

## Dual Missions in Ecotourism Management

### (Case Study of Agro Tourism Management of PTPN XII Rengganis Gunung Gambir Sum-berbaru Jember)

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**Abstract:** This study examines the management of ecotourism as a business that has a dual mission. Alternative business management that balances a business-heavy orientation with its social goals. Basically, this ecotourism is not the core business but only a complementary business to the business-heavy of tea plantation. Even though ecotourism is a complementary business, it is able to provide a relatively stable business income and is profitable every year. On the other hand, this ecotourism business is more capable of providing social impacts for many communities. This study uses a qualitative method; conduct in-depth interviews and field observations, field observations and examine secondary data on the tourist destination of Gunung Gambir Jember Agrotourism. The findings of this study found that ecotourism is able to become a business alternative as independent form core business and tends to be profitable. This ecotourism business has a different market segment from its core business. This ecotourism business is able to absorb labor better, separate of labor plantation. The involvement of community groups both directly and indirectly in this business cycle shows that the empowerment model is happening and continues to run. It concludes that the management of ecotourism tourism by involving community groups around plantations to some extent is a business model that is not only profit-oriented. But this business model accommodates many people involved and is not abandoned.

**Keywords :** Ecotourism 1; Business alternative2; Empowerment3

## INTRODUCTION

This research departs from the existence of ecotourism as a phenomenon that is rife in recent times. In line with the campaigns on nature conservation and sustainable development, the discussion on eco-tourism has received widespread attention. This is because ecotourism is an effort to maintain the natural environment with its users in a balanced way, including the use of agribusiness. The world economy, apparently contributed by the tourism sector, including ecotourism became one of the contributors to economic growth of 4.1% in the global economy, Backman and Munanura[1].

In tourism, ecotourism is considered to have a major influence in increasing macroeconomic growth. And because ecotourism maintains a balanced landscape of natural resources, it not only has an economic impact, but also ensures the preservation of natural resources in a sustainable manner. And no less important is the tourism business such as ecotourism in general, agrotourism in

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particular is suitable to be developed in developing countries. In developing countries such as Indonesia, ecotourism is a major economic component, Gössling[2].

Ecotourism is a responsible form of tourism because it is environmentally friendly and has relatively lower operating costs compared to other forms of tourism. On a local scale for developing countries such as Indonesia, ecotourism and its derivatives are the only forms of tourism that meet the requirements of sustainable development, Gössling[2]. Ecotourism as the most relevant form of sustainable tourism has an impact on at least several things, namely solutions for the socio-economic conditions of the local community and ecological balance. Besides that, ecotourism also has economic value, just like the other business-heavy.

In a different perspective, the study of ecotourism and its derivatives, namely agribusiness, is categorized as a business that has a dual mission. Based on the opinion of Ebrahim, Battilana, and Mair[3] it shows that businesses whose mission is not only focused on business profits but also for social purposes. Ecotourism and its derivatives are termed by Dees & Anderson[4] as an entrepreneurial organization/economic institution (organizational social entrepreneurship). An economic institution that shows social change intention, which is an institution that displays a social mission and makes social change.

The regarding dual mission of business activities, including ecotourism, refers to Martin & Obsbeg[5] everything that is included in social service provision and social activism. Meanwhile, Zahra et al[6] mention that business activities must reflect the activities of social constructionists and social engineers. Another opinion was conveyed by Spear[7] to categorize those who have a dual mission as all types of businesses that aim at social entrepreneurial movement. Namely a business venture as well as mobilizing the community in empowerment. From the opinion above, Chatzichristos and Nagopoulos[8] underlined that institutionally the field of species and social mission is hydrogen. However, institutionally engaged in the private sector seeking business benefits without leaving parties that need to be protected, such as local groups or economic minority groups.

Several studies on agro-tourism as part of ecotourism have been developed since the 20th century, where tourism is associated with the production environment of the agricultural sector, Muzha et al.[9]. Agro-tourism is defined as all activities related to tourism activities which are also a lesson for tourists in getting to know more about the production process in the agricultural sector. Besides that, agro-tourism makes agricultural areas a place to directly enjoy agricultural products, Swastika, et al.[10].

