

## **Improving Regional Welfare Through Stakeholder Management: Social Network Analysis (SNA) in the Management of the Floating Market**

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### **Abstract**

The Floating Market holds significant potential to attract tourists, making it essential to integrate a welfare-oriented approach into its management to ensure contributions to regional development. Effective governance and collaboration among stakeholders, including local governments and non-governmental actors, are crucial for balancing tourism growth with sustainability. This study explores the roles of stakeholders in managing Floating Market resources, identifies key challenges, and offers insights for promoting local engagement and enhancing regional welfare through targeted policies. Using a descriptive qualitative approach, the research employs purposive sampling to conduct in-depth interviews with key stakeholders, including Floating Market management, workers, local residents, and representatives from the West Bandung Regency (KBB) Tourism and Culture Agency. Data analysis, using Social Network Analysis (SNA) and stakeholder mapping, identifies roles, relationships, and influence within tourism management. The results highlight critical issues affecting regional welfare, such as a lack of transparency in recruitment, limited training opportunities for workers, low wages, and environmental challenges like traffic congestion and waste management. The study suggests strategies to address these issues, including creating inclusive recruitment processes, implementing routine professional development programs, establishing fair wages, integrating health and employment insurance, improving infrastructure, and promoting sustainable practices. Another key strategy is to enhance the use of local products in the market, supporting local agriculture. Additionally, fostering open communication between management and locals is vital to ensure equitable distribution of tourism benefits. Effective stakeholder management can enhance the socio-economic impacts of tourism, benefiting both the Floating Market and the broader West Bandung Regency.

**Keywords:** Floating Market, stakeholder, management, resources, welfare

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### **A. INTRODUCTION**

The tourism sector in West Java Province holds a vital role, significantly contributing to regional income, investment, and job creation (Nugrah et al., 2022; Sugiyat, 2022). This sector fosters the growth of tourism businesses and stimulates economic activities across all districts and cities within the province. The tourism industry, through its extensive multiplier effect, has demonstrated its capability to accelerate economic growth and generate employment opportunities, thereby playing a pivotal role in the region's socio-economic development (Kronenberg & Fuchs, 2022; Simorangkir et al., 2024). Recognizing its importance, the 2024 Regional Government Work Plan (RKPD) of West Java Province outlines key development priorities for the upcoming year. These priorities include Innovation-Based Economic Growth, Strengthening a Sustainable Food Security System, and Tourism Development. The emphasis on tourism sector development is particularly aimed at addressing the challenges and strategic issues,

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ultimately striving to achieve high-quality, sustainable regional development that benefits the entire community.

Law Number 10 of 2009 on Tourism outlines several key objectives of the tourism sector, including the promotion of economic growth, the enhancement of public welfare, the eradication of poverty, and the reduction of unemployment. These objectives are not just theoretical; they are supported by a body of research indicating that tourism can have a significant and positive impact on regional welfare (Yergeau, 2020). As such, tourism should be seen as a critical component of development strategies and policy directions (Habibi et al., 2018; Torre & Scarborough, 2017; Zhang et al., 2015). Achieving these ambitious goals requires a deep understanding of how to develop and leverage the tourism potential of various regions. Indonesia, with its vast and diverse natural and cultural resources, offers a wealth of opportunities that can be optimized to enhance community welfare (Yuliana et al., 2021). By tapping into the income generated from the sustainable utilization of these tourism assets, regions can improve the living standards of their populations and contribute to broader economic development (Dwyer, 2023; Kurnia, 2019; Richardson, 2021). This underscores the need for targeted strategies and policies that harness tourism's full potential in a way that aligns with the overarching goals of regional and national welfare.

West Java Province stands out as one of Indonesia's most dynamic regions in terms of tourism due to its rich and diverse tourism potential (Dharmajaya & Raharyo, 2019). This variety and uniqueness make tourism a cornerstone of the province's economy, positioning it as a major player in regional development (Hakim et al., 2021). The focused development and strategic empowerment of its tourism assets have established West Java as a highly promising destination for both domestic and international visitors (Bustomi et al., 2022). Among the many attractions in West Java, the West Bandung Regency (KBB) and specifically Lembang Village, have emerged as favorite spots for tourists visiting the Bandung area. Lembang, known for its vibrant tourism activities, has significantly contributed to the growing influx of visitors in West Java, enhancing the province's reputation as a key tourism hub (Amanullah, 2019; Naufal, 2018).

According to data from the Statistics of West Java Province (BPS) in 2023, West Bandung Regency (KBB) attracted a substantial number of tourists, with a total of 3,480,347 visitors to various attractions. Despite experiencing a decline in visitor numbers in 2022, a reduction of 988,837 tourists or 22.13 percent, KBB continues to rank among the top five regions in West Java for tourist numbers. One of the prominent attractions in this region is the Floating Market, located in the Situ Umar area. As the only floating market in Bandung and indeed in West Java, this unique attraction plays a significant role in the local tourism landscape (Setiady et al., 2015). The Floating Market is recognized for its substantial potential to boost tourist numbers and drive economic growth within the local community, highlighting its importance in the region's tourism strategy (Mutiara et al., 2020).

Floating Market, which opened in early December 2012, has become one of the most attractive culinary tourist destinations. With the concept of serving local food on boats, it offers a unique experience for visitors (Hibatullah et al., 2022). In addition to being a culinary attraction, the Floating Market also serves as an educational and recreational area for children. Currently, the Lembang Floating Market features seven attractions with different concepts, namely: European-style Mini Town, Japanese Village, Rainbow Garden, Water Games and Swimming Pool, Rabbit Park, Miniature Train, and Outbound Rides (Triandewo et al., 2023). The uniqueness of the Floating Market also lies in the variety of activities and photo spots it offers, as well as the experience of riding handmade boats on the lake. Considering these attractions, the management of the Lembang Floating Market must continue to consider the needs of the local community. This destination attracts tourists and provides tangible benefits to the local population by creating job opportunities, prioritizing local residents as workers, and using produce from local farmers as ingredients for the food sold to visitors (Fauzi & Fikrurrijal, 2023).

Given the significant potential of the Floating Market to attract tourists, it is essential that existing regulations and policies integrate a welfare perspective in their management. This approach ensures that the development of the tourism destination contributes meaningfully to regional welfare and socio-economic progress (Oematan et al., 2022; Kronenberg & Fuchs, 2021; Kurnia, 2019). However, the effective management of tourism resources requires strong governance and comprehensive policies (Bichler, 2021). Emphasizing effective governance is critical to prevent the underutilization of tourism potential and to ensure its optimal development (Safitri et al., 2021). The stakeholder framework plays a key role in defining the scope of tourism sector management, involving a diverse range of actors in its process (Kuhaja, 2014).

