

The Strategy of the Tourism Office in Managing Tourist Areas on Pelabuhan Ratu Beach, Sukabumi Regency

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ABSTRACT

The Pelabuhan Ratu Beach area is a mainstay tourist spot for the people of Sukabumi Regency because it has a lot of interesting tourism potential. The purpose of this study is to determine the strategy of the Tourism Office in the management of tourist areas on Pelabuhan Ratu Beach. The problems identified related to its management are still not optimal in increasing the capacity of tourism resources and maintenance/procurement/rehabilitation of facilities and infrastructure so that the number of tourists coming to the Pelabuhan Ratu Beach area will decrease. This research uses qualitative research methods with a descriptive approach. and data collection techniques, namely observation, interviews and documentation. Then the data analysis stage by reducing data, presenting data and drawing conclusions. The results of this study are measured by three dimensions proposed by Dess & Miller, namely goals, policy, and plans. The results in this study show that in increasing tourist visits, related agencies are improving the arrangement of tourist areas around Pelabuhan Ratu Beach to make it even better. Such as paying attention to the 4A aspects (attraction, accessibility, amenity, and ancillary and improving tourism destination marketing strategies. Meanwhile, in increasing the capacity of tourism resources, monitoring and evaluation are carried out by conducting trainings. Then plans in the procurement/maintenance/rehabilitation of facilities and infrastructure, namely by transferring and eliminating facilities and infrastructure.

Keywords: Tourism; Tourism Office; Tourist Areas

INTRODUCTION

Tourism in Indonesia according to Tourism Law No. 9 of 1990 article 1 (5) is everything related to tourism and related businesses in their fields. Tourism is a sector that has potential and deserves to be developed innovatively to increase the level of competitiveness (Ismail, 2020). So do not be surprised if tourism in Indonesia becomes a promising industry for business people in Indonesia. In today's era, tourism is a travel activity carried out in a certain period of time from the domicile area to the destination area to seek entertainment, increase knowledge and spend free time and holidays (Aristyawan, 2021). Indonesia itself has many tourism sectors that attract the attention of local and foreign tourists. Tourism is one of the social, economic, political, cultural, and technological phenomena, so this situation is a great concern from experts and development planners (Bahiyah & Hidayat, 2018). The tourism sector of an area can have a positive effect and influence on value, including increasing the income of the surrounding community, opening business opportunities, increasing the income of the surrounding area and so on. Therefore, tourism is one of the most important sectors, because in addition to supporting the regional economy, people like to travel as a place of recreation and vacation. One of them is beach tourism,

beach tourism objects are physical elements of the beach that can be used as a location for carrying out tourist activities, the beach is a transition area between land and sea which is included in the prima donna of tourism objects with potential utilization, ranging from passive to active activities (Simond, 1978). Beach is one type of tourism developed to advance the economy of a region. This requires an effective management and development strategy. The role of the Tourism Office in tourism management is tourism planning, tourism development, tourism policy, and tourism regulations. Because the government is one of the stakeholders in the management of the tourism sector (Affandi, 2017). Sukabumi Regency is one of the areas that has a lot of tourism potential that is supported by natural conditions. There are many regional tourist destinations, such as natural attractions and special tours that until now have not been properly organized and managed. According to Law Number 10 of 2009 concerning tourism, the potential of the tourism sector needs to be developed so that it can fulfill the objectives of realizing tourism management, among others, improving the quality of attractions and tourist attractions, and utilizing the tourism sector to the maximum. Therefore, the tourism sector needs a strategy with a planned tourism development model so that its potential can be developed optimally. One of them is the involvement of the government and stakeholders in formulating ecotourism management strategies, tourism development, tourism planning, utilization, and tourism policies so that the purpose of managing beach attractions in the Pelabuhan Ratu Beach area is right on target and sustainable. As for according to (Desi, Nugraheni & Yusman, 2013) Management is a series of activities consisting of planning, organizing, implementing, and supervising where these activities are regulated by local governments. But good management is not only carried out by the government but involves the community and the private sector, because the integration of cooperation will produce common goals for the community of a tourism. The area of Sukabumi Regency has a comparative advantage, this is seen from its geographical position. This natural advantage can be used to develop tourism in the area. Therefore, the development of tourism in Sukabumi Regency at this time needs to be spurred so that it can be effective and succeed optimally. However, the development of several tourist facilities in the area has not been optimal and as expected. According to Pratiwi (2022) the management of the Sukabumi Regency Tourism Office is still experiencing obstacles in its implementation. Such as lack of tourism marketing, limited funds and its construction and development. And also the lack of improvement of facilities and infrastructure that does not yet exist in every tourist attraction in Sukabumi Regency. This condition is feared to decrease the number of tourists who come to visit Sukabumi Regency. The beach in the Pelabuhan Ratu area is a tourist spot located on the coast of the Indian Ocean in South West Java, Indonesia. Pelabuhan Ratu Beach is one of the mainstay tourist attractions of the people of Sukabumi Regency even from outside Sukabumi, beaches located in the Pelabuhan Ratu Beach area including: Citepus Beach area, Cimaja Beach, to Cisolok beach. The data on the flow of tourist visits to the Pelabuhan Ratu Beach area in 2019-2021 are as follows:

