



Analysis of hapanasan water tourism management strategies facing the post-COVID-19 pandemic period Rambah Tengah Hulu Village, Riau Province

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Receive: 17/06/2023

Accepted: 17/08/2023

Published: 01/10/2023

Abstrak

Pandemi Covid-19 telah berdampak negatif pada berbagai sektor pariwisata. Dalam pelaksanaan pengelolaan destinasi pariwisata oleh Kabupaten Rokan Hulu, kurang terlihat langkah-langkah strategis seperti perbaikan fasilitas, membangun fasilitas-fasilitas yang baru untuk kenyamanan wisatawan, pengawasan untuk ditaatinya standar-standar kesehatan guna meredam penyebaran Covid-19, kurang dilakukan oleh pengelola. Penelitian ini bertujuan menganalisis bagaimana pengelolaan destinasi pariwisata Air Hapanasan menghadapi kondisi pandemi Covid-19, untuk mengidentifikasi dan menganalisis pengelolaan Air Hapanasan saat ini, dan untuk mengetahui strategi pengelolaan destinasi pariwisata Air Hapanasan yang berkelanjutan. Populasi adalah seluruh objek wisata air hapanasan Desa Rambah Tengah Hulu Provinsi Riau Sampel yang digunakan pada penelitian ini adalah *purposive sampling*. Untuk menjangkau tujuan tersebut, penulis menggunakan metode kualitatif deskriptif, dengan observasi, wawancara mendalam kepada *key person*, serta literasi sebagai metode pengumpulan data. Hasil penelitian ini menunjukkan bahwa pengelolaan yang dilakukan tidak berjalan lancar sehingga fasilitas banyak terbengkalai ketika pandemi, tetapi ketika sudah longgar pengelola mulai melakukan perbaikan pada fasilitas-fasilitas yang rusak dan kembali merawatnya, dan belum adanya strategi pengelolaan berkelanjutan pasca pandemi Covid-19. Hasil penelitian ini akan berimplikasi pada peningkatan kualitas infrastruktur pariwisata, strategi pengelolaan yang bisa dilakukan di destinasi wisata, mengelola kemampuan sumber daya manusia. Semua itu dapat menjadikan Air Hapanasan sebagai destinasi pariwisata berkelanjutan.

Kata Kunci: Strategi, Pengelolaan, Pariwisata Berkelanjutan.

Abstract

The Covid-19 pandemic has had a negative impact on various tourism sectors. In the implementation of tourism destination management by Rokan Hulu Regency, strategic steps such as improving facilities, building new facilities for the convenience of tourists, supervision for compliance with health standards to reduce the spread of Covid-19, are less carried out by the management. This study aims to analyze how the management of water Hapanasan tourism destinations faces the conditions of the Covid-19 pandemic, to identify and analyze the current management of water Hapanasan, and to find out the strategy of sustainable

management of water Hapanasan tourism destinations. Population is the entire hot water tourism object Rambah Tengah Hulu Village, Riau Province The sample used in this study is purposive sampling. To achieve this goal, the author uses descriptive qualitative methods, with observation, in-depth interviews with key persons, and literacy as data collection methods. The results of this study show that the management carried out did not run smoothly so that many facilities were abandoned during the pandemic, but when it was loose, managers began to repair damaged facilities and return to maintain them, and there was no sustainable management strategy after the Covid-19 pandemic. The results of this study will have implications for improving the quality of tourism infrastructure, management strategies that can be done in tourist destinations, managing human resource capabilities. All of that can make water Hapanasan a sustainable tourism destination

Keywords: Strategy, Management, Sustainable Tourism.

Introduction

Indonesia has a variety of potential tourism destinations in each region are different both in nature and culture [1], [2]. The number of tourism destinations recorded has a total of 962 tourist attractions located throughout the province, one of which is natural tourism because Indonesia is very well known for its natural beauty [3]–[5]. This natural tourism has many benefits in addition to places for recreation, natural tourism as well as a protector of life support systems for the surrounding area as well as a location for education and development of science. Nature tourism is divided into several types including marine tourism, cultural tourism, agricultural tourism, hunting tourism, pilgrimage tourism and nature reserve tourism [6], [7].

