Enhancing Stakeholder Communication and Management Strategies in Religious Tourism: A Case Study of Pura Parahyangan Agung Jagatkarta

Komunikasi Pengelolaan Objek Wisata Religi Pura Parahyangan Agung Jagatkarta

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Abstract

The utilization of places of worship as sustainable religious destinations necessitates not only the strategic management of communication with relevant stakeholders but also the preservation of cultural heritage, belief systems, and communal traditions. Furthermore, it requires safeguarding historical monuments and religious rituals while promoting environmental sustainability to maintain both the ecological integrity and the spiritual sanctity of the site. This research focuses on identifying the key stakeholders and evaluating the communication strategies employed between the management of the religious tourism site and other involved parties at Pura Parahyangan Agung Jagatkarta. Utilizing a sequential mixed-methods approach, which combines qualitative and quantitative research, data was gathered through comprehensive interviews and observations. This was further enriched by a SWOT analysis to establish effective management strategies. The Pentahelix model was applied to highlight the roles of five primary stakeholders: government, academia, community, business, and media. Findings from the IFAS and EFAS analyses suggest that while the natural allure of sites like Pura Parahyangan Agung Jagatkarta is significant, it must be matched by enhancements in infrastructure and accessibility. Managing religious tourism destinations such as Pura Parahyangan Agung Jagatkarta requires close collaboration among government, local communities, and businesses to optimize resources, improve infrastructure, and enhance accessibility. Sustainable management must address visitor surges, provide education on local rules and traditions, and preserve the sanctity and sacred atmosphere of the site. These measures ensure that the destination supports tourism while maintaining its cultural and religious values.

Keywords*: cultural heritage preservation, pentahelix, Pura Parahyangan Agung Jagatkarta, sustainable religious tourism*

Abstrak

Memanfaatkan tempat ibadah sebagai destinasi pariwisata religi berkelanjutan diperlukan pengelolaan komunikasi yang cermat dengan para pemangku kepentingan. Dalam pengelolaannya juga perlu menjunjung tinggi budaya, keyakinan, dan tradisi masyarakat penganutnya, melestarikan warisan sejarah dan ritual keagamaan, serta menjaga keberlanjutan lingkungan dan nilai spiritual di sekitarnya. Penelitian ini bertujuan untuk mengidentifikasi pihak-pihak yang terlibat serta menganalisis strategi komunikasi antara pengelola objek wisata religi dan pemangku kepentingan lainnya di Pura Parahyangan Agung Jagatkarta. Penelitian ini menggunakan metode campuran sekuensial dengan pendekatan kualitatif dan kuantitatif. Pengumpulan dan analisis data dilakukan melalui wawancara mendalam serta observasi, dilengkapi dengan analisis SWOT untuk menentukan strategi pengelolaan. Konsep pentahelix digunakan untuk menjelaskan peran lima pemangku kepentingan utama: pemerintah, akademisi, komunitas, pengusaha, dan media. Hasil analisis IFAS dan EFAS menunjukkan pengelola objek wisata religi seperti Pura Parahyangan Agung Jagatkarta memerlukan kolaborasi erat antara pemerintah, masyarakat, dan pelaku usaha untuk mengoptimalkan sumber daya, memperbaiki infrastruktur, serta meningkatkan aksesibilitas. Pengelolaan yang berkelanjutan perlu memperhatikan aspek lonjakan kunjungan wisata, edukasi wisatawan mengenai aturan dan tradisi lokal dalam upaya menjaga kesucian dan suasana sakral tempat ibadah. Dengan langkah-langkah ini, objek wisata religi ini tetap dapat mendukung pariwisata dan tetap dapat melestarikan nilai-nilai budaya dan keagamaan yang ada.

Kata Kunci: pelestarian warisan budaya, pentahelix, Pura Parahyangan Agung Jagatkarta, wisata religi berkelanjutan

Introduction

Tourism plays a pivotal role in promoting regional identities to broader audiences. According to (Panggabean, 2021), the primary objective of tourism is to highlight Indonesia's rich natural and cultural heritage. The tourism sector has experienced rapid development and demonstrates significant potential for continued growth. Effective management in this sector can enhance its appeal, attracting both domestic and international tourists. An increase in tourist visits can positively influence local economies, societies, and cultural preservation. Consequently, tourism is a critical component of regional economic development.