In tourism management, it is crucial to consider local needs while balancing tourism activities and environmental sustainability (Junaid et al., 2022). This is outlined in the Regional Regulation of West Bandung Regency Number 7 of 2013 on regional tourism development. Essentially, all stakeholders involved in regional tourism are required to preserve, respect, and prioritize the welfare of residents. The KBB Tourism and Culture Agency (DISPARBUD) and the Village Government play vital roles, but effective development also necessitates collaboration with non-governmental stakeholders to create a comprehensive and sustainable approach, particularly in the Floating Market area. Stakeholders must work together to optimize local resources and empower the community as the main actors in tourism (Restrepo & Clavé, 2019). Given the complexity of tourism governance, addressing challenges and aligning efforts is crucial to achieve outcomes that benefit both the local and the broader region (Muhammad, 2023). This research aims to explore the roles of stakeholders in managing Floating Market Resources to enhance regional welfare. By analyzing existing frameworks and identifying challenges, the study will uncover key issues in tourism resource management. It will provide insights into more targeted policies, prioritize collaboration, and promote local engagement to improve regional welfare.

## **B. LITERATURE REVIEW**

As an integral part of development strategies, tourism serves as a catalyst for regional development. By involving various stakeholders in the management of tourism areas, the benefits of tourism can be maximized, leading to improved regional welfare. Stakeholder-driven management ensures that the development of tourism aligns with the needs and aspirations of all stakeholders, while also promoting sustainable practices (Suparjo et al., 2024). In this way, tourism not only stimulates economic growth but also contributes to social cohesion and environmental conservation, creating an integrated approach to regional development.

### **Tourism in the Context of Regional Welfare Development**

Tourism plays a significant role in economic development through several mechanisms. According to Kaleeshwari & Sajjan (2024) and Wadud et al., (2023), tourism can increase regional revenue through taxes, foreign exchange earnings, and contribute significantly to job creation. Additionally, tourism encourages the development of infrastructure and boosts investment attractiveness in other sectors (Egamberdiyev, 2023). In the regional context, research by Karimi et al. (2024) indicates that areas that successfully develop tourism experience faster economic growth compared to those that do not. Several studies show that tourism development can encourage economic diversification in regions that previously relied on sectors such as agriculture or mining (Sharpley & Telfer, 2014). With the development of tourism, regions can foster various micro, small, and medium-sized enterprises (MSMEs) related to the tourism industry, such as accommodation, transportation, food, and handicrafts.

In addition to its economic impact, tourism also has significant social and cultural effects. Through tourism, cultural heritage can be highlighted and preserved, while local communities benefit economically

from visitors attracted to their culture. However, tourism can also lead to negative impacts such as rapid social and cultural changes and conflicts between local residents and tourists (Mikautadze, 2023). These tensions often arise due to differences in values, lifestyles, and behaviors brought by tourism, which may trigger social friction. To maximize the benefits of tourism as a regional development catalyst, sustainable tourism development strategies are essential. According to Butler (2018), sustainable tourism development must consider environmental, economic, and social benefits for the host regions. This approach requires careful management of natural and cultural resources, active participation from local communities in tourism management, and the development of policies that support sustainable tourism growth. In this context, it is crucial to integrate sustainability principles at every stage of tourism planning and implementation, from environmental conservation to local economic empowerment. Policies should prioritize balancing economic growth with the preservation of tourism resources, ensuring that the tourism potential is utilized without damaging cultural heritage, social conditions, or the existing environment (Gupta et al., 2024).

### **Governance and Stakeholder Engagement**

Good governance and stakeholder engagement are key elements in effective tourism management. Without proper governance and active participation from stakeholders, tourism development may face various challenges such as conflicts of interest, poor resource management, and unsustainability. Governance in tourism encompasses the structure, processes, and mechanisms used to make decisions and implement tourism-related policies. Good governance in tourism should include the principles of transparency, accountability, participation, and responsiveness (Meyer & Rheeders, 2024; Siskawati et al., 2020). This allows for more inclusive and sustainable decision-making, enhancing trust and cooperation among stakeholders (Fadhilah & Rahmi, 2023). Stakeholder engagement in tourism management is also a critical factor in ensuring that tourism development is sustainable and inclusive. Stakeholders in tourism include the government, local communities, tourism industry entities, tourism activists/NGOs, and tourists. According to Hillebrand et al. (2015), stakeholder theory emphasizes the importance of addressing the needs and interests of all parties involved in a system to achieve optimal outcomes. Although stakeholder engagement offers many benefits, there are several challenges to overcome. Conflicts of interest, unequal access to information, and differences in decision-making capacities often hinder the stakeholder engagement process. Some strategies to overcome these challenges include enhancing stakeholder capacity, facilitating constructive dialogue, and implementing effective conflict resolution mechanisms (Cuppen, 2012; World Bank, 2020).

### **Community Development and Empowerment**

Empowerment is the process by which individuals or groups gain the skills, knowledge, and power to influence their own lives and communities. According to Scheyvens & Watt (2021), empowerment through tourism can be divided into six main dimensions: economic, social, political, psychological, environmental, and cultural. Tourism can provide opportunities for income enhancement, participation in decision-making, strengthening social networks, and boosting self-esteem, happiness, and pride. Tourism plays a role in economic improvement or infrastructure development and holds significant potential for the development and empowerment of local communities. Empowerment through tourism can enhance social and economic welfare, strengthen local identity, and encourage active participation in the development process (Riyanto et al., 2023). Education and training for local communities and workers are essential to improve their skills and knowledge in tourism management. As the dynamics of tourism development evolve, these educational initiatives become even more critical. By enhancing the capabilities of local communities and workers, they can better adapt to changing trends and demands within the

industry, thereby increasing the number of tourists visiting the area (Asian Development Bank, 2019). Improved skills and knowledge elevate the quality of services provided and contribute to the overall attractiveness and competitiveness of the destination of tourism. Furthermore, active community participation in planning and decision-making is crucial to ensuring that their interests are accommodated and not sidelined, and to addressing local needs (Rijal, 2023). Strong partnerships between the government, local communities or NGOs, and the private sector must be built to create synergies that support sustainable tourism development while ensuring all parties can contribute optimally.