Since the covid virus began to arrive in the last two years starting from December 2019, the whole world has been faced with serious problems with the Covid-19 pandemic. The Covid-19 pandemic has had a negative impact on various tourism sectors (Gössling et al., 2020; Hsall et al., 2020 in Collins-kreiner & Ram, 2021). This virus originated in the city of Wuhan, China, then spread throughout the world, including Indonesia. The Covid-19 pandemic has resulted in the government having to issue Government

Regulation of the Republic of Indonesia Number 21 of 2020 concerning Massive Social Restrictions which contains social restrictions which include closing all schools and workplaces, restrictions on religious activities as well as restrictions on activities of public places and facilities. As explained by Willy (2021), the Government through the Ministry of Tourism and Creative Economy has prepared a number of mitigation measures in dealing with the tourism crisis in Indonesia. This tourism activity includes restrictions on venue and public facilities. The Covid-19 pandemic has had a devastating impact on economic, social and welfare aspects of society [9], [10].

Rokan Hulu has many tourist attractions that can be visited and need to be developed such as natural tourism, religious tourism, cultural tourism, historical tourism and culinary tourism. The tourism concept includes many destinations and tourist attractions in it, it is not surprising that the Rokan Hulu Regency government pays great attention to tourism. The diversity of customs and cultures further enriches Rokan Hulu Regency, harmony in the community makes Rokan Hulu Regency a safe and comfortable tourism destination to visit. Tourism development is essentially an effort to develop existing tourism

destination objects so that they can increase regional income and can prosper the community [11]–[13].

Infrastructure not only serves to bind the geographical territory of the archipelago but also helps the birth of participation, efficiency and community welfare [14], [15]. In addition, awareness of the local community is also needed to participate in managing Air Hapanasan tourist destinations and participate in maintaining available infrastructure and utilizing local potential and wisdom such as creating a Pokdarwis group. The development of Air Hapanasan tourism destinations as tourist attractions must be managed and developed properly, namely by providing the facilities needed by tourists.

There are some of the facilities that have not been managed properly and there are still some that are neglected, the facilities and infrastructure are adequate. But when viewed in terms of facility maintenance, it can be said that the management has not succeeded in proving that some facilities have been damaged but no repairs have been made.

The authority possessed by the Regional Government in exploring the sources of Regional Original Opinion (PDA) to grow and develop the economy in their regions, including playing an active role in developing areas that have tourism potential [16], [17]. The Covid-19 pandemic has an impact on the absence of income obtained by tourism destinations managed by local governments, including Air Hapanasan tourist destinations. So a more effective tourism management strategy is

Method

This research uses a qualitative approach, the type of qualitative research is a type of research where the research relies on the views of participants, asks general and broad questions, collects data

needed to be implemented so that activities in Air Hapanasan tourist destinations can continue to run well as before the Covid-19 pandemic [18], [19].

There are at least three stages carried out by the Regional Government or managers of existing Tourism destinations, namely the stages of handling emergency periods facing the Covid-19 Pandemic, the stages of recovery after the Covid-19 Pandemic and the stages of normalization or implementation of new normal conditions [20], [21]. The new normal condition can be understood as a transition period from normal life that was previously experienced, switching to a pattern of action that adapts to health standards according to guidelines from WHO or the Central Government of the Republic of Indonesia.

Although the Covid-19 outbreak has not been declared over by the Government of Indonesia, the loggars set by the Regional Government to reopen tourism destinations are expected to re-run tourism activities in the regions. In the implementation of tourism destination management by Rokan Hulu Regency, it is unfortunate that strategic steps such as improving facilities, building new facilities for the convenience of tourists, supervision for compliance with health standards to reduce the spread of Covid-19, are less carried out by tourism destination managers. This is what causes researchers to be interested in directing research with the title: "Analysis of Hapanasan Water Tourism Management Strategy Facing the Post-Covid-19 Pandemic Period in Rambah Tengah Village upstream of Riau Province". consisting partly of words or texts from the participants. Describing and analyzing these words into themes, and carrying out this research cannot be free from subjectivity. In addition, this study emphasizes process rather than results.

Data collection techniques are ways that can be used by researchers to collect data from field studies, in-depth interviews with related parties, observation, surveys, and documentation. The location of this research is focused on Air Hapanasan tourism destinations in Rambah Tengah Hulu Village, Rambah District, Rokan Hulu Regency. The distance from Pekanbaru City is 165 km takes 3 to 4 hours by road. Air Hapanasan tourism destination area is still surrounded by beautiful forests and not far from the city center of Pasir Pengaraian. The reason for choosing this location as a research location is because this location has great natural potential. Population is the entire hot water tourism object Rambah Tengah Hulu Village, Riau Province. The sample used in this study is purposive sampling.