Several studies explain the obstacles in the process of tourism development, especially ecotourism. Some of the obstacles that arise and become conflicts in tourism management are the low capacity and limited knowledge of the community in terms of tourism. Weak coordination between the government and the community as well as law enforcement that is not running optimally, Muzha, et al.[9]. This happened because of the lack of socialization and tourism human resource development programs by the local government, Kristiana & Theodora M[11]. The community needs regular socialization about tourism, capacity building training in the field of tourism and sustainable assistance, Kristiana & Theodora M[11].

Meanwhile, based on the research of Kristiana & C. Nathali[12] discusses the existence of a form of sustainable tourism that can be done by developing ecotourism by involving community groups. Ecotourism is a form of travel to natural areas carried out with the aim of conserving the environment, preserving the life and welfare of the local population. In fact, in the future, there will

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be a tendency for more global tourists to visit remote villages to see something that has never been seen in their own country.

Agrotourism can be grouped into ecological tourism, because agrotourism is a form of tourism activity that does not damage or pollute nature, namely with the aim of admiring and enjoying the beauty of nature, wild animals or plants in their natural environment and as a means of education, Kristiana & Theodora M[11]. The discussion about the agricultural sector in the context of agro-tourism development can be viewed as part of the culture of the community.

Research location for Rengganis Agro Tourism (WAR) Gunung Gambir Tea Plantation, Jember Re-gency, Indonesia. The reason for choosing the subject of this research is because Agro Rengganis Tourism (WAR) of Gunung Gambir Tea Plantation is present as an alternative business unit side by side with the main business of tea plantations which is owned by PTPN XII Gunung Gambir. As an alternative business or not the main business, it is interesting to study, in terms of running the business and its social impact.

This research uses qualitative method with descriptive research type. The main informant interviewed was the director of the agro-tourism business. The results of interviews with the main informants become primary data, while observations are made to obtain secondary data which is still needed to confirm the validation and reliability of research results through data triangulation. Data reduction is carried out to select primary data according to the limitations of the research problem and research objectives.

The findings of this study indicate that agro-tourism as part of ecotourism is able to become an independent business alternative and tends to be profitable. This can be seen, for example, from longitudinal sales turnover and tourist visits. This ecotourism business has a different market segment from its main business. This ecotourism business is able to absorb workers better, outside of plantation workers. The involvement of community groups, either directly or indirectly, in this business cycle shows that the empowerment model occurs and continues to run

This research divides the writing into several parts. The first part is an introduction as a background to the problem which also includes relevant previous research. The second part, this writing explains the method used. Then in the third section presents the findings and discussion will discuss the research findings. So in this section, we will answer the important questions of this research. Based on the background, this study builds on the following research problems: How does agrotourism as part of ecotourism develop a dual mission? What are the challenges it faces? And what kind of social mission model is run?

## METHOD

This research departs from the existence of ecotourism as a phenomenon that is rife in recent times. In line with the campaigns on nature conservation and sustainable development, the discussion on eco-tourism has received widespread attention. This is because ecotourism is an effort to maintain the natural environment with its users in a balanced way, including the use of agribusiness. The world economy, apparently contributed by the tourism sector, including ecotourism became one of the contributors to economic growth of 4.1% in the global economy, Backman and Munanura[1].

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## **RESULTS AND DISCUSSION**

The beauty of natural tourism in East Java, especially in Jember Regency, has always had its own charm. Rengganis Agro Tourism (WAR) Gunung Gambir Tea Garden, Jember Regency with its expanse of tea plantations plus a mountainous climate with cool and beautiful natural panoramas is now able to attract tourists to come. The atmosphere and natural green scenery that is still fairly beautiful make this area always crowded during the holiday season.

Gunung Gambir Tea Garden is the oldest garden because it was founded since the Dutch colonial heritage, precisely in 1918, Lestari[15]. Then during the Japanese colonial period in Indone-

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sia this tea plantation was abandoned during the war. After Indonesia's independence, the nationalization of assets was carried out so that this plantation was managed by PT. Nusantara XII Plantation. This Gambir Tea Garden is the only tea garden in Jember that produces more than 200 tons of tea per year, Ardhi[16].

The location of this tea plantation is located on the slopes of the Argopuro Mountains with an altitude of 900 Mdpl above sea level which reaches an area of about 183 hectares[17]. In the past, the Gunung Gambir tea garden was not very famous and people only knew it as a plantation which was a place for traditional tea farmers to earn a fortune. However, seeing the potential for the natural beauty of the enchanting slopes of Argopuro Mountain encourages plantations to better manage the location so that it can be enjoyed by tourists and is able to provide social impacts for many communities.

The development of agro-tourism will in turn create jobs, because this business can absorb labor from rural communities, around the tourist destination. The birth of a new economy, at least provides an opportunity for the community to survive and even improve the local economy. This is in line with the results of research by Muzha et al.[9] that ecotourism can at least withstand or reduce the current increasing urbanization flow. In a broader view, according to Asmuni et al.[18], local economic growth at a certain level can keep the best people from living in their areas of origin.

The good management by the plantations and local communities, Gunung Gambir Tea Plantation, Jember Regency is now a natural tourist attraction on the hills that offers contemporary, instagramable selfie photo spots. Green and beautiful nature with cool air and beautiful panoramas certainly gives a distinct impression when visiting this Jember tourist location.

## 1. Dual Mission Implementation

The dual mission of economic institutions, including the agro-tourism business, is not only seen from the social response to community groups. Furthermore, all parties are involved in managing the business. This is also critics to the concept of corporate social responsibility (CSR), which in its implementation translates assistance for submitting an activity from an external party.

The double mass in the Wisata Agro Rengganis (WAR) business is reflected in the tourism management initiatives. In creating purely business-based economic activities while still prioritizing profit as the main goal. Management is done by placing the best people who can manage and are paid based on a professional structure[19]. On the other hand, this tourism management does not provide social compensation such as corporate CSR, but its social mission is translated by involving community groups, such as youth groups, women's groups, minority groups in tourism management according to their respective capacities[19].

## 2. Development Strategy Wisata Agro Rengganis: Problems and Challenges

At the operational level, the obstacles and challenges in Agro Rengganis tourism are erratic weather changes and the occurrence of natural disasters that cannot be predicted when they will come. Both of these things can affect work operations and the number of tourists who come, considering that agrorengganis tourism is an open-air tourism which is certainly very dependent on the weather and environmental conditions.

In addition, the manager has difficulty making this tourism business a professional tourism business by having characteristics such as souvenirs in the form of icons from Agorengganis Tourism, the difficulties faced by tourism managers are due to the lack of funds owned by PTPN XII as the owner as well as tourism manager. Due to the lack of funds, tourism managers are only able to provide ticketing which is relatively cheap.

This statement can be seen from the income parameters from Agorengganis Tourism for the last 5 years from the first year of opening Rengganis Agro Tourism until now, namely 2018-2022. Agorengganis tourism has the most income in 2020, which is Rp. 798,795,000. On the other hand, in 2021 income de-creased drastically as a result of the covid-19 pandemic which directly affected the income from Rengganis Agro Tourism.

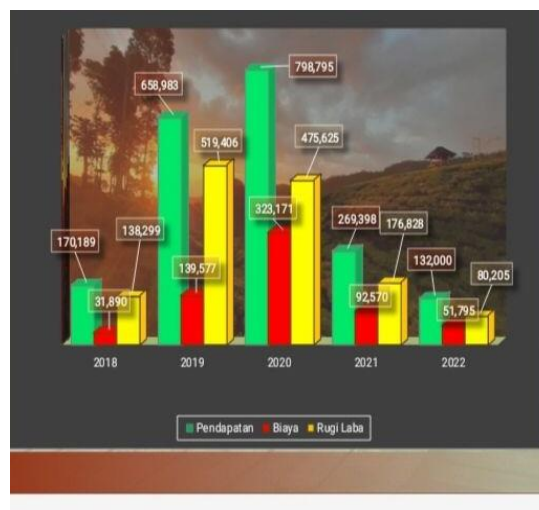


Figure 1. Profit and Loss Report (WAR) of Gunung Gambir Tea Plantation 2018-2022

Figure 1 shows that although nominally not large, this agro-tourism business is stable in terms of income. From an operational point of view, it is also recorded to be healthy in business. Where there is always a profit every year operating budget. The opinion is not big, because this tour is still local at the district level.

Therefore, a tourism development strategy is needed that must follow current trends. the strategy taken by the tourism manager is to build adequate facilities such as the construction of the "broken heart" bridge as an icon of this tour, the manager also provides facilities for family gatherings. Furthermore, the manager also promotes through social media such as Instagram either through personal accounts belonging to Agro Rengganis tourism or through posts from visitors.

The following is the visitor data for Agro Rengganis Tourism for 2021, from this data it can be seen the ups and downs of visitors in the tourist area. The most visitors were in January as many as 14,224 tourists and in May as many as 14,042 tourists, the increase in the number of tourists/visitors occurred in the new year and holidays. However, in July the number of tourists decreased drastically, only 697 tourists came to visit. This happened because of the PPKM (Enforcement of Community Activity Restrictions) as a result of the soaring rate of transmission of the Covid-19 virus at that time.

**VISITOR DATA**  
**RENGGANIS AGRO TOURISM (WAR) IN 2021**

NO	MONTH	Number of visitors	Information
1	January	14.224	
2	February	6.211	
3	March	5.417	
4	April	4.198	
5	May	14.042	
6	June	8.692	
7	July	697	PPKM
8	August	-	PPKM
9	September	-	PPKM
10	October	-	PPKM
11	November	-	PPKM
12	December	-	PPKM
<b>Amount</b>		<b>53.481 Visitors</b>	<b>-</b>

Table 1. Number of Tourist Visits in 2021

Table 1 shows that the average number of visitors is quite large. Even when the COVID-19 pandemic still hits. This means that agro-tourism has been widely known by the public. However, the large number of visitors has not been able to give fantastic opinions to the manager. That happened, because the visitor segment was still limited to the local district level. The positive is that the income from visitors is shared with community groups. This is because the supporting business of agro-tourism, such as culinary, parking and security, is left to community groups independently.

### 3. Community Empowerment

One of the added values of tourism activities on Mount Gambir tourism is community empowerment. Community empowerment can lead to new economic activities for the surrounding community. In developing tourism, the manager involves community communities as workers so that it has an impact on the emergence of new job vacancies. . Then gave rise to new businesses in the community such as trade stalls managed by women's groups, parking lots managed by youth groups, and handling managed by groups of economically minority plantation workers.

The Gunung Gambir tea garden tourism business, apart from managing the tourism business, also manages the business of providing raw materials for the production of Green Tea. Basically, ecotourism is not the main business but a complementary business to the big tea plantation business. Although ecotourism is a complementary business, it is able to provide relatively stable business income and provide benefits to the community and gain momentum when the tourism sector business is booming. To run an ecotourism business, the strategy taken by the manager is through social media, simply from the official accounts of Agro Rengganis tourism or from visitors' social media.



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## CONCLUSION

Agrotourism can be grouped into ecological tourism, because agrotourism is a form of tourism activity that does not damage or pollute nature. This tour aims to admire and enjoy the beauty of nature, wild animals or plants in their natural environment and as a means of education. In the past, the Gunung Gambir tea garden was not very famous and people only knew it as a plantation which was the place for traditional tea farmers. However, seeing the potential for the natural beauty of the enchanting slopes of Mount Argopuro encourages plantations to better manage the location so that it can be enjoyed by tourists and is able to provide social impact for many communities.

The sustainability of ecotourism management as a business with a dual mission. Alternative business management that balances a big business orientation with its social goals. Basically this ecotourism is not the main business but only a complementary business from the big business of tea plantations. However, with this form of sustainable tourism, it can provide relatively stable business income and provide profits every year.

This ecotourism business is able to absorb workers better, outside of plantation workers. The involvement of community groups, either directly or indirectly, in this business cycle shows that the empowerment model is happening and continues to run. Apart from everything, the emergence of agrotourism has become an alternative new tourist destination. Management of ecotourism tourism by involving community groups around plantations to a certain extent is a business model that is not only profit-oriented. But this business model accommodates many people involved and is not abandoned.

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