

Collaborative Governance for Educational Eco-Tourism and Local Economic Development in Rendeng Village, Bojonegoro

Herananda Dewi Larasati Putri^{*} , Tjitjik Rahaju^{ib} , Suci Megawati^{ib} 

Faculty of Social and Political Sciences, State University of Surabaya, Surabaya, Indonesia

^{*}Co responding Author: herananda.23001@mhs.unesa.ac.id

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Abstract

The development of educational eco-tourism has become an alternative strategy for promoting local economic growth in rural areas. This study aims to analyze the implementation of collaborative strategic governance in developing Pottery Educational Tourism (WEG) in Rendeng Village, Bojonegoro Regency, Indonesia. Using a qualitative case study approach, data were collected through in-depth interviews, observations, and documentation involving five key informants from the Village-Owned Enterprises (BUMDes), youth organizations, and local business actors. The results reveal that collaborative efforts between BUMDes and youth organizations play a significant role in enhancing community participation and promoting cultural-based edu-tourism. However, challenges such as limited funding, weak promotion, and inadequate infrastructure hinder the program's long-term sustainability. The study highlights that effective strategic management through environmental observation, strategy formulation, implementation, and evaluation requires stronger institutional capacity and inter-actor collaboration. The findings contribute to the literature on collaborative governance and rural tourism management, emphasizing the importance of integrating local resources and social capital for sustainable local economic development.

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1. Introduction

Tourism plays a pivotal role in Indonesia's national and local development agenda, yet its governance and sustainability remain uneven. It serves as a strategic pillar in Indonesia's economic development, functioning not only as a source of national revenue but also as a catalyst for rural transformation. The government promotes tourism villages as part of a national agenda to strengthen local economies, preserve cultural heritage, and reduce regional disparities. However, the sustainability of these initiatives remains fragile. Many tourism villages struggle with managerial limitations, inadequate infrastructure, and weak

coordination among actors. Law No. 6/2014 on Villages grants legal authority for the establishment of Village-Owned Enterprises (BUMDes) as drivers of local economic innovation, while Law No. 23/2014 on Regional Government assigns tourism development responsibilities to local governments. Yet, the inconsistent capacity of local institutions and uneven fiscal support create policy–implementation gaps. This disconnect underscores the need for collaborative governance that aligns national policies with local practices in managing community-based tourism.

The challenge of aligning institutional capacity and collaboration becomes evident in the case of Rendeng Village, which illustrates the complexity of managing educational eco-tourism at the local level. Rendeng Village in Bojonegoro Regency, East Java, represents a distinctive case of educational eco-tourism through the development of *Wisata Edukasi Gerabah* (WEG) or Pottery Educational Tourism. Established in 2015 by a youth organization and currently managed by BUMDes in partnership with the Bojonegoro Education Office, WEG integrates cultural preservation with local economic development. The village's economy largely depends on pottery craftsmanship, which has been inherited across generations. Despite its success in attracting visitors and promoting local products, WEG faces challenges related to declining tourist numbers, limited promotion, and weak institutional capacity. This case exemplifies broader issues of rural governance and managerial capability in sustaining educational eco-tourism initiatives.

Previous studies provide valuable insights into the socio-cultural and economic aspects of rural tourism, yet they fall short of addressing the institutional and collaborative dynamics crucial for sustainability. Research on rural and educational eco-tourism has primarily emphasized cultural preservation, marketing strategies, and local economic impacts (Susyanti et al., 2014; Taufiqurrohman, 2016; Wijayanti, 2019). While these studies highlight socio-cultural and economic benefits, they rarely explore how institutional arrangements and collaborative governance mechanisms shape long-term program sustainability. Studies focusing on BUMDes, meanwhile, often center on financial or entrepreneurial performance rather than governance capacity or inter-actor collaboration (Anwar et al., 2020; Purnomo & Rahmawati, 2021). Likewise, literature on collaborative governance in rural development seldom addresses its strategic dimensions in guiding collective planning and implementation (Ansell & Gash, 2008; Emerson & Nabatchi, 2015). These tendencies reveal a conceptual and empirical gap regarding the interaction between strategic management and collaborative governance in enhancing educational eco-tourism sustainability.

The current literature gap lies in the absence of an integrated analytical approach that connects strategic management with collaborative governance in the context of rural tourism. Most existing research treats managerial processes and governance mechanisms as separate analytical domains. Consequently, little is known about how rural institutions such as BUMDes can operationalize strategic management including environmental scanning, strategy formulation, implementation, and evaluation within a collaborative framework involving local governments, youth groups, and educational institutions. The declining visitor trend at

WEG further underscores the absence of a coherent governance mechanism that effectively bridges policy intent with managerial execution.

This study seeks to fill this conceptual and empirical void by proposing collaborative strategic governance as a framework that unites the systematic approach of strategic management with the participatory ethos of collaborative governance. This integrative framework combines the analytical rigor of strategic management (Hunger & Wheelen, 2008) with the participatory principles of collaborative governance (Bryson, Crosby, & Bloomberg, 2014). Theoretically, it refines the understanding of how collective strategy formulation and shared decision-making strengthen local governance effectiveness. Empirically, it provides insights into how BUMDes and youth organizations co-manage educational eco-tourism initiatives to promote sustainability, inclusivity, and empowerment in Rendeng Village.

Grounded in this conceptual orientation, the research aims to analyze the application of collaborative strategic governance in the development of Pottery Educational Tourism in Rendeng Village, Bojonegoro Regency. Specifically, it seeks to: 1) Identify internal and external factors influencing educational eco-tourism development through environmental analysis. 2). Examine the processes of strategy formulation and implementation undertaken collaboratively by BUMDes and its partners. 3). Evaluate the outcomes and challenges of tourism management through strategic evaluation. 4). Assess the contribution of multi-actor collaboration to the economic and social sustainability of the rural community.

2. Method

This study uses a qualitative approach with a case study design. This approach was chosen because it is suitable for gaining an in-depth understanding of the dynamics of WEG management in Rendeng Village, Bojonegoro Regency, in the context of collaboration between stakeholders and the application of strategic management at the local level. The qualitative approach allows researchers to explore the meanings, strategies, and social interactions that occur among stakeholders, while the case study design is used to track phenomena contextually and comprehensively at specific research locations.

The research location was determined to be WEG in Rendeng Village, Malo District, Bojonegoro Regency, East Java Province. This location was chosen because it has unique characteristics as an educational tourism site based on the local economy and traditional culture, managed through collaboration between BUMDes, Karang Taruna, local businesses, and the village community.

Informants were selected using the snowball sampling technique, which involved determining initial informants who were directly involved in tourism management, then expanding the network of informants based on recommendations from the previous parties. The main informants in this study consisted of five people, namely: (1) the head of BUMDes, (2) tourism managers (members of Karang Taruna), (3) local business actors (traders), (4) kindergarten teachers as visitors, and (5) community representatives/parents of visitors. These informants were classified into primary informants (BUMDes and Karang Taruna) and supporting informants (business actors, visitors, and the surrounding community). Data collection

techniques included in-depth interviews, participatory observation, and documentation. Semi-structured interviews were conducted to obtain information about the planning, implementation, and evaluation of tourism management strategies. Observations were conducted to observe operational activities and interactions between actors in the field, while documentation was used to supplement data through official documents, activity reports, and local publications.

The data obtained was then analyzed using Miles and Huberman's interactive analysis, which included three main stages: data reduction, data presentation, and conclusion/verification. The analysis was conducted with reference to the strategic management framework (Environmental Observation, Strategy Formulation, Strategy Implementation, and Strategy Evaluation) to identify the strategies implemented by BUMDes and its collaborative partners. In addition, the concept of Collaborative Governance was used to analyze patterns of interaction and coordination between actors in the development of local economy-based educational tourism.

To ensure data validity, this study applied source and method triangulation techniques, as well as member verification with key informants to verify the suitability of the interpretation results with empirical conditions in the field. This step was taken to maintain the validity, reliability, and credibility of the data obtained.

3. Result and Discussion

3.1 Result

The development of WEG in Rendeng Village serves as a strategic effort to enhance community income and create employment opportunities for local residents. The management of WEG is carried out collaboratively by the BUMDes and the village youth organization (Karang Taruna), which act as key actors in driving the village's tourism-based economic activities. In this context, tourism development is not merely a form of community empowerment but also a manifestation of strategic management practices aimed at improving the quality and competitiveness of local tourism destinations.

Tourism development requires a systematic strategy that includes promotion, investment, resource optimization, and the enhancement of destination attractiveness. The application of strategic management becomes crucial to ensure the sustainability and resilience of local tourism in a dynamic and competitive environment. According to Hunger and Wheelen (2008), strategic management involves an integrated process that links business policies with environmental dynamics through four interrelated stages: environmental observation, strategy formulation, strategy implementation, and strategy evaluation.

