



Implementation of Merdeka Belajar-Kampus Merdeka in Pringsewu for Regional Tourism Resilience and Development: Penta Helix Collaborative Model and Actor-Network Theory Perspective

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Abstract: A collaborative approach between stakeholders can create regional tourism resilience from an institutional perspective. Therefore, stakeholders' interests and influence need to be identified, classified, analyzed, and evaluated comprehensively through case studies from the Penta Helix collaboration model and Actor-Network Theory (ANT) perspective. The approach used in the community service program is the Asset Based Community Development (ABCD) approach which involves the Kelompok Sadar Wisata (Pokdarwis) and Forum Komunikasi Pokdarwis (Forkom Pokdarwis) to optimize the management of tourist destinations in each village (pekon). This study indicates that MBKM Project can integrate the stakeholders' interest and influence through various development programs to achieve tourism resilience which is beneficial for the socio-economic, socio-cultural, and socio-ecological dimensions. The Penta Helix collaboration model and ANT perspectives can monitor network development to identify critical actors as senders, recipients, subjects, objects, assistants, and challengers in the actant scheme to optimize message translation for integrating interests.

Keywords:

Actor-Network Theory, MBKM, Penta Helix, Tourism, Pringsewu

Introduction

From an institutional perspective, the study of Indonesian tourism is still very limited to bureaucracy or organizational management aspects. The study of tourism in the bureaucratic element is more dominant in planning and implementing tourism development programs and evaluating public policies related to tourism activities. The institutional mechanism can intervene in tourism activities by formulating tourism management policies based on a sustainable development approach. Based on this understanding, the study of tourism policy has experienced significant developments. As is the case, it ¹Comprehensively describes the dynamics of implementing tourism

¹ "Implementasi Kebijakan Pembangunan Pariwisata Di Kawasan Teluk Palu," *Katalogis* 3, no. 8 (2015): 90-94.

development policies based on resources, characteristics of implementing agents, communication between organizations, economic, social, and political conditions, and the disposition of the implementors. The study of the policy implementation process cannot be separated from the mechanism of the institution in carrying out its primary functions. In its development, the study of tourism policy is no longer on macro aspects but more specific elements such as the synergy of transportation policies as mobility access to tourism destinations², tourism retribution collection policies³, and resource development policies. Tourism human resources⁴, and tourism economic policies⁵.

The intensity of the study on tourism policy in Indonesia needs to be balanced with institutional studies that describe the synergy mechanism between stakeholders in various forms of collaboration models for contextual and sustainable tourism development. The study of collaborative models in tourism development has also developed along with tourism policy development. As is the case, it ⁶Comprehensively describes the importance and influence of academia, industry, and government in developing tourism assets through a triple helix collaborative scheme. Furthermore, ⁷a synergistic development of institutions involving the media, culture-based public, and civil society in a Quadro helix collaboration scheme, where the media's level of interest and influence can realize tourism development goals effectively and efficiently. Furthermore, ⁸the community's importance and impact as stakeholders in the Penta helix collaboration scheme. Thus, the Penta helix becomes a model for stakeholder collaboration to realize sustainable tourism development.

The existence of the University as a Higher Education institution in a collaborative Triple Helix, Quadro Helix, and Penta Helix scheme, has increased the importance and influence of the university as a key player in tourism development. The formulation of Higher Education Policy in Indonesia, especially the Merdeka Belajar-Kampus Merdeka (MBKM) program, encourages the development of institutions through eight forms of learning, namely: student exchange programs; internship programs; teaching assistance programs; research programs; humanitarian projects; entrepreneurial activity; independent study or project; and village development programs. Considering the complexities in the dynamics of tourism development in each region, the University is encouraged to contribute to the theoretical aspect and practice. The MBKM program is a

² Praadilla Surilansih, Bambang Supriyono, and Minto Hadi, "Upaya Pelaksanaan Sinergi Kebijakan Transportasi Sebagai Penunjang Pengembangan Potensi Pariwisata Di Kota Blitar," *Jurnal Administrasi Publik Mahasiswa Universitas Brawijaya* 1, no. 4 (2013): 203–214.

³ H. M Ismail, "Analisis Kebijakan Penarikan Retribusi Pariwisata (Studi Implementasi Perda Nomor 27 Tahun 2002 Tentang Retribusi Tempat Rekreasi Dan Pariwisata Di Kabupaten Trenggalek)," *Jurnal Aplikasi Manajemen* 1, no. 4 (2010): 1106–1118.

⁴ Anggi Ratna Anggraini and J. Oliver, "Kebijakan Pengembangan SDM Bidang Pariwisata Di Kalimantan Tengah," *Jurnal Ilmu Sosial, Politik dan Pemerintahan* 2, no. 2 (2013): 18–23.

⁵ Magistyo P Priambodo, "Implementasi Kebijakan Ekonomi Pariwisata Dan Perwujudan Pemberdayaan Masyarakat Di Kota Batu," *Jurnal Ekonomi Studi Pembangunan* 7, no. 2 (2015): 27–34.

⁶ "Kerangka Kerja Pengembangan Aset Pariwisata Dari Model Triple Helix (Hubungan Akademia-Industri-Pemerintah)," *Jurnal Orasi Bisnis* 10, no. 5 (2013): 27–36.

⁷ "Analisis Kota Yogyakarta Sebagai Kota Kreatif : Pendekatan Sinergitas Quadro Helix," *Jurnal EKSOS* 2, no. 2 (2020): 94–105.

