

Collaborative Communication Strategies in Preventing Conflicts of Interest in the Management of Gili Iyang Oxygen Tourism

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ABSTRACT :

The development of Gili Iyang as a new tourist destination has quite complex problems, one of which is due to mutual claims to the oxygen location point between the people of Bancamara Village and Banraas Village. Therefore, this research aims to prevent conflicts of interest between the two villages using a collaborative communication approach. This research uses qualitative methods, including observation and interview data collection methods. The results of this study show that 1) The collaboration process can occur through open communication. 2) Conflict prevention of Gili Iyang tourism management can be done through several stages: consensus, mediation, deliberation, peace declaration, and direct perception. 3) The role of collaborative communication in the joint management of Gili Iyang tourism is based on the willingness to share understanding, open dialog, commit to goals, and build trust. 4) A collaborative communication strategy is built dynamically to increase participation and willingness to build a shared understanding of the importance of joint management.

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INTRODUCTION

Gili Iyang is one of the islands in the Sumenep Regency that has become a public conversation in recent years, especially about its oxygen levels, which reached 20.9% due to research by the National Space Research Institute (Lapan) in 2006. Quoted from Indonesia.go.id, Air Visual, an air quality recording application, then placed Gili Iyang's Air Quality Index (AQI), only one level below the oxygen levels in the Dead Sea, Jordan.

Gili Iyang Island is an area with great potential that can be utilized to attract domestic and international tourists (Pratama et al., 2021). Even so, the great potential of Gili Iyang as a new tourist destination experiences many complex obstacles because it is not accompanied by management, provision of facilities and infrastructure, and the lack of community role in the development of these tourist destinations (Musleh, 2023; Hidayat & Dzukarnain, 2024). This includes claims by Bancamara and Banraas villagers about oxygen points in their respective villages (Interview, February 23, 2023).

This questionable situation has an impact on the management of unhealthy tourist destinations; this can be evidenced by the state of slum facilities and infrastructure, the unavailability of adequate public facilities, trade and services that are not well coordinated, the unavailability of culinary centers and souvenirs as one of the characteristics of good tourism management. The evolution of tourist destinations is influenced by various factors, including policy and planning frameworks, the role of organizational management, and cooperation between communities and tourist destination managers (Spenceley A, 2017).

For this problem, collaborative communication is used as the primary approach in tourism management in Gili Iyang to create pleasing cooperation between communities around oxygen tourism. Effective communication, good collaboration, and openness are essential in building synergistic relationships between communities around tourism areas (Heslinga J, Groote P, 2019). Institutions and communities must communicate in a dialogical and open atmosphere without pressure (Harto S, Tito Handoko, 2019). The development of Gili Iyang island tourism requires community participation by playing an active and systematic role; the role of the community in understanding the management and utilization of tourism potential is vital (Musleh, 2020).

A collaborative communication strategy is integral to a development project that aims to ensure a quality relationship between interested parties. Communication and collaboration are essential skills to develop (Purnamawati, 2021). Collaborative communication effectively shares and gathers information and control between communities (Chan HMM, 2022). Good communication in a social relationship is a core process in a tourism development project because it can facilitate cooperative relationships between existing parts. In the process, communication greatly influences the exchange of information that can form collaboration.

Collaboration is a vital relationship pattern for cooperation between various parties in an activity or program. Communication skills are closely related to collaboration skills (Putri & Rahmawati, 2022). Collaborative communication is an open action with a high level of participation (Sung J, 2014). Communication channels in collaboration practices can create dynamic relationship patterns with a dialogic approach. Collaborative communication strategies to prevent conflicts of interest in managing Gili Iyang tourism are carried out through face-to-face dialogue, building trust, creating commitment to purpose, and sharing understanding.

Tourism research with a collaborative communication approach is still very little done; this is evidenced by most of the literature on collaborative communication so far has been carried out in health research such as infectious disease issues, emergencies including

achieving common goals after disasters (Tagliacozzo S, Albrecht F, 2021). In addition, collaboration studies are also widely carried out in the management strategy literature (Manurung et al., 2023). All stages of the collaborative communication process in this tourism research are new ways, including face-to-face dialog, building trust, creating commitment to the process, and finally, understanding each other.

Based on this gap, research on tourism using a collaborative communication approach is essential because it encourages the exchange of information to create and strengthen the dynamic relations between communities in the tourism area. This research shows that conflicts of interest in tourism management can be resolved through collaboration strategies among interested parties in the destination.