Qualitative descriptive analysis techniques were chosen to identify management in Air Hapanasan tourist destinations during the pandemic. The method to be used is theoretical descriptive analysis. Theoretical descriptive analysis is the process of data analytics to get an overview of the data that has been collected. The strategy of managing sustainable tourist destinations in Air Hapanasan will be carried out using the SWOT method. The SWOT analysis method acts as a recommendation for

alternative management based on internal and external factors from the interview results given to respondents. SWOT analysis in this study aims to maximize strengths and opportunities, and simultaneously minimize weaknesses and threats in Hapanasan Water management.

Results and Discussion

1. Description of Research Location

a. Profile of Rambah Tengah Hulu Village

Rambah Tengah Hulu Village is a village located in Rambah District, Rokan Hulu Regency, Riau Province, Indonesia. The distance from the city of Pasir Pengaraian to the village of Rambah Tengah Hulu is approximately 3.5km and the distance is about 15 minutes, while the distance from the capital city of Riau Province is 190km and takes 4-5 hours of land travel. The total population in Rambah Tengah Hulu Village is 2,828 people consisting of 850 family cards (KK), male residents are 1,411 people and women are 1,417 people. The work of residents in Rambah Tengah Hulu village is dominated by self-employed people. In addition, there are also farmers, teachers, medical teachers, civil servants (PNS), and other office jobs. Geographically, it is bordered by the following:

Table 1. Border of Rambah Tengah Hulu Village

Part	Regional Boundaries
North	Batah Lubuh River
South	Sialang Jaya Village and West Sumatra Province
East	Pasir Pengaraian Village and Rambah Tengah Barat Village
West	Menaming Village

The area of Rambah Tengah Hulu village is 3600 Ha consisting of plantation land, residential areas, rice fields and others. Here is a table of area areas:

Table 2. Village Area

Part	Regional Boundaries
Settlement	25 Ha
Farming/Plantation	572 Ha
Village Cash Farm	1.5 Ha
Office	0,5 Ha
School	0,5 Ha
Road	45 Km
Ball and volleyball courts	1231 M2

b. The potential of upstream central rambah village

Some of the leading potentials as a real contribution to improving the welfare of the people of Rambah Tengah Hulu village are:

1. Agriculture, the leading potential in Rambah Tengah Hulu Village to increase the income of the per capita population is farmers, because the area of Rambah Tengah Hulu Village is still very large and fertile. Local people also produce a lot as rubber farmers, oil palm, rice fields.
2. Industrial potential, the people of Rambah Tengah Hulu village have the skills to weave mats from rattan leaves and make palm sugar
3. In the field of tourism, Rambah Tengah Hulu village has four famous tourist destinations in Rokan Hulu, namely Air hapanasan, Hot Spring, Batu Gjah River and Sikapir Cave. Of the four destinations, it can be seen the attraction of this upstream central

rambah village so that it is famous outside the area.

c. Description of hapanasan water

In the past, before the Hapanasan Water tourist destination was formed, this area was a rubber plantation owned by the local community, because seeing a boiling hot spring at some point, the owner of the garden immediately reported to the government, then the government immediately went to the location to review, finally the government decided that the community-owned rubber plantation area was a tourist destination. Formerly Hapanasan Water was managed by the local community and named Haitian Hot Spring. Because there are three coordinate points in the tourist destination, the government took over and changed the name of the Air Hapanasan tourist destination, where the three coordinate points are Rambah Tengah Barat Village in the north, Sialang Jaya Village in the south and Rambah Tengah Hulu Village in the west.

In Rambah Tengah Hulu Village itself, there are two hot springs that are used as leading tourist destination locations in Pasir Pangaraian, Rokan Hulu Regency, Riau Province. From one of the springs is the tourist destination Air Hapanasan which has an area of 9Ha, inaugurated by the Regent of Rokan Hulu Regency at that time Drs. H Acmad, M.si in 2009. The location is located in the tourist area of Gunong Bonsu which is 9Km from downtown Pasir Pangaraian.