One prominent tourist destination in Indonesia is Bogor Regency, which is renowned for its captivating natural landscapes, distinctive cultural heritage, and the warm hospitality of its residents (Utama & Se, 2015). This region offers diverse attractions, including religious, natural, and cultural tourism, making it an appealing destination for both local and global visitors (Wiarsini & Dane, 2022). Among its notable landmarks is the Parahyangan Agung Jagatkarta Temple, situated in Warung Loa Village, Ciapus Village, Taman Sari District.

As the largest Hindu place of worship in West Java, the Parahyangan Agung Jagatkarta Temple holds historical and cultural significance. Constructed in 1995 and inaugurated in 2005, the temple is located approximately 13 kilometers from Bogor City in a mountainous area surrounded by lush vegetation, offering breathtaking views with Mount Salak as a backdrop. The temple's establishment

was intended as a tribute by the Hindu community to Prabu Siliwangi, the esteemed king of the Padjajaran Hindu Kingdom. Spanning an area of approximately 2.5 hectares within the Halimun Gunung Salak National Park, the temple's location was chosen based on its historical relevance, as the site is believed to hold relics of King Siliwangi's legacy.

Managing tourism requires collaboration from various parties and cannot be done independently. The importance of communication in tourism management and development is also recognized. According to Burhan Bungin in his book "Tourism Marketing Communication and Destination Brands," there are several main study areas in tourism communication, namely (1) Tourism Marketing Communication, (2) Destination Brands, (3) Tourism Communication Management, (4) Tourism Transportation Communication, (5) Tourism Visual Communication, (6) Tourism Group Communication, (7) Tourism Online Communication, (8) Public Relations and MICE, and (9) Tourism Communication Research (Bungin, 2015).

However, government participation in temple management could be more optimal, as seen from the inadequate infrastructure conditions, such as difficult road access. Government support still needs to be improved, because the temple is managed independently by the Giri Tamansari Foundation. Community involvement still needs to be improved, one of the reasons for this is limited human resources. These obstacles must be overcome immediately so that Parahyangan Agung Jagatkarta Temple can develop into a sustainable tourist attraction.

Tourism management today emphasizes sustainable development, which integrates tourist engagement and community participation while preserving the natural and cultural environment. Successful tourism initiatives hinge on active community involvement, generating economic, social, and cultural benefits. Sustainable religious tourism prioritizes the conservation of spiritual and cultural heritage, as well as the promotion of local values to tourists. This approach involves maintaining historical sites, safeguarding religious practices, and encouraging responsible environmental management, such as waste reduction and resource conservation (Satrio Wibowo & Arviana Belia, 2023). Furthermore, empowering local communities through skills training, support for local crafts, and equitable economic benefit distribution is critical. Meaningful tourist experiences, including educational programs and participation in religious activities, enhance the spiritual value of visits. Collaborative efforts between the government, private sector, and civil society, supported by appropriate regulations and active participation, are indispensable for the success of sustainable religious tourism (Putra, 2020).

The management of Pura Parahyangan Agung Jagatkarta demonstrates the importance of a stakeholder-centered approach, where multiple actors—government, private sector, and community—collaborate to achieve shared objectives. Stakeholder theory, as articulated by (Freeman, 2015). in Strategic Management: A Stakeholder Approach, emphasizes that organizations must identify all relevant stakeholders, understand their needs, and align efforts to build mutual trust and accountability. In this context, the Bogor Regency Department of Tourism and Culture collaborates with the Giri Tamansari Foundation to develop effective communication strategies, including partnerships with ASITA (Association of The Indonesian Tours and Travel Agencies) and promotional efforts

through the EKABO (Exploration of Bogor Regency) application. The foundation also independently engages with interfaith communities and local groups to enhance the management of the temple. Such multi-stakeholder collaboration increases the visibility and attractiveness of this religious tourism site.

Building trust between all parties involved is a key element in creating strong collaboration between actors. The trust that is formed indicates a shared belief between the parties, which suggests that the relationship between actors is reliable, resulting in mutually beneficial interactions. Previous research, as reviewed in the journal (Leman, 2018). Such partnerships require clear roles, authority distribution, and transparent monitoring and evaluation mechanisms to ensure alignment with shared objectives (Fairuza, 2017). However, challenges remain, as evidenced by the underutilized potential of religious tourism at the Islamic Center in Rokan Hulu Regency (Abduh, 2021). These insights underline the need for Pura Parahyangan Agung Jagatkarta's management to strengthen collaborative efforts for long-term sustainability.