Table 1. Flow of tourist visits to the Pelabuhan Ratu Beach area, Sukabumi Regency

No	Year	Tourist Origin		
		Foreign	Domestic	Sum
1	2019	26.071	659.592	685.663
2	2020	24	43.892	43.916
3	2021	104	19.004	19.108

Source: Tourism Department, 2022

Based on these data, it can be seen that tourists visiting the Pelabuhan Ratu Beach area in 2019-2021 have decreased. From tourist visits, it can be seen that Sukabumi Regency, one of which is the Pelabuhan Ratu Beach area, is one of the interesting objects and attractions in Sukabumi Regency, but for tourists who come to the Pelabuhan Ratu Beach area is still minimal. Even though the target of the Sukabumi Regency Tourism Office is to increase foreign tourist visits and domestic tourists. Based on the above problems, it can be seen that to achieve the goals / targets that the Tourism Office's efforts in increasing visits to the Pelabuhan Ratu Beach area are still not optimal. In 2019-2021 it experienced a decline. In 2019 there were 685,663 visitors, and in 2020 there were 43,916 visitors, while for 2021 there was a drastic decrease of 19,108 visitors. In addition, the Tourism Office issued a policy, namely increasing the capacity of tourism resources. This is in accordance with Regional Regulation Number 11 of 2016 concerning the implementation of tourism. However, this policy is still said to be not optimal because in increasing the capacity of tourism resources there is still low public awareness both individually and in groups such as the lack of public awareness in maintaining conducive, clean, and orderly beaches. And based on the plans in the activity program of the Sukabumi Regency Tourism Office, namely the management of tourism destinations includes the procurement/maintenance/rehabilitation of facilities and infrastructure in the management of tourist areas in Sukabumi Regency. However, this is still not optimal because in its maintenance, there are still facilities and infrastructure in the Pelabuhan Ratu Beach area that are not well maintained.