Based on field observations and interviews, BUMDes and the youth organization in Rendeng Village have undertaken several initiatives to develop WEG's potential, such as improving facilities (food courts, toilets, and prayer rooms) and organizing community-based events to attract more visitors. The following section elaborates on the strategic management process applied in the development of WEG, organized into four key components: (1) environmental observation, (2) strategy formulation, (3) strategy implementation, and (4) strategy

evaluation.

Figure 1. Visitors to WEG



Source: Researcher Observation

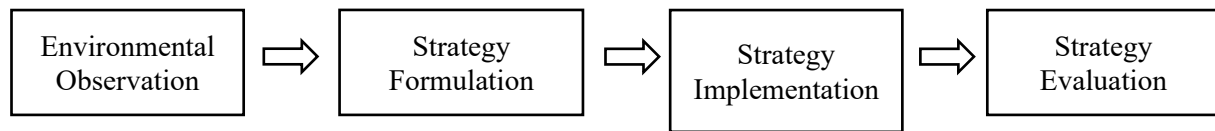
Based on the results of field interviews, several important findings were obtained regarding the socio-economic impact and management of WEG in Rendeng Village. According to the Head of the BUMDes, the presence of WEG has significantly contributed to improving the local economy by creating opportunities for residents to work and serve within the village. Approximately 70% of the population in Rendeng Village are engaged in trading or pottery production, and the existence of WEG has strengthened their economic activities through increased market access and visitor demand.

The Head of BUMDes also explained that WEG has supported small vendors operating in the tourism area, particularly those managing the food court, in maintaining their livelihoods. Currently, there are more than 20 active food vendors in the WEG area, as confirmed by one of the canteen sellers, who stated that income levels have become more stable since WEG began attracting steady tourist visits.

In terms of human resource participation, youth involvement through the village youth organization (Karang Taruna) plays a key role in daily management. According to the Head of Karang Taruna, all 40 members are actively involved in operating and maintaining WEG, especially during peak visitor periods such as September and October. These youth members receive daily wages during tourist visits, while the remaining profits are allocated to the WEG operational fund managed by BUMDes.

Visitor data also show encouraging trends. According to BUMDes management, WEG has become a regular destination for elementary, junior high, and high school students, as well as university groups, who come to learn pottery-making techniques. The busiest days are typically Saturdays, although visitor activity also remains relatively high from Monday to Thursday, with Fridays being less crowded due to shorter operating hours. Supporting this, one youth organization member noted that the annual number of visitors reaches several hundred people, with continuous growth observed over the past few years.

Figure 2 . Strategic Management Stages of WEG



Source: Primary data, analyzed by the researcher (2025)

a. Environmental Observation

WEG in Rendeng Village shows several strengths such as skilled artisans and strong cultural traditions. However, weaknesses include limited infrastructure and low marketing capacity. Opportunities arise from increasing educational tourism trends, while threats include seasonal flooding and competition from nearby destinations. Environmental observation is an activity of monitoring the internal and external factors of the organization through SWOT analysis tools including strengths, weaknesses, opportunities, and threats. Observation of the internal environment involves evaluating the strengths and weaknesses of the organization, including human resources, finance, technology, organizational structure, and corporate culture. While the observation of the external environment includes an analysis of the opportunities and threats that exist outside the organization, such as economic conditions, technological changes, socio-cultural trends, government regulations, and industry competition. Observing the environment, the organization realizes that the journey of the organization is influenced by changes, developments, and events that occur in its environment.

Based on the facts in the field related to strategic management carried out by BUMDes and youth organizations in Rendeng Village in developing the potential of WEG, two factors can be identified, namely internal factors and external factors. Factors from the external environment of opportunities in strategic management are the production of pottery which is the main commodity of Rendeng Village which is used as the main livelihood has been successfully sent out of town. Many residents of Rendeng Village rely on pottery production as their main source of income. The work or business of making and selling pottery has become an economic activity that sustains the lives of the people in the village. The pottery produced is not only marketed or used locally, but has also managed to penetrate a wider market, even outside the city. This can be interpreted as a significant achievement in terms of the distribution and popularity of pottery products from Rendeng Village, indicating that the pottery is in demand by consumers in other areas. In addition, the community fully supports and agrees to the development of the pottery edu-tour. The diligence and skills of the residents of Rendeng Village have been enthusiastic and have approximately 40 people from the youth organization who have joined in developing the tourist village. Then the interest of tourists is quite high and enthusiastic about WEG and is one of the factors to further improve the optimal development strategy.