RESEARCH METHOD

In this study, researchers used qualitative methods. Qualitative research is concerned with explaining social phenomena (Beverly, 2002). Maxwell said qualitative research is the most crucial way to find cause and effect. It is the most suitable method for knowing and examining the causal explanation of a social phenomenon (Busetto et al., 2020). Qualitative methods aim to produce detailed explanations of social phenomena described through language, writing, or behavior carried out by specific individuals, community groups, or organizations studied from a complete, integral, holistic, or comprehensive point of view. Qualitative research methods generally aim to study groups of people, certain situations, and certain institutions (Creswell et al., 2017).

In addition, qualitative research also aims to determine the interest in a program or specific social issues, their views on these issues, their roles in the program to be carried out, including expressing their opinions on the impact of the program to be carried out (Chan HMH, 2022). This qualitative research rule is generally used to research an event. The source of the event, the process of the event, the context, and how a pattern of relationships can produce new structures in relationships and social issues of society.

In collecting data, this research uses the interview method with several informants who are selected based on the informant's level of knowledge of tourism development in the Gili Iyang area. An interview is a conversation to obtain various information. The interview method is used to obtain information about a person's experiences, opinions, and motivations towards a social phenomenon he experiences (Busetto et al., 2020). Interviews are data collection rules where researchers ask questions to get informants' or participants' answers or views. An interview is also an attempt to collect information through conversation based on a list of questions made by the researcher and then submitted.

In this study, interviews were conducted with the village heads of Bancamara and Banraas, village officials, and several communities from the two villages to collect data regarding their opinions on the possibility of collaborating in managing Gili Iyang oxygen tourism. This study's analysis was carried out systematically using the NVIVO 12 pro application. NVIVO can efficiently analyze research results by forming a more structured research design, making it easier to process data and display results.

RESULTS AND DISCUSSION

Collaboration Formation Process

Conceptually, collaboration is often used to describe work processes that cross borders, cross sectors, and cross relationships (O'Leary, 2010). Collaboration is a process of cooperation between several sectors to achieve goals set together. To ensure the collaboration process can run effectively and efficiently, the maximum role of each stakeholder is required to participate actively.

Every collaboration formation always requires several common steps or stages to complete the work, which is a process. Furthermore, the formation of collaboration requires collaboration space, which is a space/place or environment used as a facility for the collaboration process; other things include stipulations about ownership, acquisition, and utilization of resources, rewarding, commitment, and accountability that must be completed in the initial process of collaboration.

Effective collaboration must always begin with understanding all members of the situation and internal and external environmental conditions. To encourage the achievement of collaboration goals, all collaborators must have a detailed and complete understanding of the situation, the people, the community, and other aspects (Saleh, 2020).

Specifically, collaboration has a vital role in tourism development. Collaboration can create more responsible stakeholders, slowly increasing motivation and improving teamwork. Collaboration is necessary in promoting community development, especially tourism (Nunuk, 2022). The results of this study have described the collaboration process, which is explicitly explained in the process of forming collaboration through several stages, as shown in the following interview:

The collaboration process can only occur if there is common knowledge, a sound communication system, a two-way process, an understanding of the work system, and the empowerment of local communities, including the existence of institutions concerned with tourism (Informants 1,5, 6,7, 9, and 11).

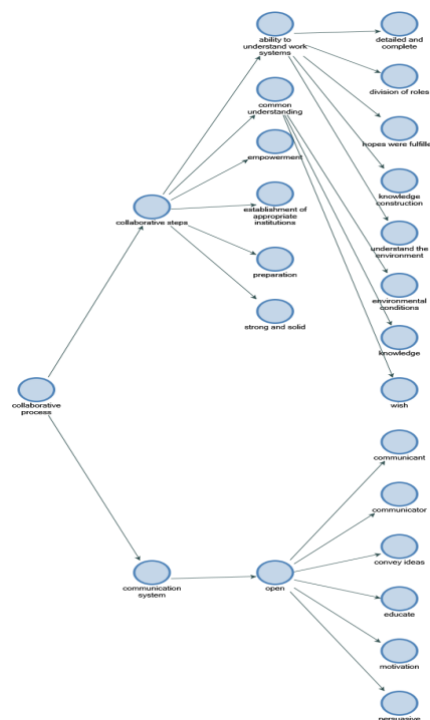


Figure 1 Collaboration formation analysis

Establishing collaboration between the people of Bancamara and Banraas Villages and the village government needs to be done with good preparation so that the collaboration can run efficiently and effectively according to the predetermined goals and targets. The process of forming collaboration must be based on a solid foundation with measurable steps so that the collaboration process can work and function optimally. The partnership of a team influences factors that influence effective communication in the implementation of collaboration (Sukawan et al., 2021).

