Ciremai National Park Office manages the area, the local government assists in drafting policies, and the local community participates. This division of roles demonstrates that functional integration aligns with the tasks and responsibilities defined by the authorities, while operational integration pertains to on-site collaboration, including the coordination of visits, monitoring of the area, maintenance of facilities, and the provision of tourism services.

At first, the situation did include problems and disputes concerning responsibility, the application of legal norms in the region, and the proper way to manage tourism because of the different purposes in relation to the economic and environmental goals. It becomes evident that integration in this case cannot be considered to be completely institutionalized because there are no coordination arrangements, no regulations, and no information exchange between parties involved. With time, stakeholders collaborated more and more through discussions, training, and problem-solving based on consensus. The fact that the local population takes part in regulating tourism suggests that interpersonal communication improves.

Therefore, it can be concluded that the management of Balong Dalem tourism is running efficiently and effectively. This is due to a clear division of responsibilities and good cooperation among the parties responsible for activities at the site. However, due to the lack of appropriate coordination and cooperation mechanisms, collaboration within the institution has not yet been institutionalized. Therefore, to ensure the management of Balong Dalem is effective, efficient, and aligned with sustainable tourism development, the institutionalization of this process is necessary.

In terms of the stakeholder perspective, PDAU represents the operational manager who takes care of tourism service, visitor management, facility maintenance, promotion, and operation. The Gunung Ciremai National Park Office is the party responsible for maintaining the ecological condition by guaranteeing the impact-free activities of tourism. On the other hand, the local government provides the policy and institution aspect, whereas the community becomes active in participating in the process of tourism in the form of vendor, guide, cleaner, security, and beneficiaries of tourism. PDAU cares about the performance and regional income, TNGC cares about the ecological aspect, the local government about the growth of regional tourism, and the community about the economic aspect.

These gaps do not necessarily result in conflicts but certainly create the need for better coordinating system. The main problem of communication is not about low participation but the lack of coordination mechanism. Cooperation between stakeholders occurs at operational aspects; however, it is not backed up with clear role distribution, coordination forum, and cooperative evaluation process. Therefore, the integration dimension indicates that Balong Dalem still needs to work on the aspect of collaborative governance.

3.1.3 Adaptation

According to Duncan, adaptability refers to an organization's capacity to adjust to its ever-changing environment, both internal and external. Adaptability is crucial in tourism organizations due to the potential impact of shifting trends, conditions, and regulations related to tourists.

Survey results indicate that the owners of Balong Dalem are striving to adapt by adopting ecotourism values and environmental considerations. They do not wish to be part of tourism trends deemed inappropriate. Instead, they aim to adapt by leveraging the natural conditions of the area. It is evident that they adapt carefully without losing sight of their objectives.

Another approach was to offer travel packages that put quality over quantity and limit the number of people who can go. The goal of this strategy is to preserve the environment and increase the profitability of the tourism industry. Additionally, advertisements utilizing social media and other new technologies demonstrate how companies are adapting to meet the needs of tourists. Residents greatly appreciate these changes because they align with new standards, maintain the cleanliness of the area, and transform the way educational tourism operators work. Initially, residents did not understand these changes, but they began to accept them after realizing that these improvements would be beneficial in the long run. However, management is still struggling with the transformation due to funding concerns. Therefore, they have not yet found an effective way to launch this new, future-oriented concept. Adaptability is further exhibited by the management when it comes to carrying capacity of the environment. Although the results obtained from this study did not consider the carrying capacity, the results suggest that Balong Dalem has adopted qualitative means for carrying capacity control via visitor limitation, restricted tourism package, regulating route, regular maintenance, proper waste disposal, and prohibition of large-scale physical development. These practices reveal that there is an effort to conduct tourism activities based on what the environment can bear. However, more systematic efforts need to be made, particularly regarding monitoring visitor flow, waste generation, water quality, and habitat condition.

3.2 Factors Contributing to the Effectiveness of Managing the Balong Dalem Tourist Attraction

Several factors play a key role in the proper management of the Baron Dalem tourist area, and these factors are essential for the area to continue operating. Interviews with local managers, officials from the Gunung Ciremai National Park Office, and local residents. According to residents, these favorable conditions form the basis for planning and implementing tourism management that prioritizes environmental conservation and the improvement of local residents' well-being.

