

INNOVATIONS IN THE IMPLEMENTATION OF THE TOURISM ALLEY PROGRAM IN MAKASSAR CITY

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Abstract

Implementation of a program is basically one of the efforts to empower the community and develop the community's economy. Development is a process of change planned to improve various aspects of people's lives. Development is based on empowerment and community development, namely through tourism or tourism sector development. The innovation development carried out by the Makassar city government can be seen in the Makassar mayor's strategic program, namely Tourism Alley Innovation. The implementation of the Tourism Alley program is still not running optimally and effectively. This is seen from the lack of management of the alley that has been designated as a tourist alley. This research was conducted in Makassar City at the Makassar Mayor's Office. Makassar City is one of the metropolitan cities in Indonesia and at the same time the capital of South Sulawesi Province. The results of this research are presented as data on the Implementation of the Tourism alley Innovation Program in Makassar City where this research focuses on three factors, namely Individuals, Structure and Culture in four offices, five sub-districts, nine sub-districts and nine tourism Alley in Makassar City.

Keywords: Implementation, Innovation, Tourism Alley

1. Introduction

Development is essentially the use of resources to improve welfare. Implementation of a program is basically one of the efforts to empower the community and develop the community's economy (Dwiyanto & Supriyanto, 2022). One of the developments based on community empowerment and development is through development in the tourism or tourism sector, one of the efforts to improve the community's economy both at the local and national levels. Empowering the community means self-sufficiency, developing and strengthening the position of the grassroots against pressure forces in all fields and sectors of life, especially in the economy (Sonda et al., 2018).

In the Law of the Republic of Indonesia, no. 10 of 2009 concerning Tourism Article 30 reads that Regional/city Governments are given the authority to compile and determine regency/city tourism development masters or establish new destinations, of course this relates to local governments in managing and developing tourism in their territory, of course these concerns with local governments in managing and developing tourism in their territory.

In today's public sector, innovation is in a very strategic position. This is because the private sector has succeeded in creating and implementing various inventions to create new things in society (Eprilianto et al., 2020). Innovation seems to have developed into an important component and necessity for public institutions in both central and local government as a result of rational decision making. This is in line with various developments and the dynamics of people's expectations that are constantly changing. Innovation is anticipated to be a strategy to improve organizational performance both in the production of goods and services (Sururi, 2017). This achievement is the main attraction for the public sector to be able to create various forms of innovation in an effort to improve people's living standards and welfare.

Innovation in the implementation of a program can influence public attention regarding the program being implemented and can be adopted into a useful program. Innovation drives organizational growth, enhances future success, and is the engine that enables organizations to survive vulnerability. To create prosperity, new capabilities are needed, namely innovation that provides resources of strength (M, 2019). The ability to innovate, especially in the field of policy, is an important component of the ability to utilize the potential of local and national resources which is supported by bureaucratic creativity at various levels, both at the local and national government levels (Kardiat, 2023). Local governments in Indonesia are highly expected that in the creation and implementation of programs they have innovations that can be developed especially in development in the area.

In Indonesia, the application of regulations regarding innovation is contained in Law Number 23 of 2014 Chapter XXI concerning Regional Innovation, which explains that regional innovation is needed in order to improve the performance of regional government administration, local governments can innovate. Making a program that has innovation certainly requires implementation in running the program. So that the implementation of the program can run well. Implementation is a summary of several activities in which human resources use other resources to achieve goals and strategies. Implementation of policies as goals rather than activities for the benefit of the public (public) by involving various parties (public and private) (Putera & Valentina, 2011). Implementation has an important role in the development of program innovation, especially in areas in Indonesia. Of course, in carrying out innovation, implementation is very much needed, this is the process or implementation stage carried out to achieve the goals set in the policy decision (Nugroho et al., 2013).

Implementing an innovation program, demonstrating that there are ideal conditions that encourage innovation over time namely (a) individuals who are motivated and work within the social norms of the workplace and the dominant agency or organizational culture that supports innovation or innovative practices; (b) structures that facilitate rules and clear communication, incentives that encourage adherence to innovative practices, a political environment that is open to innovation, and awareness of resistance and measures to overcome, reduce, or neutralize opposition; and (c) strategies for framing problems to support innovative practices, capitalize on shocks or focus events when they occur, and use innovations to increase legitimacy (Steelman, 2010).

One of the areas in Indonesia that is developing innovations in terms of increasing tourism and community empowerment is the city of Makassar. Makassar City Government is responsible for developing its territory according to its socio-cultural context. Makassar City Government has the authority to plan, implement and evaluate policies and work programs according to the needs of the community. The development of innovations carried out by the Makassar city government can be seen in the Makassar mayor's strategic program, namely Tourism alley innovation which aims to improve and restore the economy of Makassar City by the program summarized in Makassar Recover by empowering Micro, Small and Medium Enterprises (MSMEs).