⁸ "Aktifitas Branding Geopark Ciletuh Oleh Dinas Pariwisata Dan Kebudayaan Dalam Perspektif Penta Helix," *Mediakom : Jurnal Ilmu Komunikasi* 3, no. 2 (2019): 165–175.

contextual approach that mobilizes the interests of students and lecturers to optimize the field of knowledge in each scientific domain.

This study offers an idea to describe the role of universities through the MBKM program in a Penta helix collaboration scheme, which involves various stakeholders to realize regional tourism resilience. This study will describe the results of the identification, classification, and analysis of the level of interest and influence of stakeholders as subjects, key players, crowd, and contest setters in tourism development. Thus, theoretically, the contribution of the results of this research can describe the mechanisms and functions of universities in integrating the interests of institutions through the MBKM program to synergize with stakeholders in the tourism sector. Empirically, research results that contextually map the existing tourism conditions in Pringsewu can be used as supporting data and information to recommend sustainable tourism policies.

In the perspective of the Actor-Network Theory (ANT), the network formed between key actors comprises a mechanism for institutional functions to include collective values to benefit all parties.⁹ In pioneering to development of tourism destinations, the dynamics in the networks formed between actors allow conflicts to occur, which have implications for the program's sustainability. In ANT's perspective, actors' understanding is not limited to the individual aspect as human but also non-human. The ANT perspective emphasizes that the unity of actants, networks, actors, translations, and liaisons reflect the complexity of the social dimension.¹⁰ The ANT perspective can identify the actant scheme and analyze the form of networks, intermediary, and translation process in the Pringsewu tourism development case study through the MBKM project organized by the Atma Jaya Catholic University of Indonesia.

Method

The approach used in the community service program is the Asset Based Community Development (ABCD) approach which involves the Kelompok Sadar Wisata (Pokdarwis) and Forum Komunikasi Pokdarwis (Forkom Pokdarwis) to optimize the management of tourist destinations in each village (pekon). It indicates that the ABCD approach effectively assesses the dynamics of community development in the tourism sector¹¹. The ABCD approach is very relevant to designing programs that follow the community's needs and the availability of resources¹². In the context of program design

⁹ "Pariwisata Dalam Perspektif Actor Network Theory (Studi Kasus Top Selfie Pinusan Kragilan Desa Pogalan, Jawa Tengah, Indonesia)," *Jurnal Pariwisata Pesona* 3, no. 2 (2018): 91–104.

¹⁰ "Inovasi Teknologi Portal Intranet Kominfo: Perspektif Actor Network Theory," *Jurnal Komunikasi Indonesia* 4, no. 1 (2018): 38–47.

¹¹ I Wayan Parwata, Lilik Antarini, and Wesna Astara, "Re-Desain Edu-Tourism "Kampung Petualang" Di Desa Singapadu Tengah, Kabupaten Gianyar, Bali," *Engagement: Jurnal Pengabdian Kepada Masyarakat* 5, no. 1 (2021): 161–181.

¹² Novita Rina Antarsih, Debby Yantina, and Aticeh Aticeh, "Empowering Health Cadres as a Toddler Posyandu Team to Improve the Knowledge and Skills of Cadres Through Counseling by Screening Toddlers so That Cadres and Families Can Detect Early and Refer to Stunting Cases That Have Increased During the COVID-19 Pan," *Engagement: Jurnal Pengabdian Kepada Masyarakat* 5, no. 2 (2021): 283–296.

for groups related to tourism resource development, the ABCD approach describes a systematic flow and supports the analysis and reporting process¹³. In the ABCD approach, there are several stages: preparation, participatory program, asset reinventing, designing, communication, implementing, and evaluating. Meanwhile, these stages can be described as follows.

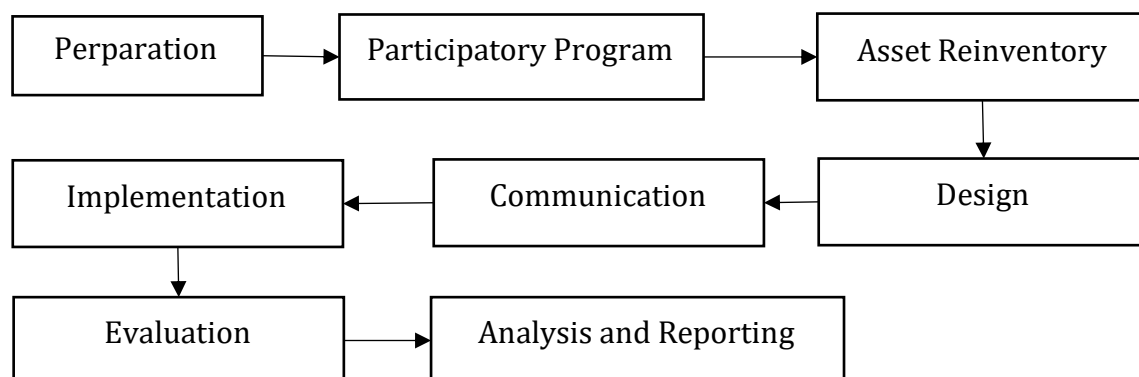


Figure 1. Asset-based Community Development Process

Figure 1 is the process of implementing a resource-based community development program to optimize tourism resilience in the Pringsewu Regency. In the preparation stage, the research and community service team designed a plan to identify tourism resources in the Pringswesu Regency to create programs relevant to the community's needs and stakeholders in the tourism sector. At the participatory stage of the program, there is a need for assistance from the Kelompok Sadar Wisata (Pokdarwis) in planning and marketing competitive tourism products. At the Asset Inventory stage, the program is designed to identify the needs and availability of tourism resources (human resources, cultural resources, natural resources) in each village (Pekon). At the design stage, the assistance of *Pokdarwis* for marketing tourist destinations is integrated with a program of making promotional videos for tourist destinations following the availability of amenities, attractions, accommodation, and accessibility of supporters. In addition, tour package socialization programs related to product design and packaging are designed in stages. At the communication stage, the program that has been created is socialized and scheduled in the form of a Focus Group Discussion (FGD) for program feedback. At the implementation stage, the training program is organized according to the feedback results according to the availability of tourism resources for the needs of the Kelompok Sadar Wisata (Pokdarwis) identified. The resource-based community development program is evaluated as a recommendation for developing the next activity in the evaluation stage. In the Analysis and Reporting stage, all the concepts and programs that have been implemented are described in the form of a scientific text to discuss empirical conditions with the theoretical idea of the Penta helix collaborative model and actor-network theory perspective.

¹³ Parwata, Antarini, and Astara, "Re-Desain Edu-Tourism "Kampung Petualang" Di Desa Singapadu Tengah, Kabupaten Gianyar, Bali."

This community services report uses a qualitative interpretive method based on a case study on the Atma Jaya Catholic University of Indonesia's synergy with tourism stakeholders in Pringsewu through the Merdeka Belajar Kampus Merdeka (MBKM) program. The tourism destinations that are the location of this research are the Talang Indah Desination, the Kenyo Bay, the Gua Maria Padang Bulan, Eco Taman Sari, Roast Turkey, and the Wayang Kulit artisans in Lugusari. Meanwhile, the map of the location of this research can be seen in Figure 2 below.

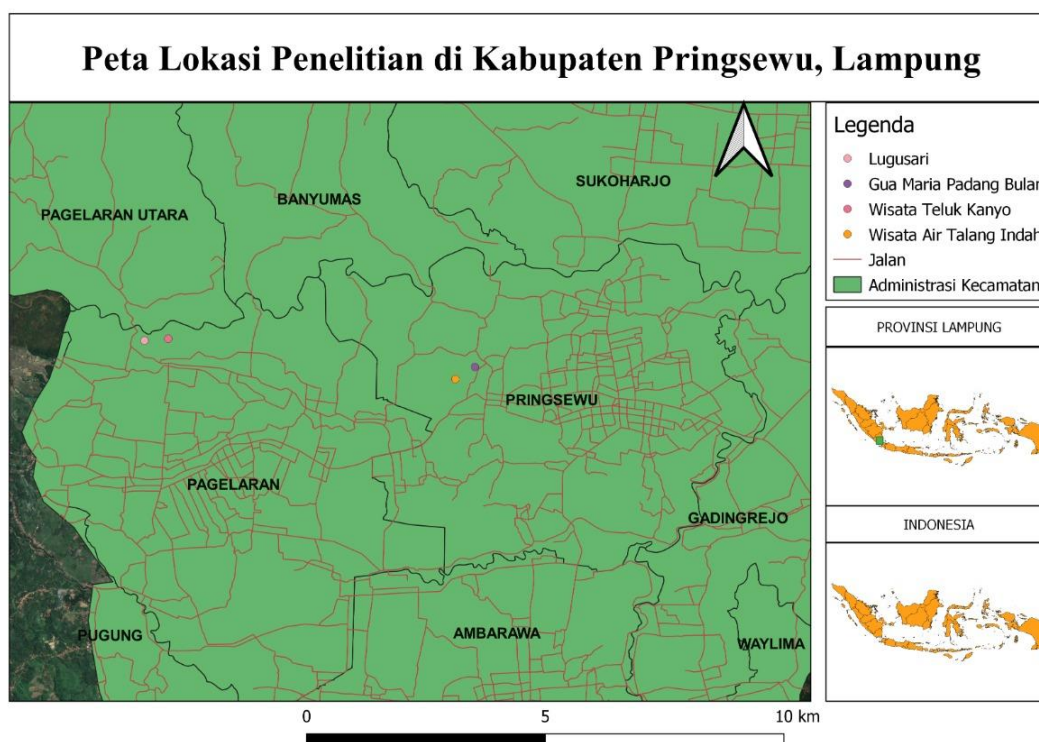


Figure 2. Research and Community Services Location in Pringsewu, Lampung.

Figure 2 is a map of research locations in several tourism destinations, Pringsewu Regency, Lampung Province, Indonesia. The collection of data in this study used in-depth interviews with key informants with the institutional background of the Tourism Office, *Forum Komunikasi Kelompok Sadar Wisata* (Forkom Pokdarwis), *Kelompok Sadar Wisata* (Pokdarwis), Tourism Area Managers, Business Actors, and artisans. In addition to in-depth interviews, observation and document studies were conducted to obtain in-depth information. In addition, a Focus Group Discussion (FGD) was also held to identify the perspectives of various stakeholders, namely the *Kelompok Sadar Wisata* (Pokdarwis), *Forkom Pokdarwis*, *Pokdarwis Talang Indah*, *Pokdarwis Teluk Kenyo*, Mangers of *Gua Maria Padang Bulan* Tourism Destination, *Lugusari* Leather Puppet Craftsmen, and Pringsewu's Government. Figure 3 below.



Figure 3. Visitation and FGD with Pokdarwis in Teluk Kenyo Destination.

Figure 3 is a Focus Group Discussion (FGD) process held with stakeholders in the Kenyo Bay Destination involving local communities or entrepreneurs, *Pokdarwis Teluk Kenyo*, and *Forum Komunikasi Pokdarwis*. In the data processing of this research, the triangulation technique was used to obtain valid and credible information. The research instrument used in the triangulation process is the Nvivo 12 Plus application through three coding stages, namely open coding, selective coding, and axial coding. Meanwhile, the data processing flow can be seen in Figure 4 below.

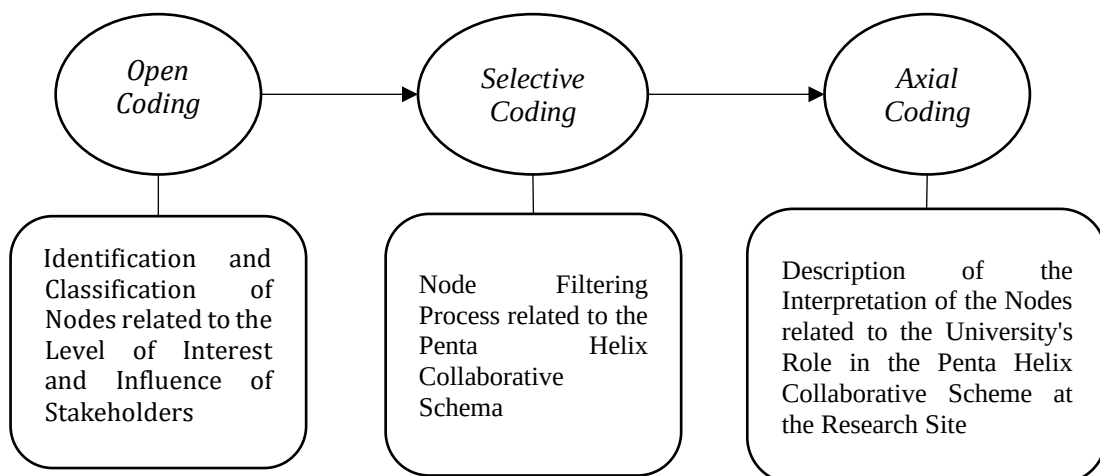


Figure 4. Research Data Processing Flow.

Figure 4 shows the triangulation process's coding flow using the Nvivo 12 Plus application. Through the triangulation process, the discussion of research results can be arranged thematically, namely the level of interest and influence of stakeholders in the collaborative Penta Helix scheme, as well as the role of the Atma Jaya Catholic University of Indonesia in realizing Pringsewu tourism resilience through the Merdeka Belajar

Kampus Merdeka (MBKM) project. Thus, stakeholders' interest and influence in the Pringsewu tourism sector can be seen as subjects, key players, crowd, and Contest Setters. In addition, to optimize the role of universities in the collaborative Penta Helix scheme, the benefit of practical collective needs to be identified to realize tourism resilience.

Results and Discussion

The Level of Interest and Influence of Tourism Stakeholders based on the Penta Helix Model in the Pringsewu Regency

The stakeholders who act as subjects with a high-interest level but low influence are the Regional Government through the Youth, Sports and Tourism Office or *Dinas Pemuda Olahraga dan Pariwisata* (DISPORPAR) and Bank Indonesia (BI). Based on the results of the FGD with DISPORPAR, it can be seen that there are obstacles in the tourism policy formulation process that affect the allocation of budgetary resources for the development of tourism destinations in Pringsewu. Barriers in the realm of executive and legislative governance of the Pringsewu Regency government relate to the limited availability of resources (human resources and budget) and lack of coordination between civil servants or *Satuan Kinerja Perangkat Daerah* (SKPD), disposition and program responsibility, and bureaucratic structure. Therefore, the Pringsewu Government is in synergy with stakeholders to optimize tourism development programs. Otherwise, ¹⁴Resources, bureaucracy, disposition, and communication are essential issues in policy formulation and implementation in the realm of government. The results of the FGD with Bank Indonesia indicate that the MBKM project from Atma Jaya Catholic University manages to integrate with the goal of the Bank Indonesia team to introduce the application of the financial application known as *Sistem Informasi Aplikasi Pencatatan Informasi Keuangan* (SI APIK) to the public in Pringsewu, especially Pokdarwis. Therefore, synergy is an alternative solution to optimizing institutional performance and tourism development in Pringsewu Regency, Lampung.

Furthermore, stakeholders who act as the crowd are local entrepreneurs whose business characteristics support the tourism sector, in this case, the Sukoharjo Turkey Restaurant and Eco Taman Sari. The food and beverage (F&B) business play an essential role in supporting tourism activities. The classification of tourism supporting businesses as crowds considers the low importance and influence in the tourism sector. Furthermore, the stakeholder with a low level of interest but has a strong impact and plays an essential role as Contest Setters is *Forkom Pokdarwis*. One of the functions of the *Forkom Pokdarwis* is to become a communication forum for 37 Pokdarwis in Pringsewu Regency, Lampung. *Forkom Pokdarwis* actively coordinates with the Atma Jaya Catholic University of Indonesia to assist 37 Pokdarwis to be organized and developed through various MBKM projects in collaboration with the local government. The network of stakeholders is visualized in Figure 5 below.

¹⁴ "Evaluation of the Implementation of Tourism Policy," *JKAP (Jurnal Kebijakan dan Administrasi Publik)* 21, no. 1 (2017): 82.

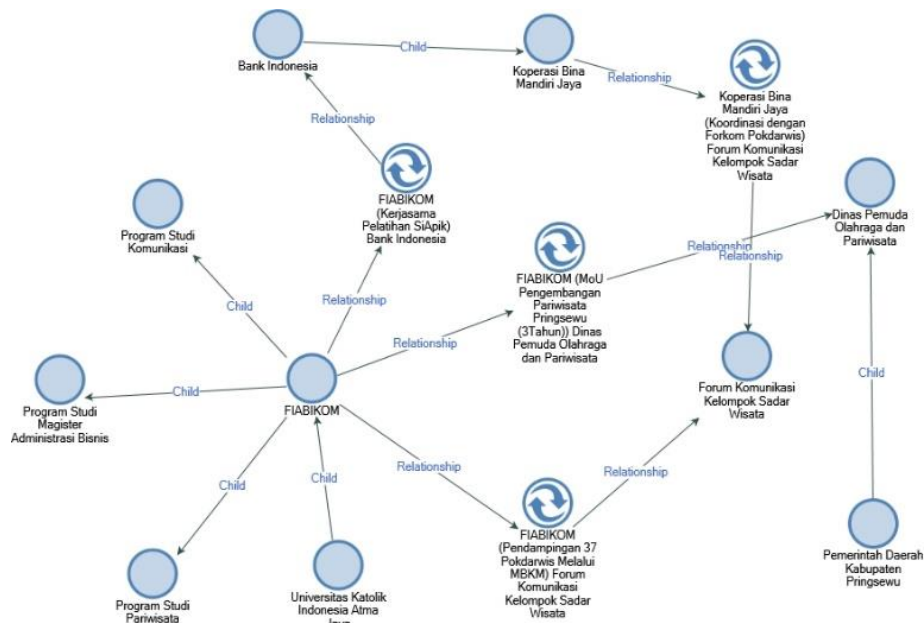


Figure 5. University and Tourism Stakeholders Network through MBKM Project in Pringsewu, Lampung.

Figure 5 shows the cooperation flow between Atma Jaya Catholic University of Indonesia (Unika Atma Jaya) through the Faculty of Business Administration and Communication (FIABIKOM) with *Forkom Pokdarwis*, *Bank Indonesia*, and *Dinas Pemuda Olahraga dan Pariwisata* (DISPORPAR). Atma Jaya Catholic University also has high importance and influence as a key player in tourism development in Pringsewu Regency, Lampung. The Atma Jaya Catholic University of Indonesia put an interest through the MBKM projects to develop 37 Pokdarwis in several sub-districts of Pringsewu District, such as *Gading Rejo*, *Pringsewu*, *Pardasuka*, *Banyumas*, *Pagelaran*, *Pringsewu Utara*, *Sukoharjo*, and *Ambarawa*.

The existence of Pokdarwis that have been identified are as follows: Pokdarwis Talang Indah of Pajaresuk; Pokdarwis Sesat Agung of Kencana Margakaya; Pokdarwis Telaga Gupit of Mataram; Pokdarwis Bukit Tourisna of Bumi Ayu; Pokdarwis Puncak Selapan of Selapan; Pokdarwis Pesona Rusia of Tanjung Rusia; Pokdarwis Way Pegasan Bukit Ceria of Sumber Bandung; Pokdarwis Talang Resort One of Gumuk Rejo; Pokdarwis Muri Waterpark of Bumi Ayu; Pokdarwis Bumiarum of Bumi Arum; Pokdarwis Sabah Fajaragung of Fajar Agung; Pokdarwis Cekdam Indah of Fajar Agung; Pokdarwis Jejama Secancangan of Pringsewu Utara; Pokdarwis Taman Sabin of Wonodadi; Pokdarwis Taman Geswood of Wonodadi; Pokdarwis Gading Mas of Wates; Pokdarwis Puncak Giri Agung of Sukoharjo 3; Pokdarwis Beringin Kembar of Sukoharjo 4; Pokdarwis Gunung Gedeo Kawitan of Sumberagung; Pokdarwis Ratu Mas of Bumiratu; Pokdarwis Cakra Pesona of Pamenang; Pokdarwis Lanang Trimukti of Banjarrejo; Pokdarwis Teluk Kenyo of Pasirukir; Pokdarwis Titian Arum of Lugusari; Pokdarwis Saung Cempedak of banjarrejo; Pokdarwis Taman Tirta Asri of Sriwungu; Pokdarwis Taman Jomblo of Sriwungu; Pokdarwis Jembatan Waduk Way Sekampung of Fajar Baru; Pokdarwis Widoro Payung of Podomoro; Pokdarwis Karya Muda Mandiri of Sukoharjo; Pokdarwis Sebhannusa of

Ambarawa Barat; Pokdarwis Bina Insan Sejahtera of Sukoharjo; Pokdarwis Nggruput of Klaten; Pokdarwis Pasmami Gading Rejo of Gadingrejo; Pokdarwis Kurma Paris of Pajaresuk; Pokdarwis Eco Taman Sari of Padang Rejo; and Pokdarwis Omah Tawon Mataram of Mataram. The legality of Pokdarwis has been recognized by the Government, as evidenced by the legal certificate of Pokdarwis. As the results of the mapping in Figure 6 below.

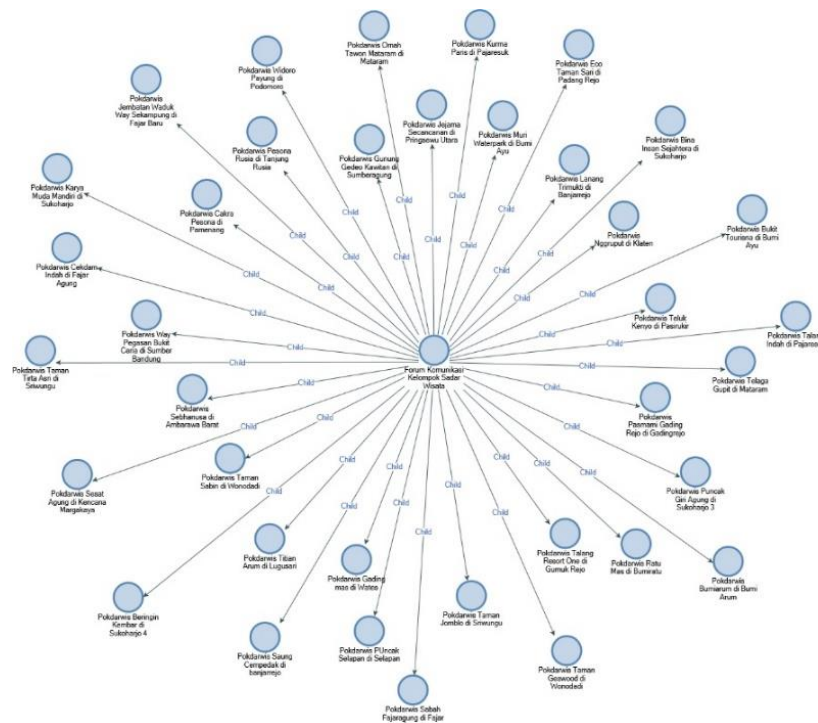


Figure 6. The 37 Kelompok Sadar Wisata (Pokdarwis) in Pringsewu, Lampung.

Figure 6 shows Pokdarwis actively developing superior tourism products in their respective regions. Forkom Pokdarwis collaborates with Unika Atma Jaya through the MBKM program to identify existing conditions in each destination, analyze opportunities and challenges for developing superior tourism products, and organize mentoring and training programs to increase human resource capacity in the tourism sector. Thus, the university has high importance and influence in the collaborative Penta Helix scheme.

University Assistance through MBKM for Sustainable Tourism Development in Pringsewu, Lampung.

The Merdeka Belajar Kampus Merdeka (MBKM) is an educational concept that integrates various sectors in a collaborative learning scheme to produce works beneficial to society in the social, economic, and environmental fields. The contribution of higher education institutions in developing aspects of people's livelihoods is not practical without conceptual or theoretical considerations. Therefore, an educational approach to contribute to the development of every part of people's livelihoods requires a contextual approach through education schemes following each region's socio-cultural, socio-

economic, and socio-ecological factors. In this study, the identification of tourism destination development in Pringsewu needs to be identified, classified and analyzed comprehensively in various contexts of vulnerability to understand the sustainability or resilience of tourism in Pringsewu, Lampung.

Studies on cross-sectoral collaboration related to tourism development are contextual according to the existing conditions of stakeholders in a tourism destination.¹⁵ A collaboration-based tourism development approach involves various elements of society, government, and entrepreneurs to work together in optimizing the managerial aspects of goals and optimizing the marketing of tourism destinations. On the other hand,¹⁶ a collaboration scheme between academics, business people, government, media, and the community is a model for Penta Helix's collaboration to develop tourism potential in East Java. Meanwhile,¹⁷ stakeholders can be classified into four analytical categories based on interest and influence: subjects, key players, crowd, and contest setters. It indicates that the identification and classification of the roles and influences of stakeholders need to be carried out comprehensively to analyze tourism resilience in Pringsewu, Lampung. Furthermore, the subject is a stakeholder with a high level of interest but low influence. Meanwhile, key players are stakeholders with high interest and impact. Meanwhile, crowds are defined as stakeholders with shared interests and power. Contest setters are stakeholders with a low level of interest but have a high impact.

Through Tridharma (Teaching, Research, Community Service), the role of the academicians has been accommodated in policies and institutions to be more progressive through the Merdeka Belajar Kampus Merdeka (MBKM) program. The MBKM project can mobilize the interests of the University in increasing student capacity through various forms of learning activities, as follows: student exchange program; an internship program; teaching assistance program; research program; humanitarian projects; entrepreneurial activity; independent study or project; and village development programs. Considering the contextuality of the role of stakeholders, the University has various opportunities to become a key player in the development of tourism destinations, where the same level of importance and influence influences the development cycle of tourism destinations. In the context of this research, the form of learning is still limited to the category of study or research involving students to identify the impact of MBKM activities at the Atma Jaya Catholic University of Indonesia in developing tourism resilience at the Pringsewu Tourism Destination, Lampung.

The MBKM project in the field of research allows the implementation of student exchange programs, internship programs, teaching assistance programs, research programs, humanitarian projects, entrepreneurial activities, independent studies or

¹⁵ "Pengembangan Situs Promosi Pariwisata Pulau Flores Berbasis Kolaborasi," in *Seminar Nasional Informatika*, 2012, 181–187.

¹⁶ "Implementasi Kolaborasi Model Pentahelix Dalam Rangka Mengembangkan Potensi Pariwisata Di Jawa Timur Serta Meningkatkan Perekonomian Domestik," *Jurnal Mebis (Manajemen dan Bisnis)* 3, no. 1 (2018): 31–38.

¹⁷ "Kolaborasi Dan Sinergitas Antar Stakeholder Dalam Pembangunan Berkelanjutan Sektor Pariwisata Di Kebun Raya Cibinong," *INOBIS: Jurnal Inovasi Bisnis dan Manajemen Indonesia* 4, no. 2 (2021): 221–234.

projects, and a rural tourism development program in Pringsewu, Lampung. The output of the research program involving students is the understanding gained through direct interaction with the community to understand the various socio-cultural, socio-economic, and socio-ecological dimensions of the society in Talang Indah Destination and Kenyo Bay. In addition, students and lecturers have a complete understanding of the inhibiting factors for tourism development in Pringsewu Lampung. As a benefit, the selected tourism development approach relevant to Talang Indah and Kenyo Bay can be recommended. This study indicates that the most relevant approach to the Pringsewu context is a community-based tourism approach and optimization of the tourism destination management system.

The benefits of this activity for the community in Talang Indah Destination and Kenyo Bay, especially for business actors and the *Pokdarwis* involved in Focus Group Discussion (FGD) activities with the Atma Jaya Catholic University of Indonesia, are an understanding of the potential and development methods that are systematic and easy to apply. for the development of business units in tourism destinations, as well as for optimizing the managerial aspects of the Pokdarwis organization in Talang Indah and Kenyo Bay. In addition, the benefits of this activity for the Regional Government, especially the Tourism Office, are policy recommendations for managing tourism destinations to maintain tourism resilience through appropriate programs to minimize various contexts of vulnerability that cause losses to the region. The findings of this study indicate that the MBKM learning model initiated by Atma Jaya Catholic University of Indonesia is a critical player in increasing the capacity of stakeholders, optimizing tourism destination management, and encouraging sustainable Pringsewu tourism shown in Figure 6 below.

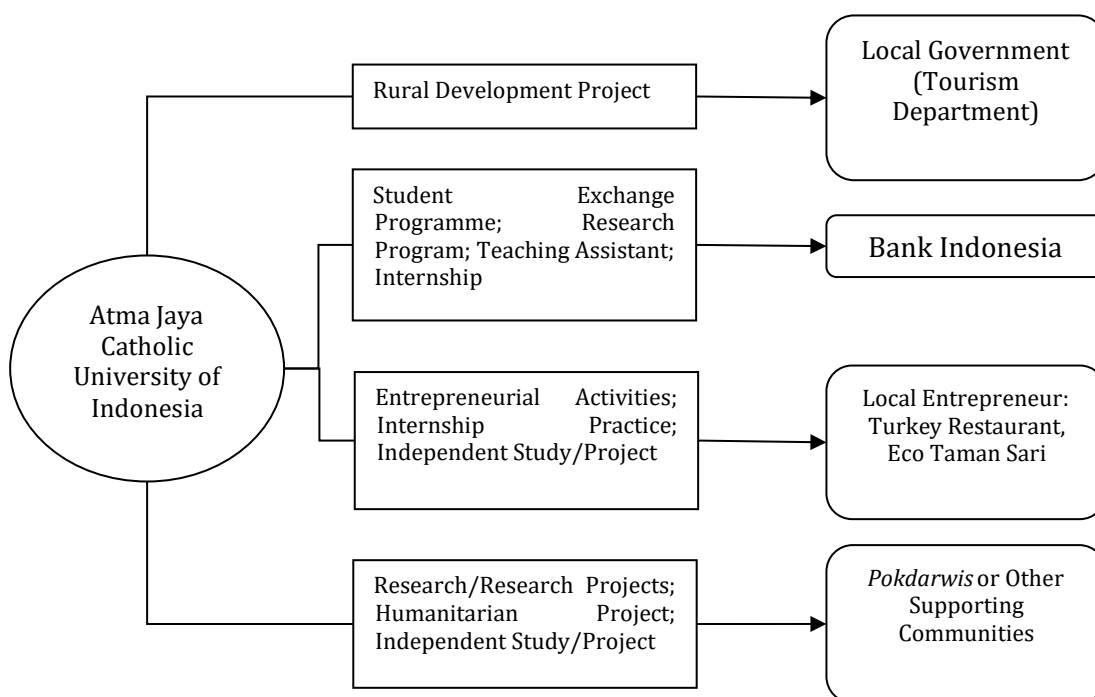


Figure 6. The Role of University in Pringsewu Tourism Development through MBKM Project.

Figure 6 is an overview of the applicable model of MBKM learning based on the results of the identification, classification, and analysis of stakeholders in the Pringsewu Regency. One of the outcomes of this research is to identify various opportunities for collaboration between Atma Jaya Catholic University of Indonesia and stakeholders in Pringsewu, Lampung. This research is still limited to research sites in *Talang Indah, Kenyo Bay, Gua Maria Padang Bulan, and Lugusari*. In developing future research, it is necessary to continue expanding the partnership network between institutions that can optimize tourism development programs and synergize with the university's MBKM program. In addition, to optimize the social and economic impact of the university's MBKM program on stakeholders in Pringsewu, the results of identifying needs and constraints faced by stakeholders at the research site need to be integrated with the availability of human resources who have expertise in each field.

Research and community service activities (PKM), which are elements of the Tri Dharma of higher education, have long been a forum for collaboration between lecturers and students. In this activity, lecturers must involve students in research and PKM activities as scientific cooperation. Through student involvement in research and PKM activities, students can apply the knowledge they gain conceptually and theoretically in lectures to real-life contexts. In addition, through their participation, these students can develop and deepen their knowledge and skills related to the research and PKM carried out. The mentoring process from lecturers to students can also be multiplied through student involvement in research and PKM activities. Mentoring carried out by lecturers to their students is carried out in practical, real-life settings or contexts, for example, in Figure 7 below.



Figure 7. The Lecture and Students Collaboration in MBKM Project.

The Merdeka Belajar Kampus Merdeka Curriculum (MBKM) increasingly accommodates scientific collaboration between lecturers and students in their research activities or PKM at their respective universities. Likewise, the Faculty of Business Administration and Communication Studies (FIABIKOM) initiative to conduct research and community service activities across the internal department involved a team of students engaged with the project. The student and lecturer teams collaborated to make or produce video profiles of the Pringsewu-Lampung tourism destination. In this project, the student team is invited to take on several roles that support the video profile

production process, including roles as a video treatment drafter, scriptwriter, videographer, video editor, and talent and voice-over. Meanwhile, the Faculty of Business Administration and Communication also optimize the community's social and economic benefits through a community service project collaborating with the students. Thus, the Atma Jaya Catholic University of Indonesia, through the MBKM project, can synergize with all stakeholders in Pringsewu Regency to develop local tourism potential as superior products that are competitive at the national and foreign levels.

Actant Scheme, Network, Translation and Intermediary Process in Achieving Institutional Goals: Actor-Network Theory Perspective

Actants can be understood as syntactic elements with small narrative units. The action is an abstract role played by a person or several actors, while the actor is a concrete manifestation of the action.¹⁸ The existence of active and functional schemes in the socio-cultural dimension, where there are differences in roles between actors as senders, objects, recipients, and subjects. On the other hand,¹⁹ active and functional schemas in the socio-cultural dimension are contextual. The roles are subject, object, sender, receiver, helper, and opponent. Each is classified according to the initial situation and the final situation. In the context of this research, each actor involved in the MBKM project has a role as subject, object, sender, receiver, and assistant. Universities are essential in initiating collaborative programs to generate roles and functions from other actors such as local governments, communities, and other related parties.

The form of networking in the MBKM project is dynamic and complex. Diversifying individual networks into formal networks has limited the space for non-formal interactions. It affects the actors' communication patterns to form the actant schema as the sender, receiver, subject, object, and assistant. The challenge of implementing MBKM is the difference in the socio-cultural dimensions of society that influence the attitudes and behavior of stakeholders in each region. Differences in attitudes and behavior determine the form of cooperation in collaborative programs to solve various socio-cultural, economic, and environmental problems. The institutionally formed network between the *Forkom Pokdarwis*, *Bank Indonesia*, *Dinas Pemuda Olahraga dan Pariwisata*, and the Atma Jaya Catholic University of Indonesia has intensively developed along with opportunities for collaboration to achieve the goal of implementing the MBKM program to increase the growth of the tourism sector in the Regency. Pringsewu, Lampung.

The translation of sending and receiving messages in non-formal meetings to formal meetings with all actors shows the synergy of interests through the MBKM program to achieve common goals. Specifically, the MBKM program initiated by the Atma Jaya Catholic University of Indonesia in Pringsewu Regency, Lampung, focuses on developing tourism destinations to improve the welfare of local communities and preserve the environment. In the context of this research, *Forkom Pokdarwis* act as an intermediary connecting 37 *Pokdarwis* throughout the Pringsewu district. Thus, the

¹⁸ "Skema Aktan Dan Fungsional Cerita Sangbidang," *Sawerigading* 23, no. 2 (2017): 205–216.

¹⁹ "Skema Aktan Dan Struktur Fungsional A.J. Greimas Dalam Cerita Asal Mulo Jambi Tulo Dan Jambi Kecil," *Pena Literasi* 3, no. 1 (2020): 50–61.

sender and recipient, subject and object, and assistants in the MBKM project can operate according to each domain's actant scheme and function. It shows the integration of interests that connects various parties in a mutually beneficial collaboration model. Thus, the theoretical construction of Actor-Network Theory must be relevant through this case study approach.

Studies on actor-network theory in implementing MBKM activities in various sectors are still limited. Likewise, the Penta helix collaboration model mapping concerning MBKM activities in the tourism sector. The relevance of the ANT and Penta helix perspectives useful for monitoring network development and identifying critical actors as senders, recipients, subjects, objects, assistants, and challengers in the actant scheme to optimize message translation for integration of interests. The ANT perspective and the Penta helix collaboration model must be adapted to each region's socio-cultural, socio-economic, and socio-ecological contexts. Adjustment of each context will show the characteristics of actors with diverse cooperative attitudes and behaviors. Thus, stakeholders can anticipate internal institutional conflicts that harm the sustainability of the MBKM project and efforts to develop sustainable regional tourism.

Conclusion

In the collaborative Penta Helix scheme for tourism development in Pringsewu-Lampung Regency, 37 Pokdarwis in Pringsewu and the university have a significant role as key players with a high level of importance and influence. Meanwhile, Forkom Pokdarwis has a low level of importance but has a high impact to be categorized as a contest setter. Furