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## Harmonizing Interests in Tourism Development: A Study of Actor Collaboration through Islamic Principles

Jumari Iswadi

[jumari\\_iswadi@radenfatah.ac.id](mailto:jumari_iswadi@radenfatah.ac.id)

Universitas Islam Negeri Raden Fatah Palembang

### Abstract

*This study aims to explore the forms of collaboration between actors in tourism development through an analysis that integrates the principles of Islamic educational management, namely syura (consultation), ukhuwah (brotherhood), and tawazun (balance). Using a literature review approach, this research analyzes the roles of tourism development actors such as the Department of Tourism, Pokdarwis (Tourism Awareness Groups), the community, the DPR (House of Representatives), and businesspeople/investors. The key findings reveal that collaboration between actors faces various challenges, including conflicting interests and a lack of effective communication. The study also highlights how the principles of Islamic educational management can enhance the effectiveness of collaboration through more inclusive participation, more harmonious relationships, and a balance between economic development and the preservation of culture and the environment. The integration of these concepts is expected to create stronger and more sustainable synergy among tourism development actors. This research offers a new perspective that emphasizes the importance of moral and ethical approaches in development collaboration.*

**Keywords:** *Collaboration, Tourism Development, Islamic Educational Management, Syura, Ukhuwah, Tawazun*

### Abstrak

Penelitian ini bertujuan untuk mengeksplorasi bentuk kolaborasi antaraktor dalam pembangunan pariwisata melalui analisis yang mengintegrasikan prinsip-prinsip manajemen pendidikan Islam, yaitu *syura* (musyawarah), *ukhuwah* (persaudaraan), dan *tawazun* (keseimbangan). Menggunakan pendekatan kajian pustaka, penelitian ini menganalisis peran aktor-aktor pembangunan pariwisata seperti Dinas Pariwisata, Pokdarwis, masyarakat, DPR, dan pengusaha/investor. Temuan utama menunjukkan bahwa kolaborasi antaraktor menghadapi berbagai tantangan, termasuk perbedaan kepentingan dan kurangnya komunikasi yang efektif. Studi ini juga menyoroti bagaimana prinsip-prinsip manajemen pendidikan Islam dapat meningkatkan efektivitas kolaborasi melalui partisipasi yang lebih inklusif, hubungan yang lebih harmonis, dan keseimbangan antara pembangunan ekonomi dan pelestarian budaya serta lingkungan. Integrasi konsep-konsep ini diharapkan dapat menciptakan sinergi yang lebih kuat dan berkelanjutan antara aktor-aktor pembangunan pariwisata. Penelitian ini menawarkan perspektif baru yang menekankan pentingnya pendekatan moral dan etis dalam kolaborasi pembangunan.

**Kata Kunci:** Kolaborasi, Pembangunan Pariwisata, Manajemen Pendidikan Islam, Syura, Ukhuwah, Tawazun

## INTRODUCTION

Tourism development is one of the strategic sectors in efforts to boost the economy and improve the welfare of communities in various countries. This sector not only involves the government as a regulator but also various actors such as the Tourism Awareness Group (Pokdarwis), local communities, entrepreneurs/investors, and legislative institutions like the Parliament (DPR), which are involved in policy-making. Each actor plays a crucial role in supporting the success of development, whether in planning, implementation, or evaluation. However, harmonious collaboration among these actors is not always easy to achieve, considering the differences in visions, missions, and priorities among them. Therefore, it is essential to understand the forms and mechanisms of collaboration between development actors and how Islamic educational management concepts can provide different perspectives and solutions to these challenges.

Collaboration in tourism development is often considered the key to success in facing the complexities of this sector. Nygaard and Kessler (2019) argue that the success of tourism development heavily depends on strong collaboration between the government, communities, and the private sector. Their research found that without synergy among these actors, development programs often do not proceed as planned or may even fail. They also emphasize that good collaboration can generate greater economic benefits and more equitable distribution of welfare among local communities.

Another study by Ooi, Lee, and Wong (2020) highlights the challenges frequently encountered in tourism development collaboration, especially in Southeast Asia. They point out that one of the major obstacles is the conflict of interest between entrepreneurs, who focus on short-term economic gains, and local communities, who want to preserve their traditions and environment. They also suggest the importance of strict government regulations to ensure balanced and sustainable collaboration among actors.