### **Tourism Resource Management**

Tourism management is a multidisciplinary field encompassing all activities related to the tourism and hospitality industries and the field of management covers three key areas: associations, public authorities, and enterprises (Meiners, 2023). Effective tourism resource management involves a strategic approach to managing three key resources: natural, cultural, and human (Ariyanto et al., 2022; Maldonado-Erazo et al., 2022). Natural resources, such as landscapes, flora, fauna, water, and climate, require careful management to preserve the environment and mitigate the negative impacts of tourism, while also encouraging the use of local products, such as agricultural goods, to support the local economy (Blanco-Cerradelo et al., 2022; Jovanović et al., 2024). Cultural resources, including historical sites, traditions, and customs, must be preserved in a way that allows tourists to engage with and appreciate them without compromising their sustainability (Mohan, 2024). Meanwhile, human resources, which involve local populations and the tourism workforce, benefit from skill development, capacity building, and community empowerment to ensure their active contribution to the tourism sector (Riana & Fajri, 2024). Approaches such as ecosystem-based management, which focuses on preserving entire ecosystems and understanding the interconnectedness of environmental elements, community-based management, which ensures active local community participation in decision-making processes, and sustainability principles, which balance economic, social, and environmental needs, are crucial for the successful management of tourism resources. These integrated approaches help foster a sustainable tourism industry that benefits both the environment and the community, ensuring long-term welfare for tourism destinations.

### **Social Network Theory in SNA and Stakeholder Mapping**

Social Network Theory (SNT) provides a deep understanding of the relationships between individuals or organizations within a system, which are interconnected and form a network (Gamper, 2022). In the context of tourism management, this theory is highly relevant for analyzing and mapping stakeholders. Through Social Network Analysis (SNA), relationships between stakeholders such as the government, local communities, tourism entrepreneurs, and tourists can be analyzed to understand how these interactions influence decisions and policies. SNA allows for the measurement of centrality, which indicates actors with significant influence in the network, and density, which measures the level of interconnectedness among actors within the network (Zhang & Peng, 2017). In stakeholder mapping, SNA can be used to identify actors who hold central positions in decision-making and influence policies. This mapping also helps measure social interactions between stakeholders and identify patterns of collaboration or conflict that may arise (Zedan & Miller, 2017). By visualizing this social network, tourism managers can understand the dynamics of existing relationships and optimize collaboration by identifying opportunities to fill gaps or enhance interactions.

Furthermore, SNA helps identify potential conflicts that may arise among stakeholders, providing insights into developing effective mitigation strategies. Using Social Network Theory in stakeholder mapping helps understand existing relationships and aids in designing more inclusive and fair policies

(Maya-Jariego, 2024). By identifying who holds the greatest influence and how they are connected within the network, tourism managers can ensure that all relevant stakeholders are involved in the decision-making process. This mapping also provides guidance in formulating collaborative strategies that strengthen cooperation among the involved parties, which in turn can improve sustainability and efficiency in destination management (Grégoire, 2023). Overall, this approach provides a solid foundation for understanding and managing social dynamics in the development of more effective and sustainable tourism.

### **C. RESEARCH METHOD**

This research uses a descriptive qualitative approach, focusing on data collection and analysis to provide a comprehensive understanding of the roles of stakeholders in the management of the Floating Market. Data collection is carried out by purposively selecting respondents for in-depth interviews with the Floating Market management, worker groups, residents, and relevant stakeholders. This purposive sampling technique ensures that the participants selected have significant involvement and expertise in the Floating Market ecosystem, allowing for deeper insights into their experiences and perceptions (Campbell et al., 2020). The analysis involves identifying recurring themes and patterns in the stakeholders' responses, which are then interpreted to reveal the dynamics of the Floating Market's management and its impact on regional welfare. The goal of this approach is to capture various perspectives to better understand the interconnectedness of economic, social, and environmental factors, which is crucial for developing tourism resource management insights to support regional welfare.

The interviews aim to obtain a comprehensive perspective on the impact and role of stakeholders in the management of the Floating Market. The interview with the tourism manager of the Floating Market is intended to gain an understanding of the current management and operational strategies, identify major challenges in management, and evaluate the effectiveness of collaboration with other stakeholders. The worker groups interviewed, including office staff and boat stall vendors, offer insights into the working conditions and welfare of the employees, daily operational issues, their views on management and implemented policies, and provide feedback on capacity building and training programs. Interviews were also conducted with residents to explore their views on the social and economic impacts of the Floating Market. The focus was on their level of participation in market activities, existing environmental issues, benefits received by the community, as well as expectations and suggestions for future development. Additionally, interviews were conducted with the West Bandung Regency (KBB) Tourism and Culture Agency to understand their contributions to market management, policies supporting tourism and the local economy, as well as the collaboration between the government and market managers.

The analysis begins with identifying the stakeholders involved, who are then categorized and analyzed using Social Network Analysis (SNA). This method uses graphical representation to visualize the relationships between actors in a social network (Knoke & Yang, 2020). Unlike methods that focus on individual attributes, SNA emphasizes relationships and interactions between actors, allowing for a deeper understanding of network dynamics (Tabassum et al., 2018). Brandão et al. (2018) explain that an actor's position within a social network can confer advantages or disadvantages, depending on their influence and access to information or resources. Stakeholder mapping is also conducted based on interview data. This process categorizes and filters stakeholders according to their power and interest, helping them to identify their roles and significance in the network. Stakeholders are then grouped into four categories: key players, context setters, subjects, and crowds (Kismartini et al., 2023; Reed et al., 2009). This classification helps determine the level of stakeholder engagement in tourism management. By mapping stakeholders in a structured way, this research provides a systematic approach to understanding how different actors influence and contribute to the management and development of the Floating Market. This, in turn, helps

to understand the emerging resource management issues in the Floating Market, which have broad implications for regional welfare. It should be noted that effective management and collaboration among stakeholders can enhance the socio-economic benefits of tourism, such as job creation, income generation, and community development, ultimately contributing to the welfare of the Lembang and West Bandung Regency as a whole.

