

LOCAL COMMUNITY EMPOWERMENT MODEL THROUGH THE TOURISM ENTREPRENEURSHIP IN TOBA LAKE, A SUPER- PRIORITY TOURISM DESTINATION

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Abstract

This article examined the model of empowering local communities through tourism entrepreneurship in the Toba Lake super priority tourism destination. In this case, the local community does not support government policies in developing Lake Toba. The principal impediments to slowing this development are the lack of local community involvement, creative industries, and community-based entrepreneurship development. Additionally, the local community is still the object of tourism activities. This study employed a qualitative method with the Cultural Studies approach and Community Based Tourism as a form of alignment with local communities. The data were analyzed utilizing hegemony theory, social practice theory, and persistent theories according to the data gained at the research spot. This research conveyed five models of tourism entrepreneurship in the Toba Lake DPSP area, namely tourism entrepreneurship through arts and culture, tourism entrepreneurship through culinary, tourism entrepreneurship through accommodation, tourism entrepreneurship through souvenirs, and tourism entrepreneurship through natural beauty. Those models are a force for empowering local communities in boosting the economy and recovering national tourism.
Keywords: Local Community Emporment, Super Priority Tourism Destination, Toba Lake, Tourism Entrepreneurship.

Introduction

Indonesian President, Joko Widodo, exposed a policy regarding the growth of Toba Lake Super Priority Tourism Destinations (DPSP) in North Sumatra that needs to be supported by all parties, particularly the local community. The Central Government allots IDR 14.4 trillion for tourism growth in the 2021 Draft State Budget (Ulya, 2020). The national tourism growth policy contained in Presidential Regulation Number 3 of 2016 highlights the acceleration of the implementation of national strategic projects. Joko Widodo designated five Super Priority Tourism Destinations as "New Bali", namely Toba Lake, Borobudur Temple, Mandalika, Labuan Bajo, and Likupang (Kusumatuti & Anugrah, 2020); (Kemenparekraf/Baparekraf RI, 2021). Regulation of the Minister of Tourism and Creative Economy, Number 9 of 2021, confirms the Guidelines for Sustainable Tourism Destinations, which allocates IDR 351.6 billion in 2022 (Rahmadi & TV News, 2021). There are various policies and allocated funds, the local community has not yet totally benefited from the development of the Super Priority Tourism Destination.

The advantages of the growth of Toba Lake Super Priority Tourism Destinations have not been fully felt by the local community due to the lack of community engagement and empowerment in tourism activities, entrepreneurial activities, creative economy, and workforce (Herman & Supriadi, 2017); (Sugiarto & Mahangga, 2020). Consequently, the local community refused the government policies and the presence of outside entrepreneurs in the Super Priority Tourism Destination area, as ensued in Toba Lake, Labuhan Bajo, and Mandalika (Asdhiana, 2013); (Hidayat, 2020); (Wibowo, 2022).

Expectedly, the refusal of the Super Priority Tourism Destination growth, particularly in Toba Lake, will not reoccur due to the disruption of the economic blossoming of local communities and tourism after the Covid-19 pandemic. The solution to this repudiation is the local community's empowerment according to their social and cultural capital (Field, 2014). Social and cultural capital is the key to empowering local communities through the tourism entrepreneurship model so that government programs are implemented suitably (Sumbayak et al., 2021); (Waruwu et al., 2021). The local community lives and depends on the future of their families based on their socio-cultural. This study aims to map the tourism entrepreneurship model in the Toba Lake Super Priority Tourism Destinations in the context of local community empowerment, entrepreneurship development according to local potential and wisdom, economic advancement, and recovering national tourism after the Covid-19 pandemic (Nainggolan, 2020). Thus, they should not be foreigners or spectators in their area. The Toba Lake Super Priority Tourism Destination growth is expected to rejuvenate the national economy and tourism (Nainggolan, 2020). The success of community empowerment in the Toba Lake Super Priority Tourism Destination can be a model for other Super Priority Tourism Destinations and other tourist destinations in Indonesia. Hence, the problem discussed in this article is the tourism entrepreneurship model in Toba Lake Super Priority Tourism Destinations.

Literature Review

So far, community empowerment in every tourist destination has not been maximized. Community empowerment is a participatory process that gives trust and opportunities to the community to be involved in the development and strengthens community self-reliance or independence (Katiah et al., 2019). People sometimes become spectators and reject the development of tourist destinations in their area. Rejection by Karang Taruna Indonesia, Pujut District, Tuesday 8 February 2022 blocked the road at the Mandalika MotoGP Circuit (Wibowo, 2022). They are disappointed with the government and PT. Indonesia Tourism Development Corporation (ITDC) for being under-empowered as a workforce in the region. The same obstacle occurs in the Labuhan Bajo DPSP, namely the lack of public awareness of maintaining environmental cleanliness and the lack of tourist attractions (Sugiarto & Mahangga, 2020). The community does not support government policies because they think that tourism does not provide economic value.

Central and regional governments must involve the community in tourism development and not become tourism objects (Utama et al., 2023); (Teja, 2015).

The local community should be involved in the development of cultural tourism (Susanto & Suyasa, 2016); (Waruwu, Erfiani, et al., 2022). Community involvement can build an entrepreneurial spirit, increase economic, social, cultural, and tourism capacity, and contribute to advancing the nation's prosperity (Utama et al., 2020); (Waruwu, et al., 2022); (Wulandari et al., 2019). Entrepreneurship is the process of creating something new creatively, innovatively, dynamically, and beneficially for others. An entrepreneur must be able to map three things: opportunity recognition, opportunity seeking, and opportunity creating (Wahyudi, 2012). Community empowerment based on local wisdom can encourage people's lives to progress, so that the village is prosperous, the culture is sustainable, natural resources and the environment are maintained, and encourages the acceleration of government programs (Lalu et al., 2017); (Waruwu, et al., 2022b). The community empowerment strategy is carried out by assisting in groups, special training, promoting local wisdom, and providing assistance with facilities and infrastructure (P, 2021).

The local community in the DPSP must be able to understand the potential that exists in their area to be used as business opportunities such as young coconut water, juice, crafts, restaurants, and so on. The concept of tourism entrepreneurship aims to create special tourist destinations such as the Herbal Tourism Village in Catur Kintamani, traditional spas based on local wisdom in the Nglanggeran Tourism Village, Gunungkidul, and other destinations (Waruwu, et al., 2022); (Wulandari et al., 2019); (Waruwu, et al., 2022a). Entrepreneurs play a role in creating jobs, increasing people's income, and increasing national productivity (Kurniawan, 2022).

The development of tourist destinations can increase people's income, work, and business opportunities, increase government revenues, and strengthen social resilience (Hermawan, 2016). The fragility of social resilience is triggered by economic problems and the lack of cultural preservation (Padmiati, 2013). Entrepreneurial development can increase added value, increase production and marketing efficiency and strengthen product innovation systems (Junaedi et al., 2020); (Susanto & Suyasa, 2016). The social entrepreneur has the mindset of a true entrepreneur such as innovation, dedication, capacity to take calculated risks, courage, leadership, the ability to capitalize on opportunities, persistence, and commitment (Palupiningtyas & Mistriani, 2020). Therefore, research on the tourism entrepreneurship model is very important in empowering communities for economic recovery and national tourism.

Research Methodology

This study was investigated employing qualitative methods with the approach of Cultural Studies and Community Based Tourism (Waruwu, 2018); (Waruwu & Mudana, 2018); (Mahadewi & Sudana, 2017). Data were gained through observations, interviews, and documentation studies about Toba Lake. Observations were made on local community activities regarding tourism entrepreneurship. The interviews were conducted about tourism entrepreneurship activities on Lake Toba which involved the local community, government, businessmen, and tourists. Documentation studies related to tourism

entrepreneurship locations or activities and documents of business members such as the HI-POP group. Interviews were conducted with traditional leaders, local communities, MSMEs, tourists, academician, and the government (Creswell, 2018). The data were analyzed utilizing hegemony theory, social practice theory, and relevant theories according to the data discovered at the research locations (Gramsci, 2013); (Waruwu & Mudana, 2018). Therefore, each model analyzed in this article became a key for empowering the local community in Lake Toba and its surroundings to enhance their economy and welfare.

Results and Discussion

The people of Lake Toba have socio-cultural and economic potential that can support the development of Super Priority Tourism Destinations. This socio-cultural and economic potential is managed based on local wisdom, resulting in a tourism entrepreneurship models. The existence of the Toba Lake Super Priority Tourism Destination has resulted in five tourism entrepreneurship models, as described below.

1. Model of Tourism Entrepreneurship through Arts and Culture.

Toba Lake Super Priority Tourism Destination, which has art and cultural lures to attract tourists, is the major attraction in the Toba Lake area, including Kampung Huta Siallagan, Tortor Sipitu Cawan dance, Tortor Sawan Pangurason dance, Tortor Sombah dance, Tortor Tunggal Panaluan dance (Mandalahi, 2020). Additionally, there was a statue displayed called Sigale-gale during the Tortor dance performance. A replica of the Sigale-gale statue can be seen in Huta Siallagan, Ambarita Village, Simanindo District, Samosir Regency, North Sumatra Province. The given name of Huta Siallagan is inseparable from the existence of the Siallagan clan, namely the descendants of the Naiambaton king and the lineage of the Isumbaon king, the second child of the Batak king (Nurdin, 2019). The current Siallagan descendant who lives in the traditional house is Gading Johnson Siallagan.

The tourism entrepreneurship model in the Huta Siallagan village area can be seen since entering the gate. The friendliness of the guides and officers at the front gate is an attraction for tourists because they wear traditional clothes. They show the superiority of social capital and cultural capital through their friendliness and traditional dress. Every tourist does not mind paying for tickets to the Huta Siallagan area of IDR 10,000/person. Consequently, the monthly collected funds from ticket sales are around IDR 25,000,000 to IDR 30,000,000. This ticket sales profit-sharing system is rationed to the local government as a tax of 20%, guides or teams who work at Huta Siallagan by 20%, and the royal family by 60%. Entrance fees are managed independently by the descendants of the Huta Siallagan king as the owner of the traditional house.

Since entering the Huta Siallagan area, the tourists are gratified with rows of neatly arranged traditional houses. These traditional houses have a philosophical value and their designations are the Bolon house, Siamporik house, and Sibola Tali house. The larger house structure with stairs inside, the Bolon house, is occupied by the king and his children. The smaller house called Siamporik is occupied by close relatives such as the Boru, Bere, and Siallagan clans, who are not descended

from kings. The Sibola Tali house, smaller in shape, is occupied by a relative of the king and is the eldest son of royal descent. These traditional houses were established hundreds of years ago, as stated by Gading Johnson Siallagan:

“Huta Siallagan was built by our ancestors around 500 to 600 years ago. These geoside stones are used as a defensive fortress to protect its citizens from attacks by enemies and wild animals” (Interview, Gading Johnson Siallagan, June 7, 2022).

Tourist destinations that have historical value and local wisdom acquire attention from the Government (Kemenparekraf/Baparekraf RI, 2021). Through the Ministry of Public Works and Public Housing, the Indonesian President renovated traditional houses in Huta Siallagan and its surroundings (Kusumatuti & Anugrah, 2020). The government's attention to the preservation of cultural and historical objects is highly appreciated by the people of Huta Siallagan (Ay, 2022). This historic tourist area was inaugurated by the President on February 2nd, 2022.