WEG, also provides a food court for tourists who want to eat and relax. The sellers of the food court also come from the Rendeng Village community. Furthermore, the local residents have

skills in pottery making since ancient times which were then passed down to their successors which makes this village can be used as a tourist village. their ability to make pottery is not new, but has existed and developed since ancient times. This skill was probably passed down from their ancestors and became part of the local culture.

In addition, the molded pottery is of the best quality and different from other pottery products that tend to have rough textures and images that are different from the original. This means that the pottery product has the possibility or ability to be made using techniques that produce superior quality. The molding technique used is able to produce pottery that is smoother, more durable, and precise in shape and detail. On the other hand, there are threat factors from WEG that arise such as having pottery competitors from the same village so that they have the same potential to develop and compete. The existence of this competition will create conflicts between business actors such as unreasonable price reductions or aggressive market struggles which ultimately harm all parties.

Figure 3. Rendeng Village Pottery Education Tourism (WEG) Website



Source: Official Website of WEG Rendeng Village

Then the threat that arises is the lack of attention to the use of updated technology such as the WEG website or <http://wisataedukasigerabah.blogspot.com/?m=1> which is not updated regularly. Furthermore, threats related to the location of WEG are pollution in the form of dust because the environment is still arid and there are rarely any plants in the area.

In addition to the external environment, there is also an internal environment that comes from the organization consisting of strengths and weaknesses. The internal strength factor in strategic management is the production of pottery, which is the main commodity of Rendeng Village, which is used as the main livelihood, has been successfully sent outside the city so that it automatically improves the community's economy. Then the existence of WEG makes people who used to work in the country and abroad (TKI) return to Rendeng village because the village has the potential to earn income. Furthermore, the quality of raw materials for molded pottery has the best material and is different from other pottery products which tend to have a rough texture and images that are different from the results. In addition, the villagers have skills in making pottery since ancient times which were then passed down to their successors which makes this village can be used as a tourist village. their ability to make pottery is not new, but has existed and developed since ancient times. This skill may have been passed down

from ancestors and become part of the local culture.

In addition, as for the weakness factors of strategic management, the Rendeng Village community has obstacles in promoting pottery products that have not been optimally implemented due to constraints on expeditions that are easily broken, heavy, and expensive in packaging. In addition, at the time of the development of WEG, there were still inadequate budget constraints and limited human resources for craftsmen and places for making pottery because at the beginning of the formation of WEG it was not supported by the Village Government. Then there are some people who do not follow in the footsteps of their parents as pottery craftsmen and choose to work in other fields so that the inheritance of craftsmen's expertise will be reduced. Then public facilities such as toilets are inadequate and garbage is scattered due to the lack of trash bins, this is also a lack of awareness of tourists in maintaining environmental conditions. Furthermore, the travel route to the village location is damaged and the village location is prone to flooding because it is near the Bengawan Solo River.

b. Strategy Formulation

Strategy formulation represents a critical stage in strategic management, where organizations determine long-term directions and allocate resources effectively to achieve their goals. This stage involves defining the vision and mission, setting achievable objectives, and formulating concrete strategies that are later realized through programs and policy guidelines. In the context of WEG in Rendeng Village, the formulation process was characterized by collaborative planning between the BUMDes, the youth organization, and the village government.

Empirical findings indicate that, at the early stage of WEG's establishment, joint deliberations and socialization activities were conducted to plan promotional efforts, including door-to-door visits to schools across the district. These efforts were carried out with official permission from the local UPTD and were supported by an endorsement letter from the Bojonegoro Regency Department of Culture and Tourism, legitimizing WEG as an educational tourism destination. Initially, WEG was located at the eastern end of the village, but after the COVID-19 pandemic, it was relocated to its current site due to land ownership issues. In response, BUMDes, the youth organization, and the village government collaboratively formulated a new strategy by rebuilding and renovating an underutilized area into a tourism site, thereby simultaneously promoting local economic revitalization.