#### D. RESULTS AND DISCUSSIONS

Tourism products consist of a combination of public and private goods, necessitating collective action in their management (Damayanti et al., 2019). Effective coordination among government, the private sector, local communities, and other stakeholders is essential for the successful management and development of the tourism industry. This collaborative approach ensures that the perspectives and needs of all parties are integrated into the planning and execution of tourism development programs. Stakeholder collaboration allows for the pooling of resources, expertise, and networks, leading to more innovative and effective outcomes (Ozdemir et al., 2023), such as government bodies provide regulatory frameworks and infrastructure, while the private sector offers investment and business expertise; local communities contribute cultural insights and labor and NGOs bring specialized knowledge and advocacy. Tourists, as the end-users, provide feedback that guides improvements. Together, these stakeholders ensure that tourism development is economically beneficial, socially responsible, and environmentally sustainable, meeting current needs without compromising future generations (Edgell, 2019; Richardson, 2021). Based on interviews with the management of the Floating Market tourism area, the stakeholders involved in activities at the Floating Market and their roles can be explained as follows.

**Table 1. Stakeholders (Actors) Involved in Activities at the Floating Market and Their Roles**

Stakeholders (Actors)	Roles
Floating Market Management Team	Organizing, managing, and coordinating tasks at the Floating Market according to established programs. Their responsibilities include overseeing organization, human resources, facilities/infrastructure, and culinary/souvenir vendors.
Floating Market Employees/Staff	Carrying out tasks at the Floating Market according to the regulations and roles established by the management.
Local Residents	Supporting and participating in activities at the Floating Market, including: (a) Meeting eligibility criteria to work as employees/staff; (b) Investing by renting culinary/souvenir boat stalls; and (c) Working as vendors.
Local Farmers	Providing and selling agricultural products to culinary vendors or restaurants at the Floating Market.
Non-Governmental Organizations (NGOs)	Advocating for the local community's aspirations to the Floating Market management, including: (a) Ensuring job opportunities for local residents at the Floating Market; and (b) Addressing issues caused by the Floating Market's crowd, such as traffic congestion and damage to surrounding public roads.
Local Tourism Awareness Groups/Traditional Institutions	Facilitating community engagement and participation in tourism development activities.
Boat Stall Vendors/Small and Medium Enterprises (SMEs)	Offering and selling culinary items or souvenirs, and serving customers (tourists).

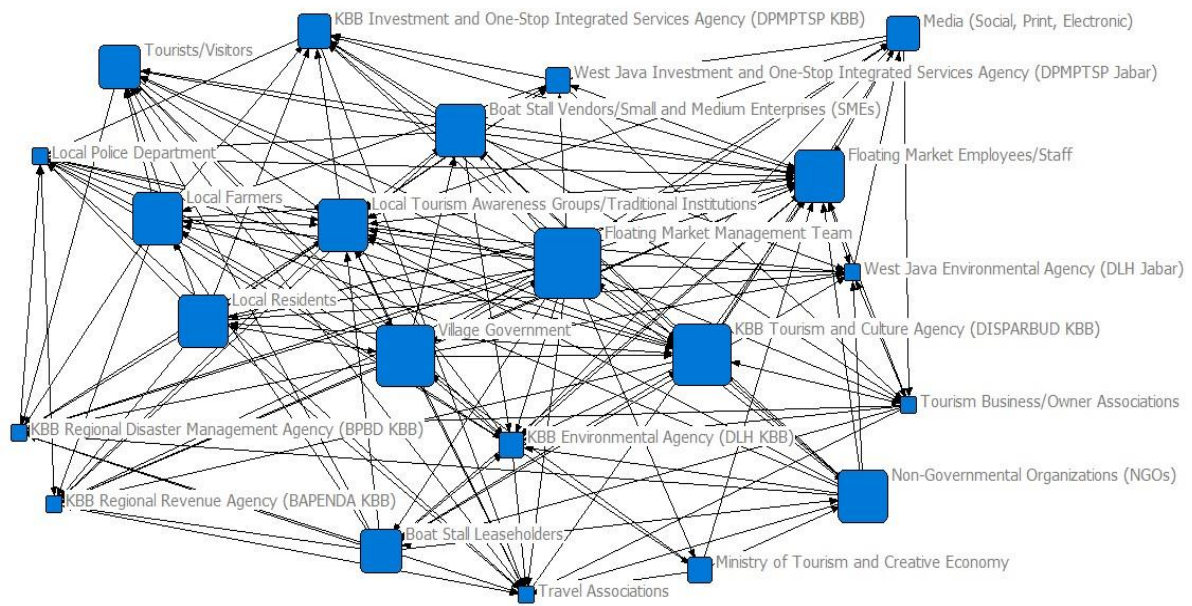
<b>Stakeholders (Actors)</b>	<b>Roles</b>
Boat Stall Leaseholders	Purchasing the rights to lease boat stalls, funding display facilities and culinary/souvenir materials, and recruiting staff for trading.
Tourists/Visitors	Contributing to the local economy by spending money on culinary items and souvenirs, and providing feedback/reviews on their visit.
Village Government	Providing facilities for issuing permits to establish tourist attractions.
KBB Tourism and Culture Agency (DISPARBUD)	Coordinating, managing, and overseeing tourism agendas; providing information related to tourism through socialization to develop the tourism sector; and facilitating forums or discussion spaces for tourism entrepreneurs, travel businesses, and other organizations in the tourism field.
Ministry of Tourism and Creative Economy	Issuing regulations related to the tourism sector; coordinating, managing, and overseeing tourism agendas.
West Java and KBB Environmental Agency (DLH)	Coordinating, managing, and overseeing environmental agendas at the district and provincial levels.
West Java and KBB Investment and One-Stop Integrated Services Agency (DPMPTSP)	Coordinating, managing, and overseeing business licensing agendas at the district and provincial levels.
KBB Regional Revenue Agency (BAPENDA)	Coordinating, managing, and overseeing local tax/retribution agendas.
KBB Regional Disaster Management Agency (BPBD)	Coordinating, managing, and overseeing disaster management agendas.
Local Police Department (Cimahi Police)	Coordinating, managing, and overseeing traffic issues and other impacts related to tourism activities.
Travel Associations	Collaborating on travel and tourism business matters.
Tourism Business/Owner Associations	Collaborating in sharing information related to the tourism sector, both in business and non-business contexts.
Media (Social, Print, Electronic)	Collaborating in delivering information and promotions to local, national, and international audiences as part of efforts to develop the Floating Market tourism area.