Kinship and sequence in Huta Siallagan have existed since the settlement was built. Chairs and court tables made of Geoside stones, Batu Parhapuran, are neatly arranged in the king's courtyard. These stone chairs and court tables were built approximately 500 years ago around the 3rd and 4th generations of the Huta Siallagan king (Nurdin, 2019). Chairs and court tables are usually used when the public committed certain crimes. There are ten trial stone chairs which have diverse functions, including one king's chair (number 1), one king's family chair (number 2), one shaman chair (number 3), one executioner chair (number 4), one seat for the defendant (number 5), two chairs for the defendant's advisor (number 6), two chairs for the victim's advisor (number 7), and one seat for the royal adviser (number 8). The trial chair and Hariara tree (a local tree species) are a place for instructions and binding agreements in the Huta Siallagan community, as shown in Figure 1 below.



Figure 1. The Traditional House and Court Chair of Huta Siallagan
(Source: Document of Waruwu, 2022 & Nurdin, 2019)

Figure 1 depicts the people of Huta Siallagan with highly upholding democratic values. The Hariara tree serves as a breeding place when planting rice, rice harvest events, weddings, big parties, and other traditional events. Pointing at good days as well as instructions have to be done before its implementation. This tree is often called the tree of truth because all the instructions and court decisions carried out by the king are delivered or sworn into this tree. However, every problem that appears cannot be resolved by personal judgments or the king's

decision. In this vein, discussion of anything with traditional leaders, community leaders, and other elements in the community is a must.

Every tourist who visits Huta Siallagan will catch the Tortor dance performance. The Tortor dance performance has been modified for a short duration, but its cultural meaning and values are maintained (Mandalahi, 2020). When performing the Tortor dance, the Sigale-gale statue dances with tourists or dancers. Sigale-gale is a human-shaped doll that can be moved and danced to the traditional Batak music accompaniment. The history of this Sigale-gale statue dates back hundreds of years and is related to the settling of a king who was saddened by the loss of his only child (Rahmawati, 2020). This dance is considered a form of respect for guests and their entourage, especially tourists who come to Huta Siallagan.

The uniqueness of cultural arts is one of the economic sources for the local community of Lake Toba and its surroundings. Tourists will visit a spot for its uniqueness and memories that can be brought home (Waruwu, 2018). The Tortor dance performance is a form of maintaining the cultural and social capital of the Huta Siallagan community. This cultural art performance can strengthen the relationship between the Batak people and satisfaction for tourists.

2. Tourism Entrepreneurship Model through Cullinary.

The varieties of culinary sold in the tourist spots of Toba Lake are local specialties. The food or culinary ingredients marketed are from the local community harvest, including cassava leaves, beans, corn, goldfish, tilapia fish, sweet potatoes, rice, coffee, etc. The designation of Toba Lake as a Super Priority Tourism Destination can boost tourist visits so locals can sell myriad culinary delights. Mrs. Dina Gultom, who sells boiled beans and corn in Parapat, conveyed this in the interview:

“My husband cultivates other people's land. I sell the produce of other people's gardens to increase the economy and help my husband earn a living” (Interview, Dina Gultom, June 10, 2022).

The boiled peanuts and corn sellers around Toba Lake do not have business capital. They acquire business capital through Toke (capital owner), the provider of raw materials for peanuts and corn, to be sold to tourists for around IDR 10,000 to 15,000/pack. The profits from this sale can help the family financially since the husband's job is on other people's farms. The more tourists who visit Toba Lake, the sales of peanuts and corn increase, as well as the profits earned.

The MSME actors or hawkers around the Toba Lake area usually sell carp, tilapia, and tilapia obtained from Toba Lake. Mrs. Harmina, in the interview, said, “I sell salted fish and dried fish for a long time. The price of this fish is IDR 30,000/pack. This fish belongs to Toke, so I sold it and fortunately, I took it” (Interview, Hermina, June 10, 2022).