Hapanasan water has three hot springs as volcanic posts, the available hot spring temperature from 56°C - 60°C with a larger water discharge is estimated to have a constant water discharge of 15 liters per second throughout the year and this hot spring source is pure from the ground.

d. Accessibility to hapanasan water destinations

The role of transportation is very important as a means of liaison for tourism. The condition of accessibility using land is still quite poor and requires the construction and improvement of road quality.

For local transportation is still very minimal because only motor rickshaws are available, but motor rickshaws are only easy to find in the city center of Rokan Hulu Regency because the distance from hot water tourist destinations is quite far around 3.5km. The need to build and develop motor rickshaws in order to improve services to tourists who visit. During the Covid-19 pandemic, motor rickshaws are still operating because there are still many people who use this transportation to market. Flights from

Tuanku Tambusai Airport only have flight routes from Batam, during the Covid-19 pandemic flights were also closed.

2. Analysis of Hapanasan Water Management During a Pandemic

According to Rasyid (2000) The birth of government was originally to maintain a system of order in a society, so that the community could run life reasonably. Along with the development of modern society which is marked by increasing needs the role of government then changes to serve the community Modern government, in other words in essence is service to the community [22]–[24].

Government is not established to serve itself, but to serve society, creating conditions that enable each member to develop his or her abilities and creativity for the common good. Rasyid divided the function of government into four parts, namely service (public service) that will produce justice in society, development (development) that will create prosperity in society, empowerment (empowering) which will encourage community independence and regulation (regulation) commonly known as the function of regulation so that it becomes conducive to the continuation of various activities and suggests that to know a community, it is seen his government [25], [26].

The four functions of the government should be seen from how the relevant agencies are able to manage Hapanasan Hot Spring Tourism in terms of management, empowerment, and appropriate regulations for service providers. The functions of government carried out at any given moment will give the quality of government itself [27], [28].

If the government can perform its functions well, the next main task is how the service can foster justice, empowerment that results in self-reliance, and development that creates prosperity and arrangements that create order [29], [30].

a. Planning

Planning the management of this Air Hapanasan tourist destination, during the Covid-19 pandemic, the Rokan Hulu Regency Tourism and Culture Office actually has a budget for management, because they are well aware that entertainment tourism depends on the success of the treatment process. This treatment, of course, requires a lot of funds considering that the Hapanasan Water tourist destination area has a large land area. However, based on the results of an interview with one of the employees at the Rokan Hulu Regency Tourism and Culture Office, it was found that the funds needed by the district during the Covid-19 pandemic were given more to other humanitarian matters.

The limited budget is because when the Covid-19 pandemic was at its peak, the government focused more on health as said by (Ardana, 2020) The increase in cases that still occurs causes the government's main focus to be recovery on health with policies to break the chain of spread of Covid-19 through social distancing and work from home.

b. Organizing

In an effort to advance this Air Hapanasan tourist destination, there is not only the role of the agency that is the backbone of its sustainable management, other parties who should also play a role

in the surrounding community. However, it is unfortunate based on the results of interviews with several business actors that there is no sense of belonging by the surrounding community to the existence of Hapanasan Water tourism.

Seeing that there is no enthusiasm from the local community for the advancement of tourism in Rokan Hulu, the government has not been able to maintain the existence of the tourism aware community group (POKDARWIS) which will later participate in maintaining and managing Air Hapanasan tourist destinations properly. From before the pandemic, during the pandemic and post-pandemic, the management of the Hapanasan Water destination area remains in the hands of the government, namely the Rokan Hulu Regency Tourism and Culture Office. In the regulation of the Regent of Rokan Hulu Number 64 of 2021 Article 10 concerning the position of the organizational structure, duties and functions and work procedures of the Rokan Hulu Regency Tourism and Culture Office.

It can be concluded that the role of the government in the management of Air Hapanasan tourist destinations is as a policy maker, preparing work plans or programs, conducting coaching and administration or broadly speaking as a facilitator in the development of Air Hapanasan tourism etination.

c. Implementation

In early 2020 to early 2021, the government set health protocols for tourists who will enter this destination. Among them are limits on the number of daily visitors, providing hand washing

stations, appeals to wear masks and so on. Those who keep coming are mostly old people who come regularly to soak in hot springs. Facing the drastically reduced number of tourists, there is not much that can be done by the agency or manager. The traders went out of business and changed their professions as their strategy to survive in the pandemic era. Until its peak in April 2022, Hapanasan Water Tourism was closed by the government in accordance with the appeal of the leadership.