If the condition of the Pelabuhan Ratu Beach area is not addressed, it can cause a decrease in public interest and tourists visiting the location. According to Çakmak et al., (2018) in describing the strategic prospects of tourism as a pillar of national development, among others, it can be shown from the number of tourist visits, both domestic and foreign, in recent years which continue to show an increase. With some of the problems above, of course, the government must have strategies that can overcome these problems. In order for the purpose of a study on the strategy of the Tourism Office in the management of tourist areas in Pelabuhan Ratu Beach can be carried out, the researcher uses a descriptive qualitative research method. This will make it easier for researchers to solve problems. To simplify the strategy of the Tourism Office in managing tourist areas in Pelabuhan Ratu, researchers use three indicators proposed by Dess Miller (Ji et al., 2023), namely goals, policies, plans. Strategy is a unified, broad and integrated plan that links the strategic excellence of an organization with environmental challenges and that is designed to ensure that the company's main objectives can be achieved through proper execution by the organization. Lawrence and F. Glueck (Ji et al., 2023). Meanwhile, according to (Wheelen & Hunger, 2019) strategy is a comprehensive planning formulation of how an organization realizes its mission and goals. While Camisón & Monfort-Mir (2012) argue that strategy is defined as the process of determining the plans of top leaders that focus on the long-term goals of the organization, accompanied by the preparation of a way or way of working to achieve these goals. The definition is emphasized by (Taufiqurokman, 2016) said that strategy is a determination of long-term basic goals and objectives of an organization (company) and the adoption of a set of actions and allocation of resources necessary to achieve these goals. Therefore, strategy is an integrated and comprehensive plan aimed at achieving the goals of an agency. Strategy affects the effectiveness and achievement of goals because the strategy implemented most affects the capacity of the government and determines how the government distributes resources so that they can be used as well as possible and produce various kinds of improvements, one of which is in the field of tourism area management in Pelabuhan Ratu Beach. But managing and implementing a good organizational strategy is not an easy task. Therefore,

one way to improve the management of tourist areas is to have strategies that can overcome these problems.

METHOD

The research method used in this study is qualitative research method using a descriptive approach. This research method is used to understand phenomena related to social phenomena (Creswell, 2019). This is in accordance with the phenomenon that occurs in the Pelabuhan Ratu Beach Area in the management of tourist areas carried out by the Tourism Office as an organization or regional apparatus agency that has the right, authority, obligation to regulate, is responsible for the management of tourist areas. The indicators used in this study are based on phenomena that occur, namely using indicators of strategy theory proposed by Dess and Miller (Saladin, 2004), namely goals, policy, plans. In this study, researchers used a non-probability sampling technique with the snowball sampling method. This is if a small number of data sources have not been able to provide satisfactory data, then researchers will add informants as data information. As for informants, according to Creswell & Creswell (2017) informants are people who are used to provide information about an event. The informants selected are in the field of tourism destinations, the field of marketing, the field of human resource development and the creative economy of tourism and the community/visitors because these parties are considered capable of providing relevant information related to the management of tourist areas on Pelabuhan Ratu Beach. The data collection techniques in this study are according to (Creswell, 2019) including: 1) direct observation down the field by observing at the research site. 2) The interview was conducted face to face using a semistructured interview type. 3) collect documents related to the management of tourist areas in Pelabuhan Ratu which include primary data and secondary data. Furthermore, data validation in an effort to check the accuracy of research results, researchers use the validity of triangulation proposed by (Sugiyono, 2019) namely source triangulation to test the credibility of data is carried out by checking data that has been obtained through several sources and triangulation techniques used to test the credibility of data are carried out by checking data to the same sources with different techniques obtained from The results of interviews with informants and supported by observation and documentation. And the data analysis used by researchers is according to (Miles et al., 2014), namely 1) data reduction, data reduction means chsing the main thing, summarizing, focusing on the important thing, looking for themes and patterns. 2) Presentation of data carried out in the form of tables, graphs, phi chard. So that the data is organized, arranged in a relationship pattern, so that it will be easier to understand. 3) The conclusion according to (Milles and Hubernam, 2014) is that the initial conclusions put forward are still provisional, and will change if no strong evidence is found to support the next stage of data collection. But if the conclusions put forward at this early stage are supported by valid and consistent evidence when researchers return to the field to collect data, then the conclusions put forward are credible conclusions.

RESULT AND DISCUSSION

Result

Strategy is a pattern, plans or a process of determining goals, policies, and objectives achieved to achieve an organizational goal in addressing public problems. The management of

tourist areas also requires a strategy so that the tourist area is getting better. In this study to measure the strategy of the Tourism Office in the management of tourist areas in Pelabuhan Ratu Beach, researchers used 3 (three) dimensions proposed by Dess & Miller (Saladin, 2004), namely: 1) goals, 2) policy, and 3) plans. The presentation of the three dimensions is as follows:

1. Goals

Goals are what the organization / company wants to achieve. In this case, in accordance with research carried out by the Tourism Office, Sukabumi Regency has a target to be achieved, namely increasing foreign tourist visits and domestic tourists. The target of the Tourism Office is to increase tourist visits by improving the arrangement of tourist areas around Pelabuhan Ratu Beach to make it even better, such as improving the quality and quantity of facilities and infrastructure by paying attention to aspects 4A (attraction, accessibility, amenity, and ancillary) in the Pelabuhan Ratu Beach area. As well as improving tourism destination marketing strategies and increasing tourism resources. This is in accordance with Regional Regulation No. 11 of 2016 concerning the implementation of tourism article 40. In addition, the Tourism Office holds activities such as events aimed at promoting tourist areas in Pelabuhan Ratu Beach and promoting through online media such as Instagram, Tiktok, YouTobe, and Facebook to attract tourists to visit the Pelabuhan Ratu Beach Area. In this case, the Tourism Office of Sukabumi Regency has carried out a fairly good strategy. However, there are still people who still lack information related to activities held by the Tourism Office. The inhibiting factor in promoting is still the limited budget owned related to promotional media. This needs to be developed and updated so as not to hamper the management of tourist areas in Pelabuhan Ratu Beach.

2. Policy

Policy is a rule or procedure that outlines the boundaries of the activities to be carried out. In this study, the policy dimension is a dimension that can answer what policy are issued by the Sukabumi Regency Tourism Office in the process of managing tourist areas on Pelabuhan Ratu Beach. The policies carried out by the relevant agencies in increasing the capacity of tourism resources are in accordance with Regional Regulation No. 11 of 2016 concerning Tourism Implementation. To increase the capacity of tourism resources, the relevant agencies conduct monitoring and evaluation. This aims to find out the needs in the Pelabuhan Ratu Beach area. The activities include conducting environmental training, sanitation and tourism management training as well as toilet management training in tourism destinations intended for the community, teachers, and students (students and / or students) in increasing the capacity of tourism resources. Training is carried out to improve human resources so that they are more creative and have quality to attract tourists who visit. Some of the trainings carried out include disaster mitigation training in tourist destinations (Non-Physical DAK), Tourism Village Management Training, environmental, sanitation, and tourism management training, toilet management training in tourist destinations, and security and safety training in tourist destinations/attractions. In the training activities, there are 40 people each, which is intended for the community, teachers, and students (students and / or students) in increasing the capacity of tourism resources. This aims to increase the knowledge, security, safety, motivation, and ability of tourism destination managers in carrying out cleanliness. In addition, the policies of tourists who come to the Pelabuhan Ratu Beach area are listed in Regional Regulation Number 11 of 2016 concerning Tourism Implementation, namely maintaining and preserving tourist attractions, helping to create a safe, orderly, clean atmosphere, behaving politely, and maintaining environmental sustainability and

participating in maintaining comfort, order and environmental security. However, the policy is not in line with the results of observations that researchers found that there are still many people around Pelabuhan Ratu Beach who have not understood the policy. Because there is still a lack of public awareness in maintaining a conducive, clean, and orderly beach.

3. Plans

In the last dimension that researchers use in research are goals which are statements of actions to be taken by a head of an organization against what is expected to happen. The dimensions of these plans will also answer research questions about the Tourism Office's Strategy in the management of tourist areas in Pelabuhan Ratu Beach. For the plan of the relevant Office in the procurement / maintenance / rehabilitation of facilities and infrastructure, namely by the transfer and elimination of facilities and infrastructure. In addition, if it is included in local government assets, food will be carried out a feasibility test first and see the characteristics of the area in accordance with tourism needs at Pelabuhan Ratu Beach. In addition, the plans are to renovate facilities such as facilities in the coastal area of pelabuhan ratu, and the development of tourism destinations.