Chen and Pham (2021) also emphasize the importance of cross-sectoral collaboration in tourism development. In their study, they found that poor

communication between development actors often leads to the failure of tourism projects, especially during the implementation stage. They highlight that decision-making that involves only one or two actors without involving local communities or other stakeholders risks creating social tensions. In this context, they propose the need for active participation from all actors in the decision-making process, especially in determining the vision and development strategies that align with local conditions.

Furthermore, a study by Walker, Smith, and Green (2022) underscores the importance of having clear mechanisms in collaboration between actors to minimize conflict. They reveal that in many cases, errors in the distribution of responsibilities between the government, investors, and local communities are the main causes of the failure of tourism projects. Walker et al. also point out that a deeper understanding of the needs and aspirations of local communities can help enhance the effectiveness of collaboration and prevent social resistance to tourism projects designed without their participation.

On the other hand, Abdullah, Rahman, and Khalid (2023) highlight the importance of local community participation in tourism development. They show that when communities are actively involved in the planning and implementation of projects, the results tend to be more sustainable. Local community participation not only provides benefits in the form of cultural and environmental preservation but also increases their sense of ownership over the projects being developed. Abdullah et al. suggest that local communities should be positioned as primary actors in tourism development, not merely as beneficiaries.

Although various studies have highlighted the importance of collaboration in tourism development, there is still a gap in the literature that examines this collaboration from the perspective of Islamic educational management. Islamic educational management offers an approach that emphasizes ethical, moral, and spiritual values that can help create more equitable and sustainable collaboration. Principles such as *shura* (consultation), *ukhuwah* (brotherhood), and *tawazun* (balance) in Islamic educational management have strong relevance in the context

of development collaboration, especially in creating synergy among actors with differing interests.

The principle of *shura* prioritizes collective participation in decision-making, which aligns with the need for communication and coordination in collaboration among development actors. *Ukhuwah* or brotherhood emphasizes the importance of harmonious relationships among actors, allowing them to work together toward a common goal, which is mutual welfare. Meanwhile, the principle of *tawazun* emphasizes a balance between economic, social, and cultural aspects of development, which is often overlooked in conventional approaches that focus solely on material gains.

Thus, the novelty of this research lies in the integration of Islamic educational management concepts with collaboration theories in tourism development. This research offers a more holistic and value-based approach to creating sustainable and fair collaboration between tourism development actors. Through the application of Islamic educational management principles, it is hoped that stronger and more effective synergy can be achieved between the government, communities, investors, and other actors, allowing tourism development to proceed more harmoniously and sustainably.

## **METHOD**

This research utilizes a literature review approach as the primary method to analyze the forms of collaboration undertaken by tourism development actors, such as the Tourism Office, Pokdarwis (Tourism Awareness Group), the community, the Parliament (DPR), and entrepreneurs/investors, and connects them to the principles of Islamic educational management. A literature review is a method aimed at collecting, evaluating, and synthesizing existing research to provide a more comprehensive understanding of the studied topic. The following are the stages conducted in this research:

### **Identification of Literature Sources**

The first stage of this research is identifying relevant literature. This process involves searching for scientific articles, books, and research reports published in

the last five years (2019–2023). The literature search was conducted through several academic databases, such as Google Scholar, JSTOR, Scopus, and ScienceDirect, using keywords such as "tourism collaboration," "tourism development actors," "Pokdarwis," "Islamic educational management principles," "shura in management," "ukhuwah," and "tawazun."

The following table outlines the inclusion and exclusion criteria used to filter the literature:

**Table 1.**

Inclusion Criteria	Exclusion Criteria
Studies published between 2019–2023	Literature without full-text access
Articles and books relevant to tourism development collaboration and Islamic educational management	Studies with tourism contexts outside of actor collaboration
Research based on development actor collaboration	Literature that focuses only on general tourism theory without collaboration

### Analysis and Evaluation of Literature

After collecting the literature, the next step is to analyze and evaluate the content of each source. Every article or book relevant to the research topic was critically analyzed to identify the elements of collaboration occurring among development actors and the relevance of Islamic educational management principles in this context. Articles that were irrelevant or did not provide sufficient information were excluded from the analysis. The research uses a framework based on three main principles of Islamic educational management: *shura*, *ukhuwah*, and *tawazun*.