3.2.1 A Strong Commitment to Conservation and Ecotourism Principles

Discussions with government authorities and the Gunung Chitemai National Park Management Office have made it clear that nature conservation is the top priority in the management of the tourist attraction Baron Dalem. This commitment is reflected in management guidelines and decisions that consistently prioritize the essence of the site. As an important water source and habitat for numerous aquatic species, Barong Dalem plays a crucial role in the ecosystem functions of this region. Tourism activities must be conducted responsibly, prioritizing environmental conservation over economic gain. This will be achieved by limiting the number of visitors based on the environment's carrying capacity, regulating tourist routes, enforcing strict guidelines for visitors, and prohibiting the construction of any infrastructure. According to the management, the facilities provided are kept simple and in harmony with the natural environment to preserve the area's ecological functions.

Although the policy is seen as limiting growth in visitor numbers and revenue, according to our informant, the conservation approach is actually the key factor in maintaining the quality and appeal of Balong Dalem as a sustainable nature tourism destination. In addition to serving as a recreational site, Balong Dalem is also used as a tool for environmental education for both the local community and tourists.

3.2.2 The Availability of a Relatively Clear and Structured Management Plan

Based on interviews with the managers, the management of the Balong Dalem Tourist Site has been guided by planning documents in the form of an Annual Work Plan (AWP) and a Five-Year Work Plan (FYWP). These documents serve as the primary guidelines for setting objectives and targets, developing programs and activities, and implementing and evaluating tourism management in a structured manner. According to sources, the management plan was developed in accordance with protected area regulations and local government policies. This ensures that all tourism activities are conducted in compliance with legal requirements. This is considered important because Baron d'Alem is located in an area with strict regulations regarding its use.

Additionally, the management representative stated that the Area Conservation Plan (RKT) and the Area Management Plan (RKL) are used as guidelines to monitor management progress and evaluate outcomes. By developing a plan, the management team will be able to evaluate the results of these programs, identify new issues, and take appropriate action to improve the situation in the next period. As mentioned by the source, despite facing several challenges in ensuring the stability of human resources and management systems, the implementation of this plan demonstrates that Baron-Dalem's management is systematic and strategic.

3.2.3 Community Involvement in Tourism Management

From interviews conducted with villagers and facility managers, it was found that the surrounding villages not only experience the impacts of tourism but also play a significant role in managing tourism activities. Local community participation can be seen in the following ways: they serve as tour guides, food and beverage providers, cleaning staff, and security personnel. People selling drinks, cleaning staff, and security personnel. From a management perspective, local community participation is highly beneficial for day-to-day operations, given the shortage of management staff. Additionally, local community participation contributes to collaboration among management, the local community, and stakeholders in nature conservation projects.

According to residents, by participating in tourism-related activities, they will gain a better understanding of management regulations and conservation goals. This will make them feel more responsible for maintaining a clean and environmentally friendly environment. In addition, local community participation also provides other social and economic benefits, such as job creation for local residents and the opening of business opportunities.

3.3 Factors Hindering the Effectiveness of Managing the Balong Dalem Tourist Attraction

This initiative also has several problems that make it harder to manage the Barong Dalem tourist attraction effectively.

3.3.1 Limited Human Resources

The company stated that the number of workers at the Balong Dalem recreational area remains relatively small and insufficient given the size of the area and the volume of work that needs to be completed there. Balong Dalem is more than just an entertainment center; it requires careful management due to its environmental significance. Based on information I have gathered from various sources, due to the labor shortage, managers must handle numerous responsibilities, including monitoring the area, maintaining facilities, serving visitors, and handling administrative and reporting tasks. As a result, certain responsibilities—such as continuous supervision of visitors and facility maintenance—are being neglected.

3.3.2 Organizational Management and Leadership Instability

One of the biggest obstacles to the effective management of the Balong Dalem tourist area is weak leadership and management within the organization, according to the survey results. Survey respondents noted that certain positions, such as director and manager, are typically vacant or, at best, held by individuals serving on an interim basis on behalf of the local government. Management believes that the current situation hinders the planning process due to the limited capacity of these interim staff to focus on planning matters rather than their daily duties.

3.3.3 Strict Regulations on Conservation Areas That Limit Managers' Scope of Action

Findings from interviews with leaders and administrative officials at Gunung Ciremai National Park indicate that Balong Dalem must comply with numerous rules and regulations. Among these, tourists are prohibited from engaging in certain activities, no permanent structures are allowed, permits must be obtained, and activities as well as visitor numbers must be reported to the authorities on a regular basis. According to experts familiar with these rules and regulations, the strictness of these rules makes it nearly impossible for managers to come up with new ideas and attractions. The permit application process is also time-consuming, which can be seen as another obstacle to development. This is why tourism development is progressing so slowly.

3.4 Efforts to Overcome Obstacles

In order to overcome management issues, the attention of concerned individuals must turn to a more realistic and tangible approach. For addressing the issue of lack of staff, PDAU and the local government should work towards enhancing community-based management by providing regular training to those residents involved in tourism. Such training should include aspects related to visitor services, guiding, sanitation, garbage management, environmental conservation knowledge, and participatory monitoring. The implementation of such a plan will not only enhance the quality of services but will make life easier for managers due to a small number of staff members.

For overcoming the issues of organizational instability and inconsistent leadership, there is a need to increase the filling of managerial positions through strategic management. Furthermore, the need to strengthen SOPs is imperative in this regard. It is important that there be a well-defined protocol regarding aspects related to visitor

services, maintenance of facilities, environmental monitoring, reporting, and cooperation with TNGC. Daily management will not be affected despite changes in leadership if SOPs exist.

Low impact tourism development should be emphasized since there will be strict guidelines regarding conservation. Rather than constructing buildings, the Balong Dalem could develop nature learning packages, ecocultural tourism tour packages, and environmental conservation trips. This kind of tourism development strategy would help to increase the value of the site while abiding by the strict conservation principles without compromising its biological functioning.

From a governance perspective, there should be a regular meeting among the PDAU, Gunung Ciremai National Park Management, Local Government, and local residents. In this forum, issues such as visitor management, environmental monitoring, maintenance of facilities, community participation and assessment of the tourism activities impacts would be discussed. A simple monitoring program needs to be developed to monitor visitor numbers, littering, hygiene, water quality, and habitat condition. The above statistics would assist in making sound judgments in the management of the Balong Dalem as a conservation-oriented tourist attraction site.

3.5 Conclusion

Based on the results of research and analysis, the management of the Balong Dalem tourist site has been conducted in a sustainable manner because the management has taken economic, social, and environmental aspects into account in the process of managing the area. Annual and five-year operational plans are among the strategies employed by the site's management. The management oversees tourism activities, maintains cleanliness and security in the area, and involves the local community in management efforts. The management, the Gunung Ciremai National Park Office, the local government, and the community have established collaborative relationships with one another. However, this partnership has only reached the technical and operational levels and does not yet have an institutionalized structure. The management has demonstrated its ability to adapt to changes within and outside the organization by revising management policies and strategies. For example, the management has integrated ecotourism, limited tour packages, and utilized digital platforms to promote their activities. The local community has also adapted to regulations regarding protected areas and the development of educational tourism. For example, this has been achieved by implementing ecotourism practices, limiting tour packages, and utilizing electronic media to market their businesses. In addition, they have made the necessary adjustments to comply with regulations regarding conservation areas and educational tourism. Management efficiency can be attributed to conservation values, effective planning, and community involvement. The main challenges faced by these organizations include labor shortages, administrative instability, and strict regulations regarding conservation areas. Various measures aimed at improving management performance have been introduced, including human resource capacity building, organizational management improvements, and strategic adaptation.

In essence, this research indicates that there should be a recognition of the concept of effectiveness of the Balong Dalem management as multidimensional. There are certain economic, ecological, social, and governance aspects when talking about good management. The benefit of tourism is that it creates income not only for the community but also for the local economy. Good management needs to preserve the water sources, functions, purity, and conservation values of the area in order to protect the ecology. Social effectiveness is measured by the number of community members who participate and share the benefits. From the perspective of the governance aspect, effectiveness relates to cooperation, interaction, and role awareness of PDAU, TNGC, the local government, and the local community.

The findings also show that there have been some qualitative attempts to determine the environmental carrying capacity in terms of the number of tourists, the types of activities, and the amount of facilities built. However, there is a need to organize the tracking process to facilitate easy calculation of the carrying capacity. The conservation of Balong Dalem and tourism might not be incompatible, but they can also conflict. While tourism will aid in environmental education and benefit the local community, over-development may pose negative impacts on the environment in the future. Therefore, Balong Dalem should remain a conservation-oriented ecotourism destination and not a mass-tourist attraction destination.

The managers of the Balong Dalem tourist site have performed their duties exceptionally well. Nevertheless, there is still much to be done to improve management effectiveness, such as enhancing employee qualifications, strengthening cooperation with stakeholders, and developing innovative ideas to drive change. Thus, performance evaluations of management can be conducted not only from a financial performance perspective but also from the perspectives of environmental conservation and the empowerment of local communities, which are the primary objectives of conservation-based tourism.

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