According to Dess and Miller's theory, plans are a statement of an organization's actions toward what is expected to happen. For the procurement of facilities and infrastructure in the Pelabuhan Ratu Beach area is good enough. However, there are still inadequate facilities and infrastructure to attract tourists. As well as the lack of maintenance of facilities and infrastructure around Pelabuhan Ratu Beach. From this theory, it can be interpreted that the existing plans at the relevant agencies in the procurement/maintenance/rehabilitation of facilities and infrastructure are still said to be not optimal because what is expected by the relevant agencies still cannot run as it should.

Discussion

The results of this study indicate that in enhancing tourist visits, relevant institutions have made improvements in the arrangement of tourist areas around Pelabuhan Ratu Beach to enhance their quality. This includes paying attention to the 4A aspects (attraction, accessibility, amenity, and ancillary) and improving tourism destination marketing strategies. In terms of enhancing the capacity of tourism resources, monitoring and evaluation are carried out through training programs. Furthermore, plans for procurement, maintenance, and rehabilitation of facilities and infrastructure are implemented by means of transferring and eliminating facilities and infrastructure.

In the effort to increase tourist visits, it is crucial for the related institutions to continually enhance the arrangement and management of the tourism areas. This is aligned with the findings of the research, which demonstrate that improving the arrangement of tourist areas around Pelabuhan Ratu Beach can have a positive impact on the appeal of the tourist destination and the comfort of the visitors. By considering the 4A aspects – attractiveness, accessibility, facilities, and supporting amenities – the relevant institutions can improve the tourists' experiences and maximize the tourism potential in the region (Cioccio, 2007; Grisseman et al., 2013; “Smart Cities, Smart Tourism, and Smart Mobilities,” 2019; Syam, 2021; Uran Maravić et al., 2015).

Moreover, tourism destination marketing strategies are also a vital aspect to consider. In this context, tourism institutions need to develop effective marketing strategies to attract the interest of potential tourists. Research results indicate that enhancing tourism destination

marketing strategies can boost the popularity of the tourism area and increase the number of visitor arrivals (Inoue & Lee, 2011; Liu et al., 2022; Macbeth, 2005).

On the other hand, efforts to enhance the capacity of tourism resources through training and employee development are appropriate measures. Through training, employees can enhance their skills and knowledge to provide high-quality services to tourists. Monitoring and evaluation conducted after the training are also important to measure the effectiveness of the undertaken training programs (Tesfa Regassa & Xin, 2022).

Regarding the procurement, maintenance, and rehabilitation of facilities and infrastructure, the transfer and removal of facilities that are no longer relevant or contribute positively can aid in optimizing space and resource utilization. This step can have a positive impact on enhancing visitor comfort and the available facilities (Yang et al., 2013).

Overall, this research provides an overview of the efforts made in increasing tourist visits and enhancing the capacity of tourism resources around Pelabuhan Ratu Beach. Measures such as improving the arrangement of tourist areas, implementing tourism destination marketing strategies, conducting employee training, and procuring/maintaining/rehabilitating facilities and infrastructure play a crucial role in the development of tourism in the region.

CONCLUSION

Based on the results of research that has been carried out by researchers for approximately 8 months by collecting data / information about the Tourism Office Strategy in managing tourist areas in Pelabuhan Ratu Beach: 1) The targets in the management of the Pelabuhan Ratu Beach tourist area in general have been said to be quite good, but there are still obstacles, namely the community still lacks information related to the activities carried out by the Tourism Office and the limited budget they have related to promotional media. 2) Policies related to increasing the capacity of tourism resources are good enough. However, there are still many people around Pelabuhan Ratu Beach who have not understood the policy. Because there is still a lack of public awareness in maintaining a conducive, clean, and orderly beach. This shows that the Tourism Office has not maximized the socialization of the policy. 3) The plan that has been made in the management of tourist areas in Pelabuhan Ratu Beach is to renovate facilities in the Pelabuhan Ratu Beach area, and the development of tourist destinations in the Pelabuhan Ratu Beach area is quite good. However, there are still inadequate facilities and infrastructure to attract tourists. As well as the lack of maintenance of facilities and infrastructure around Pelabuhan Ratu Beach.

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