An effective collaboration must start with a good understanding among the interested groups of their knowledge, wishes, and environmental conditions. Each participant in the collaboration must have a detailed and complete understanding of how the community's knowledge is constructed, how their environment is, and how their expectations are facilitated, including their roles explained in detail and other aspects that are expected as the latest developments according to their circumstances so that the existence of collaboration can be addressed wisely and positively in order to realize optimal collaboration goals.

Collaboration is needed for better results (Sylvia et al., 2019). Understanding how a job should be done can support high collaboration performance. In general, a collaboration is formed to help someone have a more effective work capacity, which is done through obtaining a variety of correct information, finding and utilizing the right time, and having members who are in line in the formulation and formation of decisions so that every process that is passed can be a way to solve problems that arise.

The following process is the formation of an effective and efficient collaboration institution or organization that can increase the participation of the surrounding community. Collaboration is not a working system that happens automatically; it requires time, strategies, and the ability of various parties to organize the process so that the collaboration formed can better support the achievement of targets. Collaboration allows for sharing ideas, perspectives, and knowledge (Wardani, 2023).

The following process empowers human resources so that every potential supports accelerating collaboration formation. Good collaboration between actors can create beneficial synergies and play an optimal role (Riswan et al., 2018). Every human resource must have the knowledge, skills, talents, and experience to support the formation of collaboration. Collaboration is a process that occurs between stakeholders who see tourism development problems from different perspectives in a dialogical atmosphere, sit together to explore their differences constructively, and then find solutions.

The last process of forming collaboration is done by reorganizing how the usual work methods are carried out by adjusting the existing needs and developments and also anticipating the needs that will occur in the future. The sustainability of a development process can be carried out if it involves the participation of stakeholders as the first step in forming collaboration. In order to fulfill this, various educational information, training, mentoring, and direction can be an alternative that must continue to be pursued by the authorized institutions.

The above process will be achieved well if the communication system is open. Open communication allows everyone involved in the collaboration process to act as a communicator who conveys various ideas, including listening to other people's views. The stages of the process are inseparable from the meaning of communication, whose role is to convey various educational, persuasive, and motivating information.

The process of forming collaboration in the development and management of Gili Iyang tourism can accelerate the resolution of management conflicts within the community by the concept of collaboration, defined as a strategy for formulating long-term vision and goals to overcome social problems that occur (Wakka et al., 2013). Oxygen point claims between the people of Bancamara Village and Banraas Village can be prevented through a collaborative communication approach where each community is given the space to express their views and be involved in all stages of the development process.

Prevention of Conflict of Interest in the Management of Oxygen Tourism Objects of Gili Iyang

Conflicts of interest in the management of Gili Iyang tourism should be prevented through constructive actions such as maintaining peaceful situations and conditions, developing a deliberation system to find the best solution, respecting the opinions of others, and organizing an excellent role-sharing system to avoid overlapping roles.

Conflicts of interest in management can be prevented from the start if trust between stakeholders has been built. Participatory and facilitative leadership roles are needed to build trust between interested parties and accommodate existing interests. Through the accommodative process, the stakeholders involved can anticipate conflicts of interest. Conflicts of interest can affect common goals in sustainable development (Nunuk, 2022).

In some events, conflicts usually stem from communication failures. The role of communication is vital to minimize the occurrence of conflict. This is because the nature of communication can be an intermediary for creating mutual knowledge and agreements, including building trust and commitment to a tourism development program.

The prevention of conflict in the management of Gili Iyang tourism can be described through interviews conducted with community informants and village officials as follows:

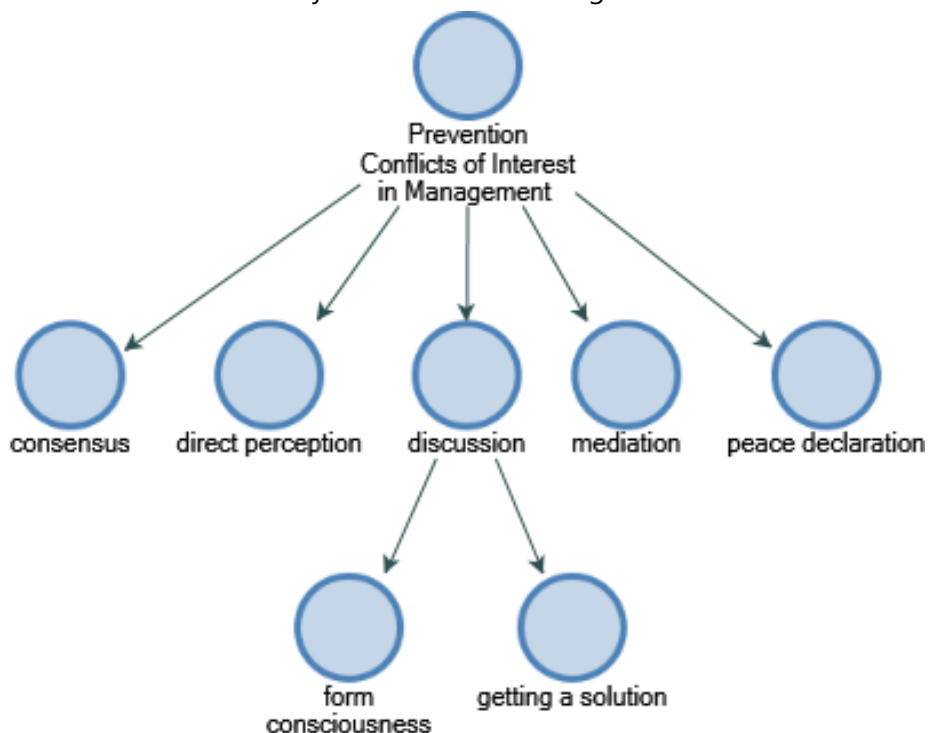


Figure 2 Conflict prevention in Gili Iyang tourism management

Conflict prevention is the effort of several parties to resolve gaps through agreements between those involved. Consensus among parties involved in disputes over tourism management interests can outline the problems that arise so that each party finds common ground on views or opinions that previously conflicted between the two parties. In such a situation, interprofessional collaboration is needed, where a partnership is built between people with different backgrounds to solve existing problems (Manurung et al., 2023).

The process of preventing conflicts of interest in managing Gili Iyang tourism can be done through deliberation, perception briefing, mediation, making agreements, and peace declarations so that this stage can reduce the occurrence of conflicts of interest in managing Gili Iyang tourism. (Informants 1,2,3,6,9 and 10).

The prevention of conflicts of interest in managing Gili Iyang tourism is carried out with persuasive efforts, where efforts are intended to conduct deliberative negotiations to resolve existing conflicts. Conflict resolution in Gili Iyang tourist attraction management is carried out to form awareness by subtly inviting each involved party. However, this persuasive method only works effectively if one party is focused on business orientation. Communication and collaboration skills are fundamental in this process and can help minimize conflict.

The mediation strategy is also one way that can be used to resolve conflicts of interest, such as inviting a mediator as a third party. The mediator's role is to resolve conflicts while forming a common perception of the importance of managing Gili Iyang tourism, which must be managed sustainably and together with the community. Mediation can be carried out by local community leaders, government officials, or police who are highly concerned about the development of tourist destinations. In order to solve a problem, in-depth analysis is needed, and solutions from various sources must be found (Fajariningtyas et al., 2021).

The next step was to organize a peace declaration. The peace declaration is a series of peaceful statements expressed to maintain conduciveness among residents on the island of Gili Iyang. Each party supporting the development of Gili Iyang oxygen destinations carried out the peace declaration on managing Gili Iyang tourist attractions. This declaration achieved harmony and peace by promoting unity and integrity to realize better Gili Iyang oxygen tourism.

Strategies in conflict prevention also need to involve communication as a tool that functions to change and direct the perceptions and behavior of someone confronted with easing existing conflicts. Communication can be the key to conflict prevention efforts because it can be a medium for conveying information, criticism, advice, suggestions, and ideas.

The Role of Communication in the Joint Management of Gili Iyang Oxygen Tourism

Communication is very appropriate when implemented in a social relationship because communication is the main spearhead in development projects, including tourism development. Sustainability and concrete communication practices in the tourism industry and destination management are crucial (Dispar.bantenprov.go.id, 2018). The communication process facilitates cooperative relationships between interested parties. In this process, communication greatly

influences the exchange of information to form collaboration. These processes can occur through the following four main constructions:

Each group interested in tourism development must jointly manage it. Communication aims to create dialog, build trust, share knowledge, and commit to tourism development goals (Informants 3,5, 7, 9, and 11).

Face-to-face dialogue dispels distrust between those involved in the interaction relationship, realizes cooperation, and explores mutual benefits at the beginning of collaboration. Therefore, the formulation at the initial level is to build agreement. Face-to-face dialog builds trust, mutual respect, understanding, and commitment to the Gili Iyang tourism development process. Understanding and effective communication are dominant in implementing collaboration practices and supporting quality (Rokhmah et al., 2017).

Building trust between the main actors of Gili Iyang tourism development is the starting point of the collaboration process. Some literature states that the collaboration process is focused on direct dialog and building trust between tourism actors. Trust building is a phrase used to form a process of mutual agreement or consensus between parties to commit to collaborating. Understanding and pointing of view between stakeholders is part of the role mapping between stakeholders that needs to be done to achieve sustainability (Sarbana et al., 2023).

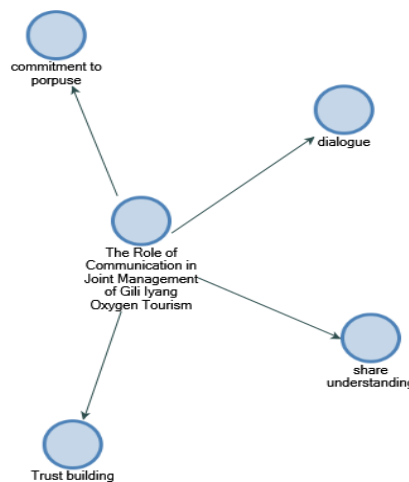


Figure 3 Analysis of the Role of Communication in Tourism Management

Creating commitment to purpose is vital to measuring the success or failure of collaboration. Commitment is closely related to high motivation to engage in collaboration. Commitment to purpose means building confidence and trust that good-faith discussions for mutual benefit are the best way to achieve the desired outcome. A common point of view is that sustainable goals must be agreed upon to communicate (Sarbana et al., 2023) effectively.

In various focuses and collaboration processes, shared understanding means that each interested party must build a shared understanding of what they want to achieve together. A person's ability to search for information independently and get closer to the source of information to interact can result in effective communication (Fibriyanti et al., 2021). Shared understanding in some literature is more popularly known as shared mission, shared goals, shared vision, shared ideology, clear goals,

directed road map, or common understanding.

Figure 3 illustrates a dynamic communication relationship vital in shaping collaboration or cooperation. Relationship dynamization can be built through open communication with various communication methods, including dialogue. The dialog method is the most suitable strategy for opening the flow of communication to share information so that the process can produce collaboration between interested parties.

Collaborative Communication in Preventing Conflicts of Interest in Tourism Management

Collaborative communication is a strategy for preventing conflicts of interest in managing Gili Iyang tourism. As Arifianto (2023) conveys, this situation needs to involve communication between collaborators, which allows the exchange of information, opinions, and decision-making.

To prevent conflicts of interest in the management of Gili Iyang tourism, collaborative communication has been described by the following informant who said:

Collaborative communication can prevent conflicts between Bancamara Village and Banraas Village. To resolve this conflict of interest, in my opinion, smooth communication runs dynamically in conveying information on tourism development; if it is well developed, there will be cooperation, then it is necessary to create a formulation of goals, and finally, it is necessary to have the presence of community leaders who are influential enough and whose words are heard by the local community. (Informants 3,5, 6,7,8,9, and 11).

Collaboration between interested parties or stakeholders in developing Gili Iyang tourism is needed, especially cooperation between all parties in realizing comfortable, safe, and representative tourism. Efforts to realize this can be made through good teamwork to build a professional relationship. Communication has a significant relationship with teamwork (Rohmanh, 2020). Effective communication between the parties involved will create a good relationship that will impact comprehensive establishment-oriented tourism services. Some evidence in the field shows that communication is the main road to excellent and sustainable tourism development. Intense communication needs to be realized by prioritizing the interests of the community as a whole through participatory, dialogical, and paying attention to community aspirations, placing the community both individually and in groups as subjects, determinants, and actors of development (Rachmad, 2020).

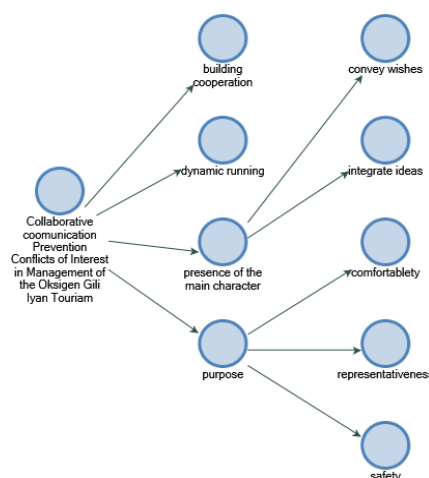


Figure 4 Analysis of Collaborative Communication in Preventing Conflict in Tourism Management

Communication and collaboration must be developed (Purnamawati, 2021). Collaborative communication in tourism development is a new way to create cooperation between tourism development actors, such as the community and the government, to build constructive harmony of action. Collaborative communication can create cooperation, collaboration, communication, and integration of joint efforts to ensure sustainable tourism development.

Teamwork and collaboration require various figures in tourism development to communicate effectively and integrate ideas, desires, and tourism development programs carried out collectively and efficiently. Each interested party must also actively collaborate and communicate to ensure the information exchange goes well so that development programs can be accepted and carried out collaboratively. The collaborative process is an adaptive system where various parties' opinions eventually produce a consensus (Sufianti et al., 2013). As stated above, collaboration and communication are the methods of character development, including critical thinking, problem-solving, creativity, and innovation (Kurniawati, 2020).

A collaborative communication strategy resolves conflicts in managing Gili Iyang tourism. A collaborative communication strategy is a communication process built dynamically through open dialogs between stakeholders, in this case, the village government and the surrounding community. In this case, collaborative communication strategy includes four main things: face-to-face dialog, building trust between interested groups, building commitment to the entire process, participating actively, and willingness to build a shared understanding of the importance of tourism development. Collaborative communication must also be added to the concept of tourists (Rachmad et al., 2023) to achieve goals that reduce conflicts of interest between communities on Gili Iyang Island. Tourist originated from the equivalent words: Tour, Tourist, and Technology. The concept leads to a tourism development model that involves and uses several terminologies of understanding elaborated into new terminologies.

The first term in the concept of Tourist is Tour, defined as a trip around a tourist destination that presents many new experiences full of meaning and meaning for tourists and will indirectly become part of sharing tourists' experiences to social media as a form of existentialism. Tour activities on Gili Iyang Island are not just one or two or even more tourist destinations but also introduce the culture and social life of the Gili Iyang Island community.

The second tourist concept is tourist, which means travelers (domestic and foreign) who travel or visit a place or country intending to seek new experiences, refresh, entertainment, and socialite. Tourists are the main factor of tourism. The facilities and infrastructure of tourist destinations depend on the interaction between tourists and the managers of tourist destinations and the local community. Optimal and maximum service must be a top priority for tourism destination managers and local communities. This will impact the image of the tourist destination, in this case, the island of Gili Iyang (Rachmad et al., 2023).

Technology is the last term to be explained in the tourist concept. The utilization of technology is essential and valuable in developing and fostering the sustainability of tourism life. Therefore, applying tourism and all activities to technology raises an understanding that it is necessary to continue to grow and optimize the use of tools and all systems to extend, improve, and complete human needs.

A collaborative communication strategy with the addition of the Tourist concept will effectively reduce conflicts of interest between the people of Giliyang Island. The Tourist concept must choose leadership from representatives of the Giliyang community to run the three programs described above. In addition, collaborative communication must also see a motor or leader who is impartial among conflict holders or neutral so that the communication strategy runs effectively (Rachmad et al., 2023).

CONCLUSION

Collaboration between stakeholders in developing Gili Iyang tourism is needed, especially cooperation between all parties in realizing safe and comfortable tourism. 1) The process of forming collaboration between the people of Bancamara Village and Banraas Village, as well as the village government, needs to be done with good preparation so that the formation of collaboration can run efficiently and effectively according to predetermined goals and targets, 2) Strategies in conflict prevention also need to involve communication as a tool that functions to change and direct the perception and behavior of someone who is confronted with the easing of existing conflicts, 3) the role of communication in the joint management of Gili Iyang is inseparable from the principles of collaboration which include face to face dialogue, Trust Building, Commitment to purpose, Share Understanding, 4) Collaboration communication strategy is a communication process that is built dynamically to increase participation and willingness to build a shared understanding of the importance of joint management.

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