### Synthesis of Findings

The synthesis of findings is carried out by combining the results of the literature analysis into a more comprehensive conclusion regarding the collaboration of development actors in the tourism sector and how Islamic educational management principles can be integrated. Findings from previous studies are then organized to offer new perspectives and novelty in this research.

### Validation of Findings

To validate the results from the analyzed literature, a comparison was made with recent studies examining the concept of collaboration in other contexts (such as other sectors or regions). This aims to ensure that the conclusions drawn from this research are supported by strong evidence from various academic sources.

### Use of Tables and Concept Maps

To facilitate the understanding of the structure of actor collaboration, tables and concept maps are used to map the relationships among development actors and the relevance of Islamic educational management principles in the process. These tables provide a clearer overview of the roles of each actor in tourism development collaboration. By following these steps, this research aims to provide a deeper understanding of actor collaboration in tourism development and offer new perspectives through the application of Islamic educational management principles.

**Table 2.**

Literature Review Research Process	Description
Identification of Literature	Collecting relevant literature from 2019–2023 focusing on tourism development collaboration and Islamic educational management principles.
Literature Analysis	Analyzing selected articles and books using the framework of shura, ukhuwah, and tawazun.
Synthesis of Findings	Combining analysis results to draw conclusions on actor collaboration and its connection to Islamic educational management.
Validation of Findings	Ensuring the validity of conclusions through comparison with recent studies in different contexts or sectors.
Preparation of Tables and Concept Maps	Mapping relationships among actors in tourism collaboration and the relevance of Islamic educational management principles.

This method provides a systematic and structured approach to reviewing existing literature, offering deep insights into the collaboration among tourism development actors in the context of Islamic educational management.

## FINDINGS AND DISCUSSION

This research aims to explore the forms of collaboration among actors in tourism development by analyzing them through the principles of Islamic educational management, namely *syura* (consultation), *ukhuwah* (brotherhood), and *tawazun* (balance). Based on the literature review conducted, several key findings were identified regarding the forms of collaboration among actors, the challenges faced, and how the concepts of Islamic educational management can be integrated to enhance the effectiveness of this collaboration.

### Forms of Collaboration among Tourism Development Actors

In the context of tourism development, the actors involved, such as the Tourism Office, Pokdarwis (Tourism Awareness Group), local communities, the Parliament (DPR), and entrepreneurs/investors, play diverse yet complementary roles. The Tourism Office is typically responsible for planning and regulatory aspects, while Pokdarwis mobilizes communities to actively participate in cultural and environmental preservation efforts. The community acts as the primary executor on the ground, while the DPR supports policies and allocates budgets for development. Entrepreneurs and investors provide funding and develop infrastructure. The collaboration among these actors is illustrated in Table 2 below:

**Table 3.**

Actor	Role in Tourism Development
Tourism Office	Planning, regulation, actor coordination, and implementation supervision.
Pokdarwis	Mobilizing the community to participate in tourism activities and preserve culture and environment.
Community	Main executors, ensuring program continuity and preserving natural and cultural resources.
DPR	Supporting tourism policies, allocating budgets, and representing the aspirations of local communities.
Entrepreneurs/Investors	Providing funding, developing infrastructure, and promoting tourist destinations.

These findings align with research by Nygaard and Kessler (2019), who argue that the success of tourism development heavily depends on effective synergy among these actors. However, the study also highlights that poor coordination,

particularly between the public and private sectors, often poses a major obstacle to the success of development projects. This is confirmed by Ooi et al. (2020), who found that misalignment of vision and goals among actors often triggers conflicts of interest, which can hinder the achievement of development objectives.

### **Challenges in Collaboration**

The main challenge in actor collaboration for tourism development is the differing priorities and interests. For instance, entrepreneurs and investors often focus more on short-term economic gains, while the local community and Pokdarwis prioritize the preservation of culture and the environment. This creates tensions that can disrupt cooperation and lead to conflicts.

Chen and Pham (2021) suggest that poor communication among development actors is also a major impediment. They argue that in many cases, private actors and the government do not always involve local communities in decision-making, leading to dissatisfaction among community members. They emphasize the importance of open communication and active participation from all parties, including the local community.