Furthermore, strategy formulation also focused on enhancing human resource capacity, particularly for pottery artisans. This included organizing regular training sessions and skill development programs for both experienced and aspiring young craftsmen. Collaborations with training institutions, universities, and non-governmental organizations (NGOs) were initiated to strengthen technical skills, design innovation, and production efficiency. The formulation also included the establishment of an integrated pottery production center by utilizing available village land, equipped with production facilities, raw material storage, and training spaces. In addition, WEG's management formulated a financial strategy by seeking government and external funding opportunities through proposals to relevant ministries and

donor agencies supporting MSMEs, cultural preservation, and tourism development programs. For instance, they pursued allocations from village funds, MSME grants, and creative economy initiatives as part of a broader strategy to sustain and expand WEG's operations.

c. Strategy Implementation

Implementation was carried out through the construction of a food court, prayer room, and public toilets. Youth groups managed daily operations, while BUMDes handled finances and partnerships. Strategy implementation is a step where management realizes its strategies and policies through program development actions, budgets, and procedures. In WEG carried out by the BUMDes and youth organizations of Rendeng Village, it has not run optimally and still requires continuous improvement efforts. This can be seen directly at the tourist location, namely the road route to the tourist location which is potholed and bad, which hampers accessibility for tourists and reduces travel comfort. Then infrastructure facilities such as prayer rooms and toilets are still inadequate and poorly maintained. The available prayer rooms often have limited capacity, are less clean, and are not equipped with adequate worship equipment, making it difficult for visitors who want to worship solemnly. The poor condition of the toilets, such as unmaintained cleanliness, damage to doors or water facilities, is also a common complaint of tourists. Then regarding the budget for the management of this tour using BUMDes cash which is managed periodically to ensure that the availability of tools and materials is fulfilled.

Then related to the existence of WEG is still relatively new so that development in its construction is still being carried out in stages. Most of the buildings in the WEG area, such as exhibition halls, workshops or rest areas, are still under development and do not meet comfort and functionality standards. This condition may limit tourism activities, especially if there is an increase in the number of visitors. Furthermore, promoting tourism through social media platforms such as Instagram and TikTok is still not optimal due to a lack of activeness and content updates. Social media accounts that do not regularly upload content make the promotion of this destination less visible to potential tourists, especially the younger generation who tend to seek information through digital platforms. The available content is often less interesting or informative, so it is unable to show the uniqueness and attractiveness of WEG.

In addition, the official website of Rendeng Village, which has not been updated, further weakens access to information for potential visitors who are looking for details related to the location, prices, or educational programs offered. These shortcomings indicate the need for a more focused and consistent digital marketing strategy. By actively and creatively managing social media accounts, such as uploading short videos of the pottery-making process, success stories of local craftsmen, or tourist testimonials, WEG can attract the attention of more people. The combination of strong promotion on social media and website will have a significant impact in increasing visits and reputation of WEG.

d. Strategy Evaluation

Evaluation results indicate that the WEG still faces several challenges, including limited promotion, insufficient funding, and vulnerability to flooding during the rainy season. The strategy evaluation stage involves comparing actual performance with the desired outcomes and providing feedback for management improvement. In this process, BUMDes and the Rendeng Village youth organization jointly monitor and assess the effectiveness of implemented programs to determine whether strategic objectives have been achieved. Through evaluation meetings, both institutions provide direction, identify obstacles, and formulate corrective actions and innovations to further develop WEG's potential.

One of the key long-term strategies emphasized during evaluation is the continuous improvement of human resources through structured training and skills development for both existing and prospective young artisans. This initiative is supported by strong community participation, as approximately 75% of Rendeng Village residents depend on pottery production as their main livelihood, ensuring that traditional craftsmanship continues to be preserved and economically valuable.

In addition, regarding the improvement of promotion through digital platforms, the BUMDes and youth organizations of Rendeng Village will form a website management team that is responsible for managing and updating website content. This can come from among villagers who have skills in technology or work with outsiders who are experienced in website management. In addition, plan periodic updates by creating a content calendar to plan periodic updates. This calendar contains a schedule of when content should be updated, such as new product information, village events, related news, or special offers. Then can forge partnerships with Travel Agencies forge partnerships with travel agents and tour operators to help promote and manage tourist visits. By working with them, you can reach a wider range of travelers and leverage their expertise in attracting tourists.

3.2 Discussion

The findings of this study confirm that the development of WEG in Rendeng Village represents an important example of how strategic management can be adapted within a collaborative governance framework to strengthen local economic development. The four stages of strategic management environmental observation, strategy formulation, strategy implementation, and evaluation show that while BUMDes and youth organizations have initiated various innovations, the outcomes remain constrained by limited institutional capacity and financial resources. This supports Hunger and Wheelen's (2008) argument that strategic management effectiveness depends not only on planning but also on the organization's adaptive capability and strategic fit with its environment.