However, the fish in Toba Lake is a source of income for the local community and increases the interest of the local community.

The variety of culinary provided is a lure for tourists (Prayogo & Suryawan, 2018); (Waruwu, Santoso, et al., 2022b). The local housewives, who used to only work at home or on farms, can now support the family economy by selling local specialties. The MSME community called Himpunan Pedagang Open Stage Pagoda Parapat (HI-POP) in Tigaraja Village, Simalungun Regency, North Sumatra started

their business in February 2022 in the Toba Lake tourist area. The chairperson of Tigaraja village, Martin Alfredo Lumban Tobing, S. Kom, appointed the MSME administrator at the Tigaraja Village Office on Tuesday, June 7, 2022.



The HI-POP MSMEs look enthusiastic about promoting their area through the FGD research team (Yuda, 2022). Businesses designed around the tourist area of Toba Lake include coffee drinks, fried rice, roasted corn, pastries, soups, meatballs, ulos, key chains, t-shirts, statues, etc. Local people's crops do not need to be sold outside the area because HI-POP members can purchase them. Thus, MSMEs that are oriented towards developing local products can enhance the economy and welfare of local communities.

3. Tourism Entrepreneurship Model through Accommodation.

Hotel accommodation facilities, inns, and homestays are one of the conditions for tourists. The Super Priority Tourism Destinations for Toba Lake and its surroundings have several hotels, inns, and homestays available. The available hotels around Toba Lake are Khas Hotel Parapat, Wisma Sedayu Red Partner, Samosir Cottages Resort, Anju Cottages, etc. The display of the hotels' shape is in Figure 3 below.



Figure 3. Hotel Accomodation, Inn, and Homestay
(Source: Document of Waruwu, 2022)

Hotel, inn, and homestay rental prices in the tourist area of Toba Lake are around IDR 250,000 to IDR 3,000,000/room/night. Hotel accommodations in this spot are adequately expensive, but the tourist services are not maximum. Most hotel staff are graduates from Vocational High Schools, which are not from hospitality universities. Consequently, the standard services provided are lower than the costs incurred.

The uniqueness of several hotels around Toba Lake is the architecture of traditional house structure. The hotel shape utilizes traditional house motifs portraying one form of preserving the culture of the local community (Waruwu, 2018). The traditional musical instruments played also have their appeal to tourists (Junaedi & Waruwu, 2016). Traditional art workers around the tourists' spot of Toba Lake can be empowered at every hotel. The staging of traditional musical instruments is highly favored by tourists when staying at hotels, especially foreign tourists. This art performance is a strategy for conserving culture and enhancing the community's economy.

4. Tourism Entrepreneurship Model through Souvenir.

Gading Johnson Siallagan left for Bali to learn the form of udeng. Udeng is a typical Balinese men's headband that is usually worn when wearing traditional clothes for traditional ceremonies or religious ceremonies (Ariani, 2022). This knowledge made Gading create a hat with strings characteristic of the Huta Siallagan custom. These hats are sold to tourists as souvenirs online and at art shops (souvenir plazas) in Kampung Siallagan (Interview: Gading Johnson Siallagan, June 9, 2022).

The souvenirs of the Batak tribe characteristics are sold in the tourist spot of Toba Lake. One of the modern and convenient places for souvenirs for tourists is the art shop or plaza in the Huta Siallagan area. In the souvenir plaza, ulos, string hats, patterned shirts, t-shirts, coffee, ginger, nuts, key chains, statues, and so on are sold. This souvenir is the outcome of community crafts in the Huta Siallagan area and several villages around it. Local communities earn income from every sale of these souvenirs. The following figures display the atmosphere of the souvenir plaza at Huta Siallagan.



Figure 4. The Community Handicrafts sold in the Art Shop
(Source: Document of Waruwu, 2022)

Gading Johnson Siallagan continued promoting these hats as souvenirs for tourists. Everyone who wears these stringed hats is sure to be easily identified as the Siallagan “stone chair people” or the Siallagan Huta people. In addition to the rope hats, t-shirts, ulos, etc., sold in various outlets managed by the local community. Mrs. Roditha Samosir said that she and her family had been running the business for a long time. In the interview, she said,

“I have been selling souvenirs for more than 40 years with various challenges and difficulties. Business capital from the bank is IDR 100 million, then the second time it is IDR 200 million. Tourists from Jakarta shop a lot here, including westerners buying Ulos” (Interview: Mrs. Roditha Samosir, June 7, 2022).

Roditha highlights that local community-based businesses are very invulnerable to economic shifts and become a source of income for the local community. This persistence ascertains that people are pleased to sell local souvenirs characteristics (Marwanti, et.al, 2017). This business is quite developed because people can owe bank loans successively and can pay them off. With the community's struggles to survive, tourists may obtain local souvenir characteristics that can provide satisfaction and memories through the uniqueness of these local products.

5. Tourism Entrepreneurship Model through Natural Beauty.

The natural beauty of Toba Lake and its surroundings attract tourists and become an economic resource for the local community. The lake transportation and water sports are provided for tourist services and are managed directly by the local community to pamper tourists around Samosir Island or Toba Lake. Local community activities in providing services to tourists as shown in Figure 5 below.



Figure 5. The Natural Beauty around Toba Lake
(Source: Document of Waruwu, 2022)

The locals build their ships and water sports unassisted. The process of building boats and water sports is also one of the economic sources for the local community. They do not allow factory-made ships and water sports services because they degrade creativity and local cultural values. Local people have

expertise in shipbuilding and water sports, as revealed by Otniel Siallagan, who was able to create water sports in Samosir.:

“We don't want outsiders to build a water sports business on Lake Toba because we can do it with the ideas and models we want. This is the result of my work that is used by the people here. The price for this water sport is around IDR 60,000,000/unit” (Interview, Otniel Siallagan, June 7, 2022).

The refusal of outsiders and factory-made jet skis is a form of partiality to local community expertise (Gramsci, 2013); (Field, 2014). The renting cost of a jet ski to discover Samosir Cottages Resort for 30 minutes is around IDR 150,000 per person. The jet ski owners earn daily cash from the rental of around IDR 300,000. Hence, the monthly income is around IDR 9,000,000 per each. This profession is in the morning or evening, so they have enough leisure time for farming and gardening.

Mr. Tunggal Manurung, the chairman of the Samosir Water Sports Association, has 45 members with 45 jet skis. They are very proud of the existence and beauty of Toba Lake, as expressed by Ardi Manurung, one of the Samosir Water Sports Association members:

“We are proud to have the natural beauty of Lake Toba because it can be a source of income for the family through this water sport activity” (Interview, Ardi Siallagan, June 8, 2022).

The local community-based tourism entrepreneurship model intensely sustains the economy and enhances the quality of art and community inventiveness. Social and cultural capital empowerment can improve the quality and essence of the local community (Suryawan, 2017); (Marwanti & et.al, 2017). Therefore, alignment with the local community in the tourist area of Toba Lake and its surroundings needs for grown so that the community can enthusiastically expand its regional prospects.

Conclusions

The uniqueness of the Toba Lake Super Priority Tourism Destination produces five models, namely tourism entrepreneurship through arts and culture, tourism entrepreneurship through culinary, tourism entrepreneurship through accommodation, tourism entrepreneurship through souvenirs, and tourism entrepreneurship through natural beauty. These five models are form of empowerment and alignment with local communities in developing the tourist area of Toba Lake and its surroundings. These five models have a positive impact on local communities because they create jobs, especially for tourism entrepreneurs. Consequently, the government is expected to supply business capital contributions and constant assistance so that the community is more competent to provide services to tourists. The higher the quality of service to tourists, the more often tourists visit the area. In this vein, local people can improve their welfare and economy.

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