Furthermore, Walker et al. (2022) found that although the role of the DPR and the Tourism Office is often crucial in ensuring fair regulation, gaps still exist between the implemented policies and the needs of the local community. This is due to a lack of understanding of the local context by legislators and regulators, resulting in development programs that are not well-targeted.

### **Integration of Islamic Educational Management Principles in Tourism Development Collaboration**

Islamic educational management offers principles of *syura* (consultation), *ukhuwah* (brotherhood), and *tawazun* (balance), which are relevant to addressing challenges in actor collaboration. *Syura* emphasizes the importance of collective participation in decision-making, which can be applied in the context of tourism development by increasing local community and business actor involvement in the planning process.



The *syura* approach facilitates more open communication between development actors and ensures that each party feels involved in the decision-making process. In this regard, the research introduces a novel approach by integrating *syura* as a foundational principle to foster more inclusive and democratic communication, in line with Abdullah et al. (2023), who highlight the importance of community participation in all stages of development.

Additionally, the principle of *ukhuwah* underscores the importance of solidarity and harmonious relationships between development actors. This principle is relevant to addressing conflicts of interest between parties with different priorities, such as businesses focused on the economy and communities more concerned with cultural and environmental aspects. By prioritizing *ukhuwah*, each actor is encouraged to view development not only as an individual effort for profit but also as part of a shared responsibility for broader welfare.

*Tawazun* or balance stresses the need for a balanced approach between economic development and the preservation of the environment and culture. In this context, this research presents novelty by offering a collaboration model based on *tawazun*, which emphasizes the importance of considering long-term sustainability in tourism development, as suggested by Chen and Pham (2021).

### **Research Novelty**

The main novelty of this research lies in the integration of Islamic educational management principles into the analysis of tourism development actor collaboration. While previous research has discussed the importance of cross-sector collaboration, this study adds a new dimension by offering ethical solutions based on Islamic values. By applying *syura*, *ukhuwah*, and *tawazun*, this research not only provides alternatives to addressing collaboration challenges but also offers a more humanistic moral framework in tourism development.

This research also differs from previous studies, such as those by Nygaard and Kessler (2019) and Ooi et al. (2020), which focused more on the practical aspects of actor collaboration. This study offers a more holistic perspective, where

economic gains are not the sole focus, but social, cultural, and environmental sustainability is equally prioritized.

### Comparison with Relevant Research

As previously mentioned, this research is in line with the findings of Chen and Pham (2021), who emphasize the importance of communication in actor collaboration. However, this research goes further by offering *syura* as a solution to enhance engagement and participation. Additionally, Walker et al. (2022)'s findings on the need for understanding local contexts are supported by this research, but with a focus on *ukhuwah* to foster solidarity among development actors. The table below summarizes the comparison between this research and previous relevant studies:

**Table 4.**

Research	Main Focus	Novelty in This Research
Nygaard & Kessler (2019)	Synergy between development actors for success	Adding a moral dimension through the principles of <i>ukhuwah</i> and <i>tawazun</i>
Ooi et al. (2020)	Conflicts of interest among actors	Offering a <i>syura</i> -based solution to enhance communication and participation
Chen & Pham (2021)	Importance of communication among actors	Integrating <i>syura</i> to increase the involvement of all stakeholders
Walker et al. (2022)	Need for understanding local context	Emphasizing <i>ukhuwah</i> as a solution for fostering harmonious relationships

Thus, this research contributes new insights into understanding the collaboration of tourism development actors by integrating the principles of Islamic educational management. It offers a more inclusive, humanistic, and sustainable perspective on the development process, which can be adopted by various parties to enhance the effectiveness of collaboration and create more holistic and long-term outcomes.

## CONCLUSION

This research highlights that the collaboration among tourism development actors, such as the Tourism Office, Pokdarwis, local communities, Parliament (DPR), and entrepreneurs/investors, faces various challenges, particularly concerning differing interests and a lack of effective communication. By integrating the principles of Islamic educational management—*syura* (consultation), *ukhuwah* (brotherhood), and *tawazun* (balance)—this collaboration can be enhanced through more inclusive participation, more harmonious relationships, and a balance between economic development and the preservation of culture and the environment. As a recommendation, development actors should actively implement these principles at every stage of tourism development to achieve sustainable and beneficial outcomes for all stakeholders.

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