From the environmental observation stage, WEG's internal strengths such as traditional pottery-making skills, strong cultural heritage, and community participation function as essential forms of social capital supporting rural economic resilience. These findings are consistent with Setiawan (2023) and Aquatama et al. (2024), who noted that collaboration between local institutions and community members is a crucial factor in sustaining rural edu-

tourism initiatives. However, external threats such as competition from neighboring villages, limited infrastructure, and vulnerability to flooding reflect structural challenges commonly found in community-based tourism (Deliana & Putri, 2022). Thus, the environmental observation stage at WEG illustrates the coexistence of cultural potential and institutional fragility.

At the strategy formulation stage, collaboration between BUMDes, Karang Taruna, and the village government embodies what Bryson, Crosby, and Bloomberg (2014) describe as collaborative strategic governance a process in which multi-actor participation enhances legitimacy and shared accountability in public decision-making. This collaboration produced practical outcomes such as relocation and renovation of the tourist site, construction of supporting facilities, and training for local artisans. However, these strategies are still short-term in nature and lack systematic documentation, revealing a gap between participatory design and formalized strategic planning.

During the implementation stage, BUMDes and youth organizations successfully mobilized local youth to manage daily tourism operations and visitor services, representing a form of community-driven implementation. Nevertheless, limited digital promotion and budget constraints have hindered broader outreach. This finding resonates with Apriliya and Indartuti (2022), who emphasized that community participation in village tourism must be supported by digital literacy and sustained financial management. Therefore, strategy implementation in WEG demonstrates partial success that needs further institutional reinforcement and long-term resource planning.

Finally, the evaluation stage reveals persistent challenges related to infrastructure, promotion, and environmental conditions. Yet, it also indicates a growing capacity for adaptive learning and innovation. Efforts by BUMDes and Karang Taruna to initiate partnerships with educational institutions and improve online visibility reflect what Emerson and Nabatchi (2015) term collaborative adaptive management continuous learning and adjustment through inter-actor cooperation. This dynamic shows that even in resource-limited settings, collaborative governance can foster gradual institutional transformation.

Conceptually, this study contributes to the literature by linking strategic management theory with collaborative governance in the context of rural educational tourism. It demonstrates that sustainable local economic development depends not only on economic and cultural capital but also on the strategic integration of planning, participation, and evaluation processes. Practically, the findings suggest that strengthening institutional networks, developing digital branding, and enhancing human resource capacity are key to transforming WEG from a local tourism initiative into a replicable model of educational eco-tourism governance in Indonesia.

4. Conclusion

This study reveals that the strategic management of local economic development through WEG in Rendeng Village has not yet been optimally implemented in accordance with the four stages of strategic management proposed by Hunger and Wheelen environmental

observation, strategy formulation, implementation, and evaluation. Although BUMDes and youth organizations have initiated several programs, their performance remains limited by weak institutional capacity, inadequate infrastructure, and minimal digital promotion.

The findings indicate that strong social and cultural resources including community skills in pottery making and active youth participation constitute the main assets for sustaining edu-tourism. However, these advantages are constrained by external threats such as market competition, poor accessibility, limited technology adoption, and insufficient funding. The formulation and implementation of strategies have been mostly reactive rather than based on systematic long-term planning.

In conclusion, future strategic management of WEG should prioritize institutional strengthening, digital marketing innovation, and the integration of community-based collaboration to optimize local economic potential. Strengthening human resources, improving infrastructure, and expanding partnerships with government and private institutions are essential to ensure the sustainability and competitiveness of pottery educational tourism in Rendeng Village.

5. Ethical Approval

Ethical considerations were observed throughout the research process. All participants provided informed consent prior to data collection, and their confidentiality was maintained.

6. CRediT (Contributor Roles Taxonomy) Authorship Contribution Statement

Herananda Dewi Larasati Putri: Conceptualization, Methodology, Data Collection, Formal Analysis, Writing – Original Draft.

Tjitjik Rahaju: Supervision, Validation, Writing – Review & Editing.

Suci Megawati: Resources, Data Curation, Visualization, Writing – Review & Editing.

7. Declaration of AI and AI assisted technologies in the writing process

No artificial intelligence (AI) or AI-assisted technologies were used in the writing, editing, data analysis, or interpretation of this manuscript. All parts of the manuscript were prepared by the authors based on original research and analysis.

8. Declaration of Competing Interest (Conflict of Interest Statement)

The authors declare no conflict of interest related to this research and publication.

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11. Data Availability

The data supporting the findings of this study are available from the corresponding author upon reasonable request.

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