Source: Author Data Processing, 2024

### **Social Network Analysis (SNA) in the Management of the Floating Market**

Social Network Analysis (SNA) is used to identify connections between stakeholders (actors) within a system, focusing on two main aspects: the activities of each individual and their interactions with others that form social connections (Fallah et al., 2023). This approach helps to understand how an individual's position within a system or network can influence the flow of resources, such as capital, goods/services, and information (Bianchi et al., 2020). By visualizing these relationships, SNA also allows for the identification of key actors, power dynamics, and potential areas for collaboration. Based on the results of the interviews conducted, a network diagram of the stakeholders involved in the management of the Floating Market is then created, as shown in Figure 1. Based on Figure 1, it is observed that the stakeholders involved in the development of the Floating Market tourism have formed a social network with one another. However, the relationships within the overall network are still weak and uneven. Enhancing relationships and communication among stakeholders is crucial to support the acceleration of Floating Market tourism development. The gaps in the network between stakeholders can be addressed by bridging interactions among them to facilitate the flow of information and communication.





**Figure 1. Social Network Diagram in the Management of the Floating Market**  
 Source: Author Data Processing, 2024

According to the SNA diagram, it is evident that the network of actors is concentrated around the Floating Market management. Collaborative relationships or interactions are marked by the direction of arrows. The strength of the density lies in eight main stakeholders as seen in the diagram. This density level functions to provide an overview of the number of connections given and received by each stakeholder, which forms the strength of relationship density within the network (Anshor et al., 2023). These stakeholders are key actors supporting the management of Floating Market tourism to improve regional welfare in Lembang Village. These stakeholders include: the KBB Tourism and Culture Agency, the village government, Floating Market team management, worker groups (boat stall vendors/SMEs and employees/staff), residents, farmer groups, local tourism awareness groups/traditional institutions/NGOs, and tourists/visitors.

### Stakeholder Mapping in the Management of the Floating Market

The management of tourism requires collaboration among stakeholders and this is in accordance with Article 5 of Law Number 10 of 2009 on Tourism, as well as the Ministry of Tourism and Creative Economy Regulation Number 9 of 2021 on Guidelines for Sustainable Tourism Destinations. Therefore, stakeholder mapping is necessary to assess the influence and interests of each actor. According to Hidayah et al. (2019), the role of stakeholders can be analyzed through the construction of a 2x2 matrix related to interest in an issue and power in influencing that issue. Based on the results of SNA, it was found that only 8 out of 22 actors have significant connections with the development of Floating Market tourism. According to Ratih et al. (2023) and Wahyuni (2022), the assessment of the level of interest and power of stakeholders is based on the following criteria.

#### *Level of Interest*

The level of interest is determined by several factors reflecting their engagement and concern in its development. These factors include the stakeholders' interest or concern regarding the development of the Floating Market, their aspirations and goals related to its growth, and their contributions in terms of

resources, expertise, and effort. Additionally, the relevance of the Floating Market to the stakeholder's objectives or the availability of dedicated human resources, the financial resources allocated to Floating Market related activities, and the extent of their engagement in implementing related programs or activities are also considered.

#### *Level of Power*

The level of power is assessed by evaluating the stakeholder's authority and ability to influence or create policies and regulations impacting the Floating Market. This includes their capacity to shape policies, their engagement in management and decision-making processes, and the specific roles and responsibilities they hold in implementing tourism and development activities. Furthermore, the programs developed by the stakeholder that directly affect the Floating Market, the benefits they derive from its success, and their dependency on the management and outcomes of the Floating Market are critical in determining their level of power.

The following table represents the level of interest and power of eight key stakeholders involved in managing Floating Market resources for regional welfare. These levels were determined based on the weighting provided by experts from relevant agencies who were interviewed.

**Table 2. The Stakeholders' Interest and Power Level**

<b>Stakeholder</b>	<b>Level of Interest</b>	<b>Level of Power</b>
KBB Tourism and Culture Agency	3.28	3.76
Village Government	3.12	3.28
Floating Market Team Management	4.96	4.84
Worker Groups (Boat Stall Vendors/SMEs and Employees/Staff)	3.72	3.12
Residents	2.44	1.88
Farmer Groups	2.40	1.92
Local Tourism Awareness Groups/Traditional Institutions/NGOs	1.80	1.64
Tourists/Visitors	2.48	2.04
<b>Intersection Point</b>	<b>3.03</b>	<b>2.81</b>

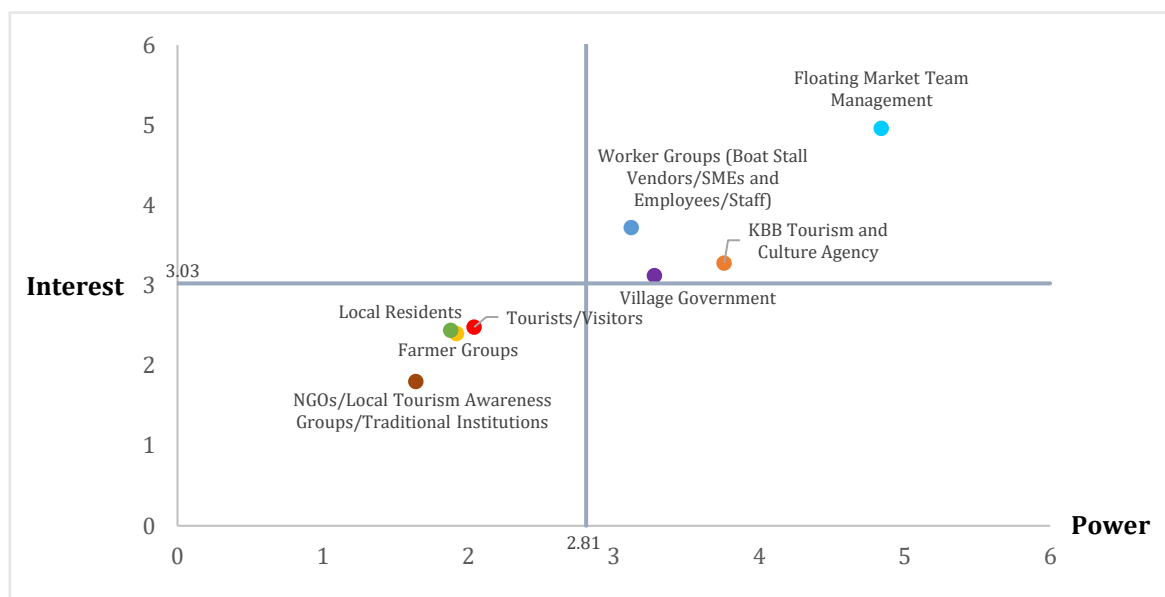
Source: Author Data Processing, 2024

Subsequently, the average scores of each stakeholder's interest and power are classified and plotted into a power-interest matrix (see Figure 2). In the development of the Floating Market tourism area, the key players involved intensively in the management of the Floating Market that can support regional welfare include the Floating Market team management, the KBB Tourism and Culture Agency, the village government, and worker groups. In this context, there are no actors who serve as subjects or context setters, which are parties with significant interests, but limited impact or significant influence, but low interest. Actors that fall into the crowd, with low interest and influence, include tourists, local communities, farmer groups, and local residents.