The implementation of the tourist alley program requires individuals who can succeed in the program, with the intention that the tourist alley is formed to empower the alley community and help improve and stabilize the community's economy. The implementation of the Tourism alley program is still not running optimally and effectively. This can be seen from the lack of management of the alleys that have been designated as tourist alleys, besides that there was no follow-up given by the government after providing assistance in the form of materials to beautify and arrange the alleys. In addition, there is a lack of community activity in implementing tourist corridors, so that there are only a few well-organized tourist corridors. This will certainly affect the sustainability of Tourism alley.

Understanding Innovation so that it can be implemented explains the factors that can influence it, namely the individual, structure and culture. As meant that how individuals are affected by the structures that surround them and how culture can affect structures and individuals. Previous studies regarding the Implementation of Innovation are different from the research conducted by the author, where the focus and approach used are different. This study using an innovation implementation approach which has 3 factors of Innovation Implementation.

2. Implementation of Tourism Alley Program Innovations in Makassar City

The implementation of fundamental policy decisions, according to Abdul Wahab, is usually in the form of laws but can also take the form of orders, significant executive decisions, and decisions made by government agencies (Wulansari, 2023). This process involves identifying problems, setting goals and objectives that must be met, and determining how to achieve them. If viewed broadly, policy implementation is a legal administration tool where many individuals, organizations, processes, and approaches collaborate to implement policies in order to achieve the desired impact or goal according to Winarno in (Kholif et al., 2014). Implementation of a policy in principle is to see how far a policy can achieve its goals (Blom-Hansen, 2005) in (Bando et al., 2023)

Innovation is a process that involves human action or thought to discover something new in terms of input, process and output, and has the potential to improve human life. The pattern of human thoughts or ideas is described as innovation related to input when it helps produce new discoveries (Afdal et al., 2022).

Makassar is one of the cities in South Sulawesi which is included in the five rows of big cities in Indonesia. The city of Makassar is also included in the city that must be visited by tourists, both local and foreign tourists. The Mayor of Makassar has a program that not only attracts tourists to visit Makassar City but also to increase the economic standard of the community amidst quite increasing inflation. One of the regional innovations that is very influential for the community is the Makassar City Tourism Alley program innovation. Innovation is the most significant component in driving economic development and regional competitiveness. The transition from an industry-based economy to a knowledge-based economy shows that knowledge and innovation are increasingly becoming determinants of economic progress (Sari & Pratiwi, 2021). The public sector today places a high value on innovation. This is because the private sector has succeeded in creating and practicing various innovations to serve its clients. The main attraction for the public sector to be able to create various types of innovation to increase the economic welfare of the community is this success (Eprilianto et al., 2020).

Tourism alley is a strategic program from the Mayor of Makassar with the aim of improving the community's economy and community empowerment. This means that empowerment is part of a development paradigm that focuses attention on all the principal aspects of humans in their environment, starting from the intellectual aspects (human resources), material and physical aspects, to managerial aspects (Tulus & Londa, 2014). The Tourism alley program aims to organize Makassar City so that it looks neat and has a good image. Tourism alley is also expected to have an influence not only on the economic sector and the cultural sector but also on the tourism sector, of course tourism has significant value and benefits for local and global economic progress because the tourism sector is classified as the largest industry in the world and is an economic sector that has very fast growth and many job opportunities (Susilawati, 2008).

Formation of Tourism Alleys in 2022 will reach 1,095 Alleys from 15 sub-districts in Makassar City. With the plan to form a tourist alley to reach 5,000 tourist alleys in Makassar City. The data from the results of this research are presented regarding the Implementation of the Tourism Alley Innovation Program in Makassar City. This research focuses on three factors, namely Individuals, Structure and Culture in four offices, five sub-districts, nine sub-districts and nine Tourism Alleys in Makassar City. The data obtained was then analyzed to provide an overview and explanation based on the results of interviews with informants and descriptions of the observations that were considered supportive in this study.

Based on data for 2022, it is explained that there are seven to ten alleys in each sub-district which are proposed to be formed into tourist alleys. By considering every potential that exists in the Hallway. To obtain more accurate results regarding the implementation of the Tourism alley program in Makassar City, the researchers clarified regarding the data obtained based on the results of interviews with the Innovation Implementation theory approach proposed by Steelmen (2010). Stating that there are three factors that drive innovation implementation from time to time, namely individual factors, structural factors and cultural factors.

3. Individual Factors

Individuals play a very important role in social life as well as in organizations. Individuals are very influential in the implementation of a program and play an important role in the sustainability of a program. Individuals can also be a benchmark for the success of an ongoing program, with the intention that the individual's role is needed in maintaining an ongoing program. In the implementation of Innovation according to Steelmen in (Steelman, 2010) individual factors greatly influence the implementation of an innovation, there are three individual sub factors that become benchmarks in implementing innovation namely (1) Motivation, (2) Norms or Harmony, (3) Conformity.

With the presence of the Tourism alley program in Makassar City, it is intended to carry out the structuring and development of the smallest cell which is intended to change the existing alleys in the city of Makassar so that they are tidier and far from the word slums and sources of crime. Arranging and developing alleys so that they become new tourist attractions that aim not only to become a new tourist destination but to help improve the community's economy. According to Gayatri (2005) in (Irwandi & Ermayanti, 2023) tourism is a complex activity that can be viewed as a large system, which has various components, such as ecology, economy, politics, culture, and so on. The purpose of the tourist alley is not only to beautify and beautify the alley, it also aims to increase the income of the alley people. After the COVID-19 pandemic, many people lost their jobs so their income decreased, this prompted the formation of the Tourism alley program. Through sellers of handicrafts and community products in the tourist alley.

Based on the results of interviews with informants, it was shown that the motivation of implementing the Tourism alley Innovation program was that this program was a strategic program for the mayor and deputy mayor of Makassar, as well as to form and organize hallways in the city of Makassar to make them cleaner and more attractive. Also making a new destination to attract tourists to visit the city of Makassar. In addition, this program is intended to improve the economy of the people in Alley, improve the community's economy, and empower the community. Through training and guidance provided by the related SKPD, it is also to make the community more independent in improving their economy.

4. Structure Factor

Structure relates to relationships that are permanent in the organization, how the jobs in the organization are designed, how the jobs are arranged in the organization. The organizational structure is a framework for the arrangement and relationship between different tasks, authorities and responsibilities in carrying out activities to achieve organizational goals. Structural factors include, rules or communication, incentives, openness, and resistance or rejection.

Communication in implementing an innovation program is very much needed, in this case that in the implementation of the Tourism alley program innovation there needs to be good communication between stakeholders so that the implementation of the Tourism alley program innovation can run well. To find out the rules and communication in implementing the Tourism alley program innovation, the researchers conducted interviews with SKPD (Work Unit 126

Regional Apparatuses) who were responsible for implementing the Tourism alley Innovation Program.

Based on the statements of each informant, that communication is very important in implementing the Tourism alley program innovation. The purpose of communication itself is to carry out tasks needed for basic needs and to build and foster working relationships between the government and the community to improve the economy and welfare of the community, especially for the people in Tourism alley.

The theory of rational choice institutionalism and top-down implementation. The likelihood of putting an innovation into practice will be better or easier to implement if the structure offers the right incentives. Incentives are a form of motivation that encourages people to do their work as effectively as possible, namely as an additional source of money to run the program. Provide rewards to accommodate individual needs.

With this in mind, of course, in implementing the Makassar City Tourism Alley program innovation, incentives are also needed, both incentives in the form of funds, in the form of materials and even incentives in the form of labor assistance provided in managing and developing the Tourism Alleys. To find out the form of incentives given to the community in implementing the Tourism alley program innovation, the researchers conducted interviews with stakeholders from both the Office and the Community in Tourism alley.

Based on the statement conveyed by the informant, the assistance provided by the government was fully provided in the form of materials in the form of planting media, plant seeds, fish and lobster seeds as well as assistance in the form of murals for several leading alleys. However, some people actually do not feel that the assistance provided is not in accordance with what the community expects. This is demonstrated through some assistance provided but not properly equipped such as the provision of CCTV which is not equipped with a monitor. But some communities are also not so burdensome regarding the assistance provided. Because the community itself has benefited from the assistance provided.

Transparency is also one of the key factors in establishing a successful and sustainable partnership. To find out to what extent the Makassar city government is open to establishing cooperation with several parties, the researchers conducted interviews with the service, sub-district and village officials.

Mr FA, he explained that:

"Yes, the government is very open and even very happy when many parties contribute to the development of this tourist corridor. And that has happened a lot, many have been involved in the development of the tourist alley besides the SKPD Makassar city government. In fact, there are also tertiary institutions both in Makassar and outside Makassar, such as ITB, UGM and even universities abroad that have also contributed to the tourism corridor."

Based on statements and explanations from informants that the Makassar city government is very open to cooperation in implementing the Tourism alley program innovation. Not only in

establishing cooperation but also openness can be seen from the level of public acceptance of the presence of the Makassar City Alley Tourism Alley program innovation. Which means that this program is intended for people who live in Alleys, so it is necessary to know how far the community accepts the presence of this program. To find out the level of public acceptance of the innovations of 146 Tourism alley programs, the researchers conducted interviews with village heads from nine predetermined villages.

Running a government program, there may be resistance or resistance from certain groups in implementing innovation from the program. If it is related to the Makassar City Tourism Alley Innovation Program, there is no resistance from certain groups in implementing the Tourism Alley program innovation. To prove this statement, the researcher conducted interviews with the district office and sub-district officials. interview with Mr. SA, he explained that:

"All programs have pros and cons, we can't avoid that. We see that the cons are very few. The cons are not to refuse, only to the technicality that Alley should be managed like this, even if it's hard for them to refuse the house to be painted. But basically, almost the community accepts that there are no significant problems that think that Tourism alley is not good."

Based on statements submitted by informants, implementing the Tourism alley innovation program there was no resistance from the community. This is because before the program is implemented, the sub-district government first conducts socialization and provides understanding to the community regarding the Tourism alley program which will be carried out in the Alley which has been determined to become the Tourism alley.

5. Cultural Factors

1. Shock or Surprise, Grouping, and Legitimacy

Shock refers to a catalytic event that provides an opportunity to recall something likely to produce change. The presence of the Tourism alley program innovation to create an orderly Alley that is neat and far from slums and crime, besides that the presence of the Tourism alley has become one of the goals in increasing and empowering the community's economy after the COVID-19 pandemic and reduce the inflation rate that occurred in Makassar City. The Tourism alley program is a mainstay program for the city of Makassar, this is because it can change the image of Alleys which were previously said to be slums to become more organized and attractive.

Grouping is the dissatisfaction of the people who feel disadvantaged, causing institutions or agencies to take action by making changes as an alternative solution. In implementing the Tourism alley program innovation, it will certainly not be separated from existing problems and of course there will be solutions to problems that occur in its implementation. Implementation of the Tourism alley program innovation if there are problems, the solutions provided will be adjusted to the problems that occur in the Alley. 157 As explained by the Head of the Tourism Destination and Industry Development Division, he will prepare better planning in the future.

Implementing the Tourism alley innovation program certainly requires legitimacy so that the community wants to run the program that has been set by the community. Legitimacy: innovative practices can be adopted and sustained because they validate the organization or institution in a meaningful way within the wider culture in which the organization operates. Before the program was presented, of course, it went through a process of study and thought to create a good impact on the community, besides that socialization and understanding was also carried out on an ongoing basis to the community. Not only that, a hospitality approach is also taken to the community so that the community can welcome and accept the Tourism alley program innovation.

6. Table

Tourism alley is a strategic program from the Mayor of Makassar with the aim of improving the community's economy and community empowerment. Through the Tourism alley program, the aim is to organize Makassar City so that it looks neat and has a good image and introduces the culture in Makassar City through the alleys. The digitized map data for the formation of tourist alleys in fifteen sub-districts in Makassar City in 2022

Table 1. Tourism Alley Data for 2022

District	Number of Villages	Tour Alley
Panakkukang	11	77
Manggala	8	68
Three	15	105
Sangkarrang	3	21
Mamajang	13	94
Tamalate	11	77
Rappocini	11	77
Tamalanrea	8	61
Bontoala	12	87
Macassar	14	99
Biringkanayya	11	78
Edge of View	10	70
Wajo	8	56
Marisa	8	62
End of Land	9	63
Total		1.095

(Source: Reprocessed from Makassar City Tourism Office)

Based on the data in the table above, the achievement of forming Tourism Alleys in 2022 has reached 1,095 Alleys from 15 sub-districts in Makassar City. With the plan to form a tourist alley to reach 5,000 tourist alleys in Makassar City.

Tourism alley which was formed in every sub-district in the city of Makassar has a person in charge who is named the Alley Council, totaling three people with representatives from

elements of youth leaders, community leaders, and women's leaders. The following shows the number of Alley Councils in each village in the Panakukkang sub-district.

Table 2. Alley Council Decree

No	Village Name	Number of Lanes	Total Hall Hallway
1	Village of Karuwisi	7	21
2	North Karuwisi Village	8	24
3	Sinrijala Village	7	21
4	Pampang Village	7	21
5	Panaikang village	7	21
6	Tamamaung Village	7	21
7	Masale Village	7	21
8	New Tello Ward	7	21
9	Village of Karampuang	7	21
10	Paropo Village	7	21
11	Pandang Village	7	21

Source: Reprocessed Panakkukang District

The Alley Council itself has duties and responsibilities as a partner in disseminating Tourism alley information to the community, providing community assistance, coordinating with village and sub-district officials in developing Tourism alley.

7. Conclusion

The implementation of the Tourism alley program innovation in the city of Makassar based on individual factors, norms or harmony factors, and cultural factors has been running according to the expectations of the community. The motivation shown to policy implementers and the community has gone well, this is based on the community already understanding the purpose of forming a tourist alley. However, related to the incentives or assistance provided, it is still lacking from what the community expects. This is supported by the provision of assistance without completing facilities related to the assistance provided.

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