Thus, those who participate in the care and implementation of Hapanasan Water tourism management so far are still the Rokan Hulu Regency Tourism and Culture Office in accordance with the main duties and functions of the Destination work unit and assisted by several honorary personnel stationed in the Hapanasan Water area. the following is a table of data of managers on duty in the Hapanasan Water area and their duties:

Table 3. Data Pengelola

No.	Name	Age	Education	Assignment
1.	Sukron	37 Year	SMA	Head
2.	Baharuddin	53 Year	SMA	Representative
3	Linton	38 Year	SMA	Secretary
4.	Rosniyati Siregar	48 Year	SMA	Cleaning section
5.	Syuhdi	53 Year	SMA	Security section
6.	Amrizal	34 Year	SMK	Equipment section

The level of education of each manager in the Air Hapanasan area is still at the Junior High School level. They do not have the field of education in tourism so that managers in the Air Hapanasan area should be given training or deeper knowledge to carry out their duties, namely as managers [31], [32].

The lack of maximization of management in the promotion of tourism in hot water tourism is also the influence of the lack of marketing carried out both online and offline from managers and the government. Tourism management in Batu City, for example, was mentioned in

the Tourism Management Strategy during the Covid 19 Period by Hardianto et al that they continue to aggressively maximize destination promotion during the pandemic. Even though their tourist attractions are closed, posts about destinations are still done so that people do not forget that they have a location that is worth visiting after the pandemic. Valuable lessons for the Rokan Hulu Regency Government, especially to proudly promote these destinations to the public domain.

d. Supervision

Currently, the manager of Hapanasan Water Tourism is a hornorer staff at the Rokan Hulu Regency Tourism and Culture Office. They have a salary that is paid according to the decree they get. But for business actors who open businesses in the region, of course, it is a devastating blow to them. The reduced number of visitors made them experience a shortage of income while the peak occurred when the government actually had to close the tourist attractions.

One of the business actors said the incident during the covid outbreak conditions. They fully understand the conditions that occur, but complaints still come from them. From the government's point of view, it is not an easy decision to close this tourist site, but the insistence from the leadership that must be obeyed and in order to reduce the number of victims who fell due to exposure to the Covid 19 Virus in the Rokan Hulu area, in particular, Hapanasan Water Tourism must be closed.

In a previous study entitled Community-Based Tourism Destination Management Strategy After the Covid-19 Pandemic, the author said that development strategies can be implemented by emphasizing on a community basis. Increasing this community base can be in the form of developing the concept of CBT and Social Mode in tourism development. The development of this concept expects community participation by strengthening the concept of partnership. There are three important elements and elements in a social capital in building an object, namely trust, values and norms and

networks. The three components of social capital are foundations that must be really solid in order to get maximum results. Viewed from the point of view of tourism managers, there has not been a clear effort in terms of development based on these social modes.

In line with Shih-Shuo Yeh's research in his article entitled Tourism Recovery Sthategy Against Covid-19 Pandemic which explains strategies to find solutions to the tourism crisis and disaster management in order to reduce the impact and help post-crisis recovery, hot water tourism also shows that communication and full support from the government is the key to revival [33], [34]. As explained in the research of Farmaki et al., (2015); Sobaih et al., (2021), The supervision process in the management of customary lamin as a tourist destination is to carry out evaluation meetings useful for knowing the targets and achievements during the course of this management process whether they are in accordance with what has been planned at the beginning and to prevent any irregularities or misappropriations committed by board members who seek benefits for themselves which will certainly cause losses to some parties.

3. Post-Pandemic Water Management Analysis

After facing several challenges both from external and internal problems during the Covid-19 pandemic, the government, in this case, the Rokan Hulu Regency Tourism and Culture Office began to realize important aspects in the implementation of tourism. One form of self-improvement is to realize that the

tourism industry is one of the industries that has links with other sectors, because tourism is said to be a combination of phenomena and reciprocal relationships, namely interactions with tourists, business suppliers, government and tourist destinations and the people of tourist areas [37]–[39].

a. Planning

The synergy of the creative economy and tourism will result in economic recovery and positive tourism development, which results in economic recovery and positive tourism development, which is expected to occur in the development of community empowerment (local communities) through the creative economy to bring positive things, this is one of the models for developing the economic potential of people who are declining due to the pandemic. The tourism sector will be aligned with other sectors in an effort to increase state revenue, so tourism can be called the tourism industry sector [40], [41].

The Covid 19 pandemic is a problem faced by every sector, both health and the economy [42], [43]. Many things must be done in order to change efforts towards better tourism. According to Andi Mappi Sammeng (2001) there are 3 (three) factors carried out in tourism management that need to be considered are development, regulation and institution. The Rokan Hulu Regency Government can pay attention to several factors that can affect the development of Rokan Hulu tourist attractions which become one of the original regional revenues that can be

developed in each period and become the leading tourism in Rokan Hulu Regency.

b. Organizing

Tourism development is a form of development from what does not yet exist to exist, and what already exists becomes better and of better quality related to the tourism sector by taking into account the global tourism code of ethics which has become a standard in its own development cannot be separated from development efforts. (Nurul Aini, 2015). Hapanasan tourist attraction is ranked 2nd as a destination visited by local tourists in the Rokan Hulu area. Air Hapanasan is one of the tourism assets in Rokan Hulu Regency that needs to be developed considering that this area has natural attractions and beautiful and comfortable natural panoramas. Hapanasan tourist attraction is also now used as a place for the implementation of tourism events by local government agencies with the community, such as the Jelajah Rimba Rohul event, Family Gathering of Rohul Police Station, Pasir Pengaraian Musician Community band festival and other events.

c. Implementation

The Rokan Hulu Regency Tourism and Culture Office did budget heavily to find funds with CSR assistance and so on, but not everything went smoothly. As an improvement effort as well, the government also improves existing facilities and infrastructure at tourist sites. As an attraction, this Hapanasan tourist attraction also has one vehicle that makes tourists want to come to this attraction, namely flying fox rides, but after this pandemic is under repair. this tourist

attraction also does not set a high price for available entrance tickets.

Table 4. Ticket Fare

No.	Name	Fare
1.	Adult	Rp.5.000/ person
2.	Children	Rp.5.000/ person

Based on the table above, it can be seen that the entrance ticket rates to Hapanasan attractions are very affordable for the public. The above tariff is a policy made by the Rokan Hulu Regency Tourism and Culture Office as the manager of Hapanasan tourist attractions to attract tourists. The price listed is the price to pay no matter how long they stay in it.

In the development of tourist attractions, the Rokan Regency Tourism and Culture Office has decreased its ability in development due to the Covid-19 Pandemic towards 2020-2022. One of them is in the development of Hapanasan Tourism Objects. Likewise, the lack of attention of the surrounding community with the potential of Rokan Hulu Regency's leading tourist attractions that

can improve the regional economy. Many facilities and infrastructure in this tourist attraction are not feasible which is also used as one of the inhibiting factors for tourist attraction to come to Hapanasan tourist attraction. This approach can be done with a capability approach that can measure how the ability of a local government organization to carry out its duties and functions.

The most visible improvements to facilities and infrastructure today are gazebo remaking, painting, cleaning, and several more improvements for the improvement of tourist attractions. The repair of hot water pipes to the pool and the addition of colorful colors in some places are expected to be another charm for tourists

Table 5. Facilities

No.	Facilities	Sum	Information
1.	Entrance Gate from pawan direction	1 Unit	Exist
2.	Entrance Gate from Kaiti direction	1 Unit	Exist
3	Mosque	1 Unit	Exist
4.	Gazebo	17 Unit	Mostly broken
5.	Parking lot	1 Unit	Unkempt
6.	Hot spring pool	2 Unit	Under construction

7.	Skateboard	1 Unit	Unkempt
8.	Swing	2 Unit	Unkempt
9.	Flying Fox	1 Unit	Unkempt
10.	Toilete	4 Unit	Some are good and some are not good
11.	Service Post	1 Unit	Unkempt
12.	Canteen	2 Unit	Unkempt
13.	Pool Therapy	2 Unit	Unkempt
14.	Entrance Gate from pawan direction	1 Unit	Exist

Based on the table above, it can be seen that the facilities in the AirHapanasan tourist attraction have suffered damage to many of its units. The facilities of the tourist attraction so that it is not suitable for use anymore. In addition to the impact of the Covid-19 pandemic, this is also due to the lack of public and visitor participation in maintaining the use of Air Hapanasan tourist attraction facilities.

d. Supervision

The government is very aware that certain natural events and conditions can occur. So the agency began to anticipate problems that could be handled at this time so that there would be no more decline in tourist destinations. Currently, it can be said that the maintenance of Air Hapanasan tourist destinations is really in the process of improvement. One of the officials explained:

"We must no longer miss what happens beyond our control. So what can be done at this time, let's do it immediately. Don't procrastinate. There is a little fund, we want to improve, we gradually improve. Put the budget into the APBD Change, do everything you can.

Because if you wait for an appeal from above, I don't know when improvements will occur" (Interview with YC, 2023).

From the results of an interview with a tourist, it can be captured that tourists actually want to visit the location of Air Hapanasan, but changes are needed because the spots that exist today are very boring.

Sinay (2021) in his research entitled "Visitor Management Strategy to Make Buntu Burake in Tana Toraja Regency a Sustainable Tourism Destination" said that visitor management strategies that can be applied by managers of Buntu Burake tourist destinations are by: (1) managing tourist destinations, (2) managing visit requests, (3) managing resource capabilities, (4) managing or managing the impact of use. In line with Sinay's thinking, the author also feels that Hapanasan Hot Spring Tourism must also experience improvements in the 4 points above, especially point number 3. Resource Management in Hapanasan water tourism is not only natural resources but also human resources. For example, on the use of available attractions, parking lot management, and land use around the

Hapanasan area. The butterfly museum that is currently not well maintained should be processed as a flower garden or revived its original function so that there are other tourist spots that can be visited by tourists.

4. Sustainable Water Management Strategy

Sustainable tourism as we all know it should have several characteristics, namely: (1). Utilizing environmental resources optimally, one of which is by maintaining important ecological processes and helping to preserve nature and biodiversity. (2). Respect the socio-cultural authenticity of local communities, preserve cultural heritage and traditional values that are built and kept alive. (3). Ensure viable long-term economic operations, provide socio-economic benefits to all stakeholders and are equally shared. Also included are stable employment and productive employment opportunities and social services for communities to host, as well as contributing to poverty alleviation. Sustainable tourism development requires the participation of all relevant stakeholders, as well as strong political support to ensure broad participation and consensus building.

a. Environmental Condition Analysis

During observation, researchers found problems related to the management of Hapanasan Water. In formulating a Hapanasan Water management strategy, we must conduct internal and external analysis using SWOT. SWOT analysis is an analytical method

commonly used to analyze qualitative forms, as it describes strengths, weaknesses, opportunities, and threats. By knowing the strengths and weaknesses, managers are expected to be able to reduce existing weaknesses by maximizing the strengths of the destination. The same is true of opportunities and challenges, where if the challenge can be minimized, the opportunity is magnified.

b. Strategy proposal

To better understand the analysis of hot water conditions, the author tried to describe the results of observations with IFAS and EFAS tables. IFAS or known as Internal Strategic Factors Analysis Summary. (Internal Strategy Factor Analysis), is the strength and weakness of a product that will be marketed. In this case, the product discussed is hot water tourism. Meanwhile, EFAS or External Strategic Factor Analysis Summary consists of opportunities and threats to the product. External and internal strategy factors (EFAS and IFAS) are usually compiled to determine the weighted value and the rating can be used as a guide for quadrant analysis in carrying out a destination business. The formulation of EFAS and IFAS plays an important role in determining the components that make up a SWOT analysis. EFAS will compose the strengths and weakness components. A complete SWOT analysis will help formulate the right strategy for the destination.

Table 6. Internal Strategic Factors of Strength (Strenghts) Hapanasan Water Management

No.	Internal Strategic Factors of Strength	Weight	Scores	Weighting
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				Score
1.	S1	40	4	160
2.	S2	10	2	20
3.	S3	10	2	20
4.	S4	10	3	30
5.	S5	20	3	60
6.	S6	10	2	20
Total Value				310

Table 7. Internal Strategic Factors Weaknesses of Hapanasan Water Management

No.	Internal Strategic Factors Weaknesses	Weight	Scores	Weighting Score
1.	W1	20	2	40
2.	W2	20	2	40
3.	W3	20	2	40
4.	W4	10	2	20
5.	W5	20	2	40
6.	W6	10	2	20
Total Value				200

From the results of the analysis above, conclusions can be drawn, namely internal factors in the management of hot water destinations. The strength factor (strenghts) with the sum of the calculation

scores from weights and research / values is 310, while for weakness (weakness) with the number of weighting scores is 200. So the calculation result of strength-weakness, IFAS is $310-200=110$

Table 8. External Strategic Factors Opportunities for Hapanasan Water Management

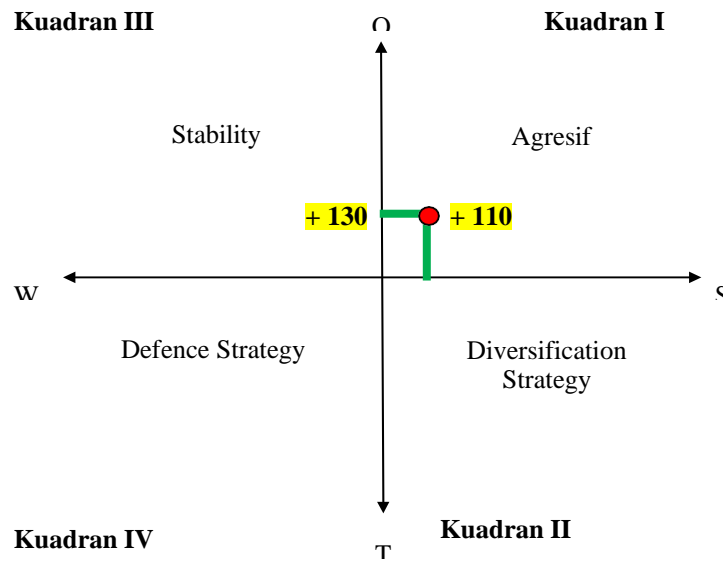
No.	Internal Strategic Factors Opportunities	Weight	Scores	Weighting Score
1.	O1	40	4	160
2.	O2	30	4	120

3.	O3	20	3	60
4.	O4	10	3	30
Total Value				370

Table 9. External Strategic Factors Threats to Hapanasan Water Management

No.	Internal Strategic Factors Threats	Weight	Scores	Weighting Score
1.	T1	40	2	80
2.	T2	20	4	80
3.	T3	20	4	80
Total Value				240

Picture 1. Location of the Hapanasan Water SWOT Strategy Quadrant



To find out what strategies are related to the management of Air Hapanasan tourist destinations, a SWOT analysis of internal factors (Strengths and Weaknesses) and external factors (Opportunities and Threats) is carried out. From the description above about the calculation of the score, it can be seen that the results show that the Hapanasan Water tourist destination in quadrant I where the condition of the Water tourist destination is very prime and beneficial for the surrounding community because it has a very dominant strength compared to its

weaknesses, and opportunities also have greater value than the threat value, if they can manage and utilize it properly. The strategy that must be applied in this condition is (Growth Strategy). Although actually, the Hapanasan Water tourist destination has several weaknesses and threats that are quite large as well, but the Hapanasan Water can take advantage of existing strengths and opportunities to make Hapanasan Water survive and can develop. Therefore, the management of Air Hapanasan needs to minimize existing weaknesses in order to overcome

considerable future threats while developing the location of Air Hapanasan by using existing opportunities and also their strengths.

Conclusion

Based on this research, it can be concluded that the management of Air Hapanasan tourism destinations faces significant challenges due to the Covid-19 pandemic conditions. Analysis of the current management of Hapanasan Water indicates that there are several policies and measures taken to overcome the impact of the pandemic. The management of Air Hapanasan tourism destination has now tried to adapt to the drastically changing situation. Management efforts taken include regulating visitor capacity, using strict health protocols, and improving hygiene and sanitation in tourism areas. These measures aim to maintain the health and safety of visitors and reduce the potential spread of the virus.

In addition, sustainable management strategies for Air Hapanasan tourism destinations are also the focus of this study. The strong conclusion is that it

is important to adopt a sustainable approach in the management of these tourism destinations. Sustainable strategies include environmental conservation, wise use of natural resources, local community development, and participatory approaches to decision-making. In facing the conditions of the Covid-19 pandemic, the management of Air Hapanasan tourism destinations needs to continue to review and update the strategies that have been implemented. Collaboration between governments, destination managers, and local communities is key in achieving sustainable and adaptive tourism management. This conclusion underscores the importance of continuous efforts in the management of tourism destinations, both in the context of the pandemic and in the long term. By adopting a sustainable approach, tourism destinations such as Air Hapanasan can build resilience to change, safeguard the natural environment, and provide long-term benefits to local communities and visitors.

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