#### **Resources Management in the Floating Market Tourism Area**

According to Fahrudin (2012), welfare is a state where individuals are free from poverty, ignorance, fear, and anxiety, leading to a sense of security and peace both physically and mentally. This encompasses the ability to meet basic needs such as clothing, food, and shelter, as well as having adequate employment to fulfill these needs. In this regard, the Floating Market tourism area is expected to deliver economic

benefits and enhance the welfare of the local residents and communities. The management team has a vested interest in the operation, development, and sustainability of the market. They are tasked with overseeing daily operations, which include managing kiosk rentals, implementing revenue-sharing systems, maintaining facilities, ensuring cleanliness, and providing security. Furthermore, they are responsible for marketing and promoting the market to attract tourists. Environmentally, the management must ensure that the market operates in a sustainable and eco-friendly manner. This involves recommending and implementing green practices and continuously monitoring the market's impact on the surrounding environment. Table 3 summarizes the findings from interviews with stakeholders in the Floating Market area, specifically with employees/staff and vendors.



**Figure 2. Stakeholder Mapping in the Management of the Floating Market**  
 Source: Author Data Processing, 2024

**Table 3. Resources Management Aspects at the Floating Market**

Aspect	Information Related to Resources Management
Origin of staff and vendors	90% of the employees and vendors working at the Floating Market tourism area are local residents of Lembang.
Recruitment system for staff and floating boat vendors	The recruitment system used is closed recruitment, primarily relying on word-of-mouth from relatives or colleagues who have previously worked at the Floating Market.
Management of human resources	The management oversees the entire recruitment process, initial training, and early development of staff. However, there is no routine training or capacity development for staff after the initial period.
Management of natural resources	The management handles waste in the Floating Market area, including oil and plastic waste around the lake, while prioritizing Lembang's agricultural products as key food ingredients to support local farmers and maximize regional resources.
Payment or transaction system on floating boats	Payments are made using coins, which can be purchased at the cashier with a 10% tax on the coin purchase.

Aspect	Information Related to Resources Management
Revenue sharing system for floating boat vendors	The revenue sharing system involves a percentage of 28% - 30%. Floating boat vendors deposit their daily earnings in coins, which are recorded by the cashier to calculate daily profits.
Government support for employees' and vendors' welfare	Currently, there is no government involvement in the welfare, training, or support for employees and floating boat vendors at the Floating Market tourism area.
Expectations and feedback from staff regarding management at the Floating Market	Staff at the Floating Market have several expectations, including: receiving routine training, having their income increased to or above the Regional Minimum Wage (UMK) and adjusted according to workload, and receiving assistance with health and employment insurance (BPJS).

Source: Author Data Processing, 2024

Regarding policy planning, the KBB Tourism and Culture Agency is responsible for devising resource and tourism management strategies to enhance regional welfare. The vision of the West Bandung Regency government, Aspirational, Creative, Excellent, and Religious (AKUR), can be realized through economic development, including the optimization of natural resources and human resource quality (Setiaputri et al., 2024). Achieving these goals requires optimizing the potential of natural and cultural resources and fulfilling basic infrastructure needs to support community mobility and socio-cultural and economic development. Based on the conditions at the Floating Market (see Table 3), the government is entrusted with planning training and education programs for local communities and vendors to enhance their capacity to manage businesses in the tourism area. The regional financial management derived from the Floating Market tourist attraction contributes to Local Revenue (PAD), which includes funds from business owners' participation. These funds are then incorporated into the Regional Government Budget (APBD)/Village Fund Allocation Budget (APBDes) and support diverse initiatives such as community development, village infrastructure, community empowerment, and governance activities (Setyawan & Patmarina, 2024). The government needs to collaborate with Floating Market management and ensure that the programs planned through APBD/APBDes are effective and positively impact resource development.

Furthermore, the Floating Market management team plays a crucial role in organizing the daily operations and development of the market. The management has effectively handled natural resource management, including waste management within the tourism area, through collaborative agendas with the Environmental Agency (DLH) to manage the environmental impact of tourism. However, residents have raised concerns about tourist waste in the areas surrounding the Floating Market, as found during interviews with local citizens. Either the village or regional government seems less motivated to encourage the community to actively participate in maintaining cleanliness and preserving the environment around the tourism area. From the perspective of utilizing local products, the boat stall vendors have so far prioritized Lembang's agricultural products as their main food ingredients, supporting local farmers and maximizing the potential of regional resources. This effort demonstrates the vendors' initiative to actively contribute to the local economy and strengthen community engagement through concrete actions.

Additionally, the management has established a transparent and fair payment and profit-sharing system for the vendors working in the tourism area. However, challenges arise as staff express their need for an improved quality of life, including wages that are not commensurate with their workload and the need for health and employment insurance (BPJS). Wage disparities contribute to financial instability and reduced quality of life (Dombrowski et al., 2017). This inequitable compensation increases job insecurity

and exacerbates workers' family and personal struggles (Zuberi, 2011). If these issues remain unaddressed, it could lead to higher turnover rates and hinder long-term sustainability at the Floating Market. Organizing in this context is essential to ensure business viability and visitor satisfaction through the competence and capacity of the staff at the Floating Market.

### Community Welfare at the Floating Market Tourism Area

According to Indonesian Ministry of Tourism and Creative Economy Regulation Number 9 of 2021, sustainable tourism balances current and future economic, social, and environmental impacts. It must address the needs of tourists, the industry, and local communities, and apply to all tourism activities. Economic contributions are measured by visitor numbers, spending, job creation, and investment, with transparent reporting (Demir et al., 2020; Naseem, 2021). Fair employment practices, support for local entrepreneurship, and sustainable local products are essential. Social welfare is supported through programs that encourage contributions to community sustainability and prevent exploitation and discrimination (van Niekerk, 2020). Regulations protect communal and indigenous rights, ensure fair public consultation, and maintain safety and security through effective monitoring and response systems.

The study by Mutiara et al. (2020) explains that the Floating Market has had both positive and negative impacts on the welfare of the Lembang Village community. The positive impacts include increased job opportunities, community income, and infrastructure development, while the negative impacts most felt by the community include traffic congestion, air and noise pollution. Although the Floating Market does not have a specific program for sustainable tourism, it does create opportunities to increase income. Job opportunities at the Floating Market have prioritized the people of Lembang Village and its surroundings, including the villages of Jayagiri, Kahuripan, and Parongpong. Business opportunities within the Floating Market allow locals to sell food and souvenir using boat provided by the management. The Floating Market has also contributed to the Village Original Revenue (PAD), which is used for village development. However, the residents of Lembang Village still feel that the Floating Market's contribution to job creation for the local residents and community is insufficient, as there are already many vendors inside, and the area's development is dominated by the management without involving the community. Although there are invitations for the community to work there, the available job opportunities are very limited, so the income generated for the surrounding community is not significant. The following is the result of interviews with residents around the Floating Market area.

**Table 4. Welfare Aspects of the Community Around the Floating Market**

Aspect	The Welfare Experienced
Impact of the Floating Market on the surrounding community	Its impact on job creation is insufficient, as the Floating Market already has many vendors selling food and drinks within its internal area.
Community engagement in the development of the Floating Market tourism area	The community is generally not involved in the development of the Floating Market area, with most development carried out by the management and workers.
Government efforts to encourage community participation	The government provides training on quality food presentation and stall layout, but this support is primarily directed at vendors outside the internal Floating Market.
Management's approach to offering job opportunities to the local residents and community	The management does invite local residents to work at the Floating Market, but the number of job opportunities is limited, and information is often spread by word-of-mouth, resulting in a lack of transparency.

Aspect	The Welfare Experienced
Impact of Floating Market on the income of surrounding residents	The presence of the Floating Market has not significantly boosted the income of the surrounding community, as tourists primarily spend money within the Floating Market itself. Income increases are mostly experienced by those who secure internal positions.
Employment opportunities at the Floating Market	Despite the presence of the Floating Market, unemployment remains high and residents often struggle to secure jobs within the area due to limited recruitment.
Impact of the Floating Market on the social conditions of the community (cultural values, education, health, etc.)	The presence of the Floating Market has had little effect on improving the community's social conditions, with benefits mostly confined to those employed internally.
Impact of the Floating Market on infrastructure and the environment (road access, waste management, and pollution from traffic congestion)	Holidays often bring traffic congestion and noise pollution from vehicles. The access road to the Floating Market is in poor condition due to heavy traffic, and management is seen as uncooperative in road improvement efforts. Additionally, the waste generated by tourists negatively affects the community.

Source: Author Data Processing, 2024

Acting Regent of West Bandung Regency, Ade Zakir, S.T., M.A.P., in an interview with Jabar Ekspres media, stated that the tourism sector is a significant contributor to boosting the economy, especially local revenue (PAD). However, he emphasized that the development of West Bandung Regency cannot rely solely on the government (Nurpadillah, 2024). It must also involve all elements, including tourism managers, to contribute to regional development. The Floating Market is one of the attractions expected to have a significant impact on economic growth, particularly by providing employment opportunities for residents. The management does invite residents to work at the Floating Market, but the number of job opportunities is limited, and information is often spread by word-of-mouth, resulting in a lack of transparency. Although initiatives have been undertaken, this issue requires attention due to public complaints about the perceived lack of job opportunities.

In the Forum of the Tourism Awareness Group (Pokdarwis) of Lembang Sub-district (2020), the goals have been established to manage sustainable tourism in Lembang through a multi-stakeholder community forum. This forum focuses on managing tourism destination elements, including tourist attractions, public facilities, tourism facilities, accessibility, and community engagement (Forum Komunikasi Kelompok Sadar Wisata, 2020). The forum also aims to manage tourism products to meet tourists' expectations and market these products to increase tourist visits to Lembang. Simultaneously, they manage the environment to remain conducive to the green concept and formulate field guidelines, including ethics on what residents and tourists can and cannot do. However, despite the formation of the Pokdarwis Communication Forum, its implementation has not been optimal in performing its role, especially in providing welfare support for residents with the existence of the Floating Market.

Traffic congestion significantly impacts tourism, especially during peak times such as school holidays or weekends, due to the high volume of vehicles entering and exiting tourist sites (Frent, 2016). This congestion disrupts local economic activities in the Floating Market area, such as residents going to work or the market, causing delays, and public transport services (angkot), which also experience delays and fewer passengers. Increased congestion also puts pressure on road infrastructure, causing damage to the access roads to the Floating Market. In addition, air and noise pollution can disturb the health and tranquility of residents. The impact is also felt by tourists, who may change their travel preferences by

choosing destinations with fewer visitors and selecting travel times that avoid congestion. These changes and disruptions in activities reflect a broader trend in tourism, where the comfort, happiness, and overall experience of both locals and tourists are key factors in the development of the Floating Market. Addressing traffic congestion improves the local quality of life and enhances the attractiveness of Lembang for tourists, potentially increasing the socio-economic benefits for the region.

### **Development Strategies for Resource Management in the Floating Market**

The identified issues at the Floating Market have direct implications for regional welfare. Firstly, the lack of transparency and limited job opportunities due to a closed recruitment system undermine equitable access to employment for local residents. This exclusion affects individual livelihoods and impedes broader economic development in the region. Another issue is the limited training provided to workers, which is restricted to the initial hiring phase. Without routine training and professional development, employees are unlikely to advance their skills, adversely impacting their long-term job prospects. To address these challenges, development strategies should prioritize creating a transparent, inclusive recruitment process that gives local residents equal access to job opportunities. The Floating Market management should lead this effort by implementing fair recruitment practices and ensuring that hiring is open and accessible to all, especially for residents or communities. Furthermore, establishing a routine professional development program is essential to equip employees with the necessary skills for career advancement, thereby improving their long-term job prospects. The provision of health and employment insurance should be integrated into worker welfare programs, providing employees with security and stability. The KBB Tourism and Culture Agency should collaborate with the Floating Market management by providing support and resources for these initiatives, including funding for training programs and guidelines for inclusive recruitment practices. Together, they can enhance job access and workforce skills, promoting greater equity and a prosperous community, and contributing to the region's economic development (Chin & Hampton, 2020; Richardson, 2021).

Staff at the Floating Market also face significant challenges due to low wages, with some staff members still receiving wages below the Regional Minimum Wage (UMK), combined with high workloads, especially during peak holiday periods. This imbalance creates financial strain and increases job dissatisfaction, as employees are expected to perform demanding tasks without commensurate compensation. The issue is further exacerbated during holidays, when the influx of tourists results in longer working hours and heavier workloads without adequate financial rewards. This disparity highlights a critical gap in institutional support from labor rights and social welfare organizations, which are essential in advocating for fair wages and better working conditions. According to government regulations such as the Government Regulation on Wages (PP Pengupahan) and the Omnibus Law (UU Cipta Kerja), employers are prohibited from paying wages below the minimum wage (Article 81 number 28 of the Omnibus Law which adds a new Article 88E paragraph (2) of the Manpower Law). This legal framework underscores the importance of employers meeting fair wage standards. Establishing a fair wage structure that reflects the intensity of work, especially during peak periods, is crucial. Additionally, introducing welfare programs that include health and employment insurance can provide necessary support and security for staff and vendors (Dash & Sharma, 2021). The Floating Market management, in collaboration with the government, should develop and enforce these policies, ensuring that wages and benefits are regularly reviewed and adjusted.

In terms of environmental and infrastructure challenges, traffic congestion, air and noise pollution, and road deterioration pose significant problems for the local residents and tourists. The lack of responsiveness from the management in collaborating with local authorities to address these issues underscores a broader problem of inadequate coordination with infrastructure and environmental

management institutions. This disconnect diminishes the quality of life for local residents and threatens the long-term viability of the Floating Market as a key tourist destination. Instead of focusing solely on improving internal infrastructure within the Floating Market, the management should work closely with the government to repair and maintain public access roads that have been damaged by the increased vehicle load from tourists. This could involve co-financing road improvement projects, coordinating on traffic management plans, and ensuring regular maintenance (Mirabueno & Yujuico, 2014). By taking a proactive role in supporting the surrounding infrastructure, the Floating Market management can mitigate the negative impacts of tourism on the locals, improve access for visitors, and foster a more positive relationship with residents (Dalimunthe et al., 2020).

To maintain and strengthen the management strategy in waste management and support local agriculture at the Floating Market, a comprehensive approach needs to be developed. First, management must continue to prioritize waste segregation and disposal systems, ensuring that oil and plastic waste around the lake are managed in an environmentally friendly way, such as being disposed of responsibly. Regular waste audits and monitoring can help identify shortcomings and improve the efficiency of waste management practices in collaboration with the Environmental Agency. In parallel, the market should also enhance partnerships with local farmers and food suppliers, ensuring that agricultural products from Lembang are consistently supplied and used as key ingredients in the market's offerings. This not only supports the local economy but also promotes sustainable practices, creating a circular economy that benefits the environment or regional stakeholders (Rahmawati & Novani, 2024). Additionally, management should collaborate with local authorities and the community, including tourists, to raise awareness about waste reduction due to Floating Market tourism activities and the importance of using local products, integrating these principles into the broader tourism experience.

A key development strategy for securing the sustainability of tourism at the Floating Market and enhancing regional welfare is to establish open and continuous communication between the management and the local residents. This approach involves actively engaging with local stakeholders to understand their concerns, address their needs, and incorporate their feedback into the management's decision-making processes (Arisanty et al., 2021). By fostering a culture of respect and collaboration, the Floating Market can build stronger relationships with the surrounding community, ensuring that tourism development is inclusive and beneficial to all. Such engagement helps to mitigate potential conflicts and enhance social harmony, ensuring that the good impacts of tourism are more evenly distributed. This, in turn, supports the long-term viability of the Floating Market as a tourist destination and contributes to the overall welfare or well-being of the local population (Lunchaprasith, 2017).

## **E. CONCLUSION**

This research highlights the critical roles of various stakeholders in managing the Floating Market to enhance regional welfare. Key stakeholders include the KBB Tourism and Culture Agency, Village Government, Floating Market Team Management, Worker Groups (boat stall vendors, SMEs, and employees/staff), Local Residents, Farmer Groups, Local Tourism Awareness Groups/NGOs, and Tourists/Visitors. Each group has unique responsibilities in contributing to the market's sustainability and supporting regional welfare. Their collaboration is essential to creating a thriving and inclusive tourism ecosystem that benefits all stakeholders.

The research identifies several key challenges, including limited job opportunities, low wages, inadequate training programs, and environmental issues such as waste management and infrastructure deterioration. These challenges hinder the fair distribution of tourism benefits, weaken workforce development, and jeopardize the market's long-term sustainability. To address these issues, the research emphasizes the need for a transparent recruitment process, fair wage structures, routine professional



development for workers, the provision of health and employment insurance. In addition, collaboration between the Floating Market management, local government, and other stakeholders is crucial to addressing infrastructure and environmental issues, such as road maintenance, waste disposal, and traffic management, to ensure the market's sustainability without harming the local community. Moreover, support for the use of products from local farmers must be empowered to support the local economy and strengthen sustainable practices.

These strategies should also include the promotion of responsible tourism, which not only attracts more tourists but also ensures that the negative impact of tourism on the environment and society is minimized. Ultimately, the research calls for integrated strategies that prioritize equity and sustainability in tourism management. By fostering open communication and collaboration among stakeholders, the Floating Market can turn challenges into opportunities for future growth. Furthermore, the Floating Market can become a model for other tourist destinations, demonstrating that well-managed tourism can be a powerful tool for economic development. The success of the Floating Market will be a tangible example of how collaboration, equity, and sustainability can provide broad benefits for regional welfare.

One of the primary limitations of this study is its focus on a specific case, the Floating Market, which may limit the generalizability of the findings to other tourism areas or regions with different socio-economic conditions. Additionally, the study relies heavily on qualitative data obtained from interviews and observations, which could introduce bias or subjectivity in interpreting the results. The study also does not extensively explore the long-term effects of the proposed development strategies, as it mainly concentrates on immediate or short-term impacts. Lastly, the research may not fully capture the perspectives of all relevant stakeholders, particularly those who are less engaged in the management or development process. Future research should aim to expand the scope of the study by including a broader range of tourism destinations to compare management practices and their impact on regional welfare. A more quantitative approach, incorporating statistical analysis and large-scale surveys, could provide a more objective assessment of the issues identified. Moreover, studies could be conducted to assess the long-term effectiveness of the proposed development strategies. Further research could also explore the role of digital tools and technologies in enhancing communication, transparency, and training within the Floating Market and similar settings. Finally, future studies should aim to include a more diverse set of stakeholders, including marginalized groups, to ensure a more comprehensive understanding of the impacts and potential solutions.

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