This study aims to investigate the communication dynamics among stakeholer involved in the management of Pura Parahyangan Agung Jagatkarta and to identify effective strategies for managing this religious tourism site sustainably. Kotler et al., as cited by (Kagungan et al., 2021) emphasize that competitive advantages in tourism are achieved when stakeholders share knowledge, expertise, and resources effectively. The Pentahelix Model provides a framework for this collaboration, highlighting the roles of government (as policymakers), academia (for research and knowledge transfer), communities (as social agents), businesses (to drive market mechanisms), and media (for destination promotion).

However, the participation of the government in managing the pura is still suboptimal, as seen from inadequate infrastructure conditions, such as poor access roads leading to the temple. Additionally, government support in providing assistance has not been optimal, with the temple still indpendently managing the religious tourism object under the full control of the Giri Tamansari Foundation. Community involvement is also still limited, partly due to the lack of huma resources. These challenges hinder the development of Pura Parahyangan Agung as a sustainable tourism destination.

By understanding the current gaps in staheholder engagement and communication, this researtch contributes to formulating recommendations that can strenghten collaborative governance, promote shared responsibility, and enhance the sustainability of religious tourism at Pura Parahyangan Agung Jagatkarta.

Methods

This study employs a qualitative descriptive research design to thoroughly investigate and analyze the communication strategies employed in managing the religious tourism attraction at Pura Parahyangan Agung Jagatkarta. A qualitative approach was selected due to its capacity to delve into the social phenomena experienced by research participants—such as behaviors, perceptions, interests, motivations, and actions—through the use of descriptive narratives expressed in words and language (Kurniawati et al., 2018). The approach aims to provide a

nuanced and contextually rich understanding of the intricacies and outcomes of the communication strategies, aligning with the exploratory objectives of the study.

The research utilizes an exploratory sequential design, beginning with the collection and analysis of qualitative data, which is subsequently followed by the gathering and analysis of quantitative data. This design facilitates the exploration of initial research questions and the formulation of hypotheses derived from qualitative insights. These hypotheses are then tested or validated through quantitative analysis (George, 2023). Specifically, qualitative data are gathered using interviews and observations, yielding problem hypotheses that serve as the foundation for quantitative data collection. Techniques such as SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) are employed during this stage. To further validate and strengthen the findings from the qualitative phase, quantitative data are analyzed using EFAS (External Factor Analysis Summary) and IFAS (Internal Factor Analysis Summary) weighting. This dual-phase approach enhances the rigor and validity of the research findings, providing more detailed and measurable insights into the strategies identified to address the research problems.

Primary and secondary data were systematically collected to ensure a comprehensive investigation. Primary data were obtained through in-depth interviews and systematic observations conducted from March 2023 to May 2024. Key informants included the Pemangku of Pura Parahyangan Agung Jagatkarta, representatives from the Bogor Regency Tourism and Culture Office, and tourists. Secondary data sources encompassed digital platforms, academic journals, books, and other scientific literature. Additionally, field observations conducted on-site at the Pura Parahyangan Agung Jagatkarta enabled the researchers to gain firsthand insights into the contextual factors influencing the communication strategies employed (Hasanah et al., 2018).

This methodological framework ensures that the research is both exploratory and robust, combining qualitative depth with quantitative validation to comprehensively address the research objectives.

A systematic three-stage approach was used for data analysis, including data reduction, presentation, and conclusions. The data reduction stage involves categorizing and condensing large data sets to extract salient themes and patterns. Furthermore, the data are presented methodically, allowing for a coherent narrative that aligns with the research objectives. The conclusion stage includes a synthesis of the findings, thereby enabling comprehensive insight into the nuances of implementation and impact of the communication strategy. Data validation was carried out using triangulation techniques to ensure robustness and credibility. This involves the strategic confluence of multiple pre-existing data collection methods and data sources, facilitating a holistic validation process that increases the authenticity and reliability of research results.

Result and Discussion

Stakeholder Involvement in The Management of Parahyangan Agung Jagatkarta Temple

Understanding the roles and interactions among stakeholder is critical to managing religious tourism destinationsin a sustainable and culturally sensistive manner. As a site of spiritual significance and growing tourist interest, the Parahyangan Agung Jagatkarta Temple presents a complex interplay between tradition, community agency, and tourism development. Effective stakeholder collaboration—rooted in inclusive communication and shared responsibility—is essential to address ongoing challenges such as inadequate infrastructure, limited government support, and human resource constraints. This section presents the findings of the study, focusing on how each stakeholder contributes to temple management. Drawing upon the Pentahelix model, the discusions highlights the dynamics of communication and coordination among the government, community organizations, media, and society in enhancing the temple role as a sustainable religious tourism destination.

The effective development and management of the Parahyangan Agung Jagatkarta Temple as a religious tourism destination require collaborative efforts among diverse stakeholders. By pooling resources and expertise, these parties can collectively enhance the potential of the site. Key stakeholders include the central, provincial, regency, municipal, and village governments, each contributing to sustainable tourism management that upholds local wisdom and fosters competitiveness. The temple is managed by the Giri Tamansari Foundation, a community-based organization that promotes active participation in tourism management, enabling the community to take on greater responsibilities in governance.

The identification process revealed five primary stakeholder groups associated with the Parahyangan Agung Temple's development as a religious tourism destination. According to (Damanik, 2013), the success of tourism organizations, whether public or private, lies in their ability to address the diverse interests of stakeholders while ensuring satisfaction across different groups. This success is facilitated through partnerships and the formulation of efficient policies. However, the involvement of stakeholders in tourism, particularly during the planning and development stages, presents significant challenges due to its complexity (Ruhanen, 2009).

Table 1. Key Stakeholders of Parahyangan Agung Jagatkarta Temple

No	Stakeholder	Authority	Role
1	Giri Tamansari Foundation	Manager of Parahyangan Agung Temple	Mediates between the temple and the government
2	Mr. IMS	Daily Caretaker	Manages visitation permits and oversees daily operations
3	Bogor Regency Tourism Office	Governmental authority	Promotes and designates the temple as a tourist attraction
4	Public	Hindus and local communities	Contributes through donations and community participation
5	Media	Information dissemination	Promotes the temple through mass media and social platforms

The management of the Parahyangan Agung Jagatkarta Temple, as outlined in Table 1, involves several key stakeholders with distinct roles. Foremost, the Giri Tamansari Foundation serves as the primary manager of the temple. This foundation actively collaborates with various community groups to secure financial support, compensating for the limited funding provided by the Department of Tourism and Culture. A notable contribution from the private sector involves obtaining financial assistance from religious communities to support temple construction. Additionally, the foundation functions as an intermediary, bridging the government, local communities, and the religious tourism sector (IMS Interview, 2024).

Mr. IMS, a foundation employee and the temple's daily manager, oversees the issuance of visitation permits for both pilgrims and tourists. Formerly a retiree from the defense sector and a member of the Hindu community, Mr. IMS was elected by the community to manage the temple's operations. His responsibilities extend to acting as a field implementer, with direct authority over on-site activities. Furthermore, he frequently represents the Parahyangan Agung Jagatkarta Temple in tourism-related events organized by the Department of Tourism and Culture, highlighting its significance as a key tourist attraction in Bogor Regency.

The Bogor Regency Tourism and Culture Office plays a pivotal role in supporting the temple's development by providing infrastructure, promoting tourism, and offering logistical services (Saleh et al., 2019) This department holds a mandate to guide and oversee the growth of the tourism industry, including the Parahyangan Agung Jagatkarta Temple, as part of its portfolio of attractions (Mowforth & Munt, 2015). Its contributions are evident in the temple's designation as a tourist site and its inclusion in tourism events and initiatives. However, significant gaps remain in terms of providing human resources, financial assistance, and maintenance budgets, which are critical for sustainable development.

Community engagement is another cornerstone of the temple's management, driven by a collective sense of ownership and the perceived societal benefits of tourism (Chauhan, 2022). This involvement encompasses various groups, including Hindu worshippers, local residents, and general tourists. While

Hindu pilgrims and tourists visit primarily for worship, other visitors are drawn by the temple's natural beauty and historical significance. Local communities contribute to management efforts by reducing unemployment, fostering creativity, and leveraging tourism opportunities to enhance their livelihoods. Their active participation in socio-cultural development and resource maintenance further strengthens the sustainable management of this religious tourism site.

Finally, the media plays a vital role in amplifying the visibility of the Parahyangan Agung Jagatkarta Temple. By disseminating information through mass media channels, including newspapers, television, and social media, the media has significantly contributed to the temple's prominence. For instance, RCTI television (one of the private television stations in Indonesia) was instrumental in covering the temple's inauguration, marking an important milestone in its promotion as a tourism destination.
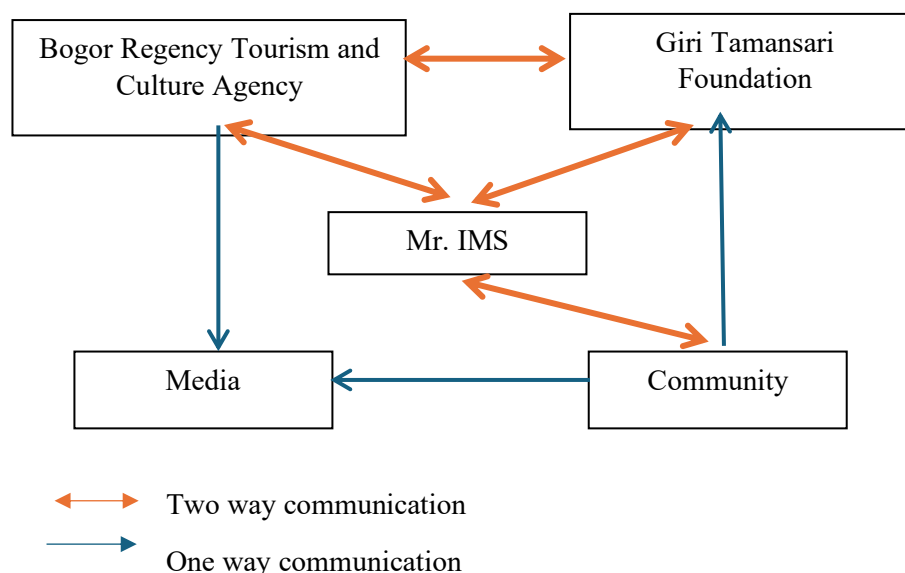

Figure 1: Pentahelix Communication on the Management of Parahyangan Agung Temple, Jagatkarta
(Source: Primary Data, 2024)

Figure 1 illustrates the communication channels based on the pentahelix framework, involving key stakeholders who interact in managing and developing tourism destinations, particularly at the Parahyangan Agung Jagatkarta Temple. These interactions are categorized as follows:

1. Government (Bogor Regency Tourism and Culture Office):
   The Bogor Regency Tourism and Culture Office maintains two-way communication with the Giri Tamansari Foundation, as depicted by reciprocal arrows. This relationship represents the mutual exchange of information, particularly regarding the management and development of religious tourism. The office also communicates directly with Mr. IMS, demonstrating collaborative efforts between government entities, local leaders, and

community-based organizations in cultural and tourism development. A practical example is the designation of the Parahyangan Agung Jagatkarta Temple as a religious tourism destination and its inclusion in ASITA (Association of the Indonesian Tours and Travel Agencies). The two-way communication between the government and the foundation enables collaborative policymaking, regulatory support, and other initiatives aimed at cultural preservation. According to Mr. IMS, the Tourism and Culture Office has provided notifications and support to the Giri Tamansari Foundation concerning the management of the temple as a tourist destination.

2. Academia/Community (Giri Tamansari Foundation):
The Giri Tamansari Foundation acts as the primary entity responsible for managing all aspects of the Parahyangan Agung Jagatkarta Temple, including maintenance, staffing, visitor permits, and event organization. As a representative of cultural conservation efforts, the foundation communicates extensively with Mr. IMS, a key local figure who facilitates operational activities in the field. For instance, Mr. IMS reported, "I serve as the daily operations officer at the Parahyangan Agung Jagatkarta Temple" (IMS, 2023). Through his role, he conveys community aspirations, interests, and needs related to the temple's development. Communication between the foundation and Mr. IMS is two-way, while interactions with the broader community, particularly tourists, follow a one-way model. This includes granting visitor permits and providing guidelines on proper conduct before entering the temple grounds.

3. Media:
Media outlets, such as Kompas and Liputan 6, engage in two-way communication with Mr. IMS, seeking information on the temple's history, operational rules, and other aspects of interest. Journalists rely on Mr. IMS as a primary source for publishing news about the temple, showcasing the media's crucial role in disseminating information. This interaction underscores the media's contribution to raising public awareness and promoting religious tourism while highlighting Mr. IMS's role as the primary spokesperson for tourism management.

4. Community:
The community is divided into internal and external groups. The internal community, comprising local residents, neighborhood units (RT and RW), and security personnel, engages in discussions about security measures and employment opportunities, such as temple management roles. Communication occurs through platforms like WhatsApp, where local residents are informed about community service programs and resource distribution. Conversely, the external community, which includes tourists and pilgrims, interacts primarily with Mr. IMS to obtain visiting permits and guidelines. His position as the intermediary ensures that the community's needs align with the broader objectives of tourism management.

Through these communication channels, Mr. IMS emerges as the central figure linking government agencies, the Giri Tamansari Foundation, the media, and the community. His pivotal role embodies the essence of the pentahelix model,

fostering collaboration and synergy among all stakeholders. This model highlights the importance of integrating the roles of government, academia/community, business, media, and society in achieving sustainable tourism development.

The two-way communication demonstrated in this framework exemplifies the collaborative spirit of the pentahelix model. By facilitating effective information exchange and coordination, the Parahyangan Agung Jagatkarta Temple serves as a case study for sustainable cultural and religious tourism management, emphasizing the active participation of multiple actors in strengthening the tourism ecosystem.

SWOT Analysis of Communication at Pura Parahyangan Agung Jagatkarta

A SWOT analysis provides a comprehensive evaluation of the internal and external factors influencing communication success, facilitating the formulation of strategies by assessing Strengths, Weaknesses, Opportunities, and Threats. This approach enables organizations to remain competitive, relevant, and effective in delivering messages to their target audiences.

In the case of the Pura Parahyangan Agung Jagatkarta religious tourism site, the identified issues emerged through interviews with stakeholders and prior observations. These challenges were subsequently analyzed using EFAS (External Factor Analysis Summary) and IFAS (Internal Factor Analysis Summary) frameworks, supported by SWOT analysis to categorize and prioritize the issues.

The primary objective of this analysis is to pinpoint critical problems and propose optimal solutions through a systematic weighting process. The weighting involves assigning scores ranging from 1 to 5, reflecting the relative importance of each variable. This quantitative approach evaluates the impact and interrelationship between variables, enabling the development of targeted resolution strategies.

The SWOT analysis process culminates in the identification of key factors (Strengths, Weaknesses, Opportunities, and Threats), which are organized into IFAS and EFAS tables. These tables provide a structured summary of internal and external variables, ensuring that the derived strategies are data-driven and tailored to address the specific needs and challenges of the tourism site effectively. By integrating the results into actionable insights, this analysis supports sustainable and strategic communication management at the Parahyangan Agung Jagatkarta Temple.

The IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) tables present the calculated results of weights, ratings, and total scores (Weight x Rating). These tables systematically summarize the internal and external factors influencing the success of tourism management and communication strategies. Below is the structure of the tables that illustrate the relationship between these variables:

Table 2. IFAS Strength
(Source: Primary Data, 2024)

No	Internal Factors	Level of Significance	Value	Rating	Score
1	Historical value of Pura Parahyangan Agung	3	0,1875	3	0,5625
2	Scenic beauty, well-maintained condition, and worship area	4	0,25	3	0,75
3	Presence of cultural attractions	4	0,25	3	0,75
4	Conducive security conditions and community support	5	0,3125	4	1,25
	Total	16	1		3,3125

Table 3. IFAS Weakness
(Source: Primary Data, 2024)

No	Internal Factors	Level of Significance	Value	Rating	Score
1	Suboptimal management of the tourist site	2	0,286	3	0,567
2	Government support in management	1	0,143	4	0,571
3	Location distant from the city center	1	0,143	3	0,429
4	Inadequate road conditions and transportation facilities	3	0,429	4	1,714
	Total	7	1		3,281

Table 4. EFAS Opportunities
(Source: Primary Data, 2024)

No	External Factors	Level of Significance	Value	Rating	Score
1	Community involvement	4	0,364	3	1,191
2	Signage around the tourist site	4	0,364	4	1,191
3	Support from the tourism office and local government	3	0,272	3	1,191
	Total	11	1		3,573

Table 5. EFAS Threats
(Source: Primary Data, 2024)

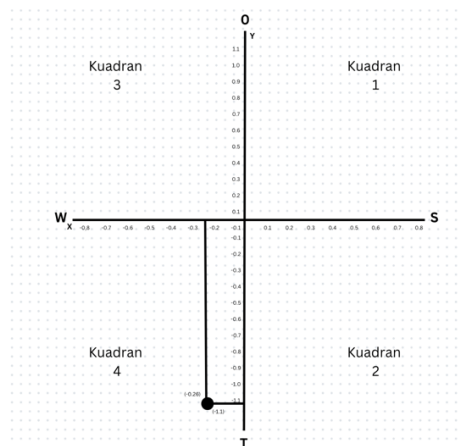| No	External Factors	Level of Significance	Value	Rating	Score
1	Damage caused by tourist visits	2	0,333	3	1,333
2	Signage around the tourist site	4	0,5	4	0,25
3	Support from the tourism office and local government	3	0,167	3	0,50
	Total	11	1		2,083

Figure 2: SWOT Analysis Results
(Source: Primary Data, 2024)

Based on the SWOT analysis (Figure 2), the management of religious tourism at Parahyangan Agung Jagatkarta Temple is positioned in Quadrant IV, which necessitates implementing a WT (Weakness-Threat) strategy. This approach focuses on addressing existing weaknesses while simultaneously mitigating potential threats. The WT strategy involves internal coordination to resolve current deficiencies and revising prior strategies to tackle identified effective threats. Several strategic plans have been proposed to ensure the sustainable management of religious tourism at Parahyangan Agung Jagatkarta Temple:

1. **Enhancing Collaboration with Stakeholders**
   To optimize the management of the tourist site, fostering collaboration with key stakeholders, particularly the government and local communities, is crucial. Such cooperation can build synergy by combining various resources and expertise for more effective management. The government plays a vital role in providing policy support and resources, while active participation from local communities ensures management aligns with regional needs and aspirations. This partnership is fundamental to achieving sustainable and well-managed religious tourism.

2. **Strengthening Government Support and Public-Private Partnerships**
   Local and regional governments must address the needs of religious tourism managers promptly, demonstrating their commitment to supporting tourism development. To accelerate the growth and management of religious tourism, strategic partnerships with travel agencies and investors are necessary. These collaborations can provide the required resources and investments to enhance facilities and infrastructure, ensuring long-term benefits for the community and the broader tourism sector.

3. **Leveraging Natural Attractions**
   Located in the highlands, Parahyangan Agung Jagatkarta Temple offers stunning natural landscapes and a cool climate, making it an attractive destination for tourists seeking a tranquil and unique natural experience. These features represent a competitive advantage that can be further promoted to attract more visitors while preserving the area's ecological integrity.

4. **Improving Accessibility and Infrastructure**

    One of the critical weaknesses impacting sustainable tourism is inadequate road conditions and infrastructure, which hinder accessibility. To address this, the government should allocate financial resources for necessary repairs and improvements. Additionally, the temple has taken proactive measures by providing land for local residents to work as motorbike taxi drivers, creating employment opportunities while enhancing tourist accessibility. These efforts aim to improve convenience for visitors and support sustainable tourism management.

5. **Mitigating Overcrowding and Environmental Damage**

    Increased visitor numbers, particularly during significant temple events, can lead to environmental degradation, noise pollution, and traffic congestion. For instance, the temple's anniversary celebrations often attract large crowds, causing strain on facilities and the surrounding environment. To address this, rigorous supervision and structured management plans are essential to minimize potential damage caused by excessive visitor activity.

6. **Educating Tourists on Cultural and Religious Norms**

    A general lack of awareness among tourists regarding the regulations at religious sites, such as Parahyangan Agung Temple, often leads to disturbances. Many visitors are unaware of the cultural and religious norms they should observe, potentially disrupting the sacred atmosphere. Therefore, providing accessible information on the rules and cultural expectations prior to visits is imperative. This measure will not only enhance the visitor experience but also safeguard the cultural and religious values cherished by the local community.

7. **Preserving the Sanctity of the Temple**

    The sanctity of the temple is at risk when visitors, unfamiliar with or disregarding the rules, engage in behavior that violates religious norms. Such actions can disrupt the serene and sacred atmosphere maintained by the temple community. It is therefore essential to educate visitors about the importance of respecting local customs and adhering to the regulations to preserve the dignity and sanctity of this religious site.

The management of Parahyangan Agung Jagatkarta Temple is positioned in Quadrant IV of the SWOT analysis, indicating the need for a defensive strategy through strengthening stakeholder relations. In this context, fostering close collaboration with the government is essential, particularly in enhancing infrastructure and facilities. For instance, the development of safer and more accessible roadways to the temple is crucial to ensuring that visitors can easily reach this site of deep spiritual significance. Moreover, addressing potential threats requires robust educational initiatives for tourists. Before entering the temple premises, visitors should be provided with clear guidelines and ethical expectations to respect the cultural and spiritual values upheld at the temple. These educational measures will not only improve visitor awareness and compliance but also contribute to preserving the sanctity of the temple environment while fostering harmony between visitors and the local community. Through these efforts,

Parahyangan Agung Jagatkarta Temple can continue to serve as a sacred and welcoming space for all stakeholders.

Stakeholder Relations in Religious Tourism Management

Stakeholders as individuals or groups with a vested interest in or connection to issues involving an organization (Guth & Marsh, 2000). Stakeholder relations traditionally focus on interactions between organizations and these interested parties. However, contemporary approaches emphasize meaningful engagement and communication to ensure alignment of all stakeholders in achieving shared objectives. This shift highlights the importance of building trust, fostering collaboration, and incorporating stakeholder input into decision-making, governance, and sustainability initiatives.

Stakeholder relations play a crucial role in religious tourism management. Key stakeholders include temples, pilgrims, host communities, tourists, businesses, and governmental bodies (Lin, 2021). Effective management requires identifying and prioritizing stakeholder contributions, with pilgrim engagement and temple management being particularly important (Lin, 2021). The concept of co-creation experience, while valuable, has limited applicability in the complex domain of religious tourism (Clarke & Raffay, 2015). Resident support for religious tourism development is influenced by perceived benefits and trust in government actors (Maulidia et al., 2022; Silva & Marques Junior, 2016). Stakeholder mapping often produces static representations of complex relationships, highlighting the need for more dynamic approaches in understanding and managing stakeholder relations (Rista et al., n.d.) in religious tourism (Clarke & Raffay, 2015).

Freeman's stakeholder theory remains foundational underscores the growing importance of transparency and responsiveness to stakeholder needs (Stieb, 2009). This evolution in stakeholder theory stresses the significance of accountability and proactive engagement, enabling organizations to remain adaptive and maintain long-term success. Organizations are thus expected to balance economic considerations with the social impact of their decisions, creating value for all involved parties. For Parahyangan Agung Jagatkarta Temple, stakeholder relations play a pivotal role in balancing the interests of various groups, including the government, local communities, and tourists. Building positive relationships with stakeholders ensures that the management of this religious tourism site can address dynamic challenges while fostering cooperation. This includes aligning goals, building mutual trust, and reaching consensus on strategies that promote the sustainability of the site. By prioritizing stakeholder engagement, the temple can navigate its current challenges and thrive as a well-preserved, spiritually significant, and socially harmonious destination.

Conclusion

Effective sustainable tourism management necessitates planning that is tailored to the unique characteristics and conditions of a region. This involves collecting comprehensive data on potential resources and community support. Collaboration between the Department of Tourism and Culture, local communities,

and private foundations is crucial in empowering communities to manage tourism while emphasizing economic, socio-cultural, and conservation aspects. However, the current role of the Tourism and Culture Department in developing temples as sustainable religious tourism destinations remains suboptimal due to resource limitations, particularly in infrastructure development such as road access improvements. Meanwhile, the temple foundation, as a private entity, independently manages the temple's finances and organizational structure. Local communities benefit from the temple's presence through job opportunities and periodic financial assistance. The implementation of these collaborative efforts is key to achieving sustainability, which is influenced by regulatory frameworks, human resource development, and active stakeholder participation.

The SWOT analysis of religious tourism management at Parahyangan Agung Jagatkarta Temple highlights strategies to address internal weaknesses and external threats. By employing a WT strategy (Weakness-Threats), which prioritizes mitigating internal challenges while countering external pressures, sustainable tourism management at the temple can be realized. Effective management requires synergistic stakeholder collaboration, including the government, local communities, and foundations, to ensure that tourism development benefits all parties. With proper planning and strong partnerships, religious tourism sites like Parahyangan Agung Jagatkarta Temple can become benchmarks for tourism models that yield positive economic, social, and environmental outcomes.

Analysis using EFAS and IFAS frameworks reveals that unmonitored increases in visitor numbers can lead to significant damage to facilities and the environment, as well as disrupt the sanctity and sacred atmosphere of the temple. This issue is often compounded by tourists' lack of knowledge regarding the rules and norms governing religious sites. Educating visitors about these regulations is essential to preserving the cultural and spiritual values of such destinations. Furthermore, close cooperation between the government and local communities, alongside improvements in accessibility and infrastructure, are critical factors in fostering effective and sustainable tourism management.

Based on the findings, the following recommendations are proposed (1) strengthen collaboration between the government, local communities, and the private sector to enhance infrastructure and facilities; (2) establish a robust monitoring system to regulate visitor numbers, especially during peak periods; (3) implement educational initiatives to provide tourists with adequate information on local norms and cultural rules, thereby fostering greater respect for traditions and values. These measures aim to optimize the management of religious tourism sites, ensuring long-term sustainability and delivering greater benefits to the community and the tourism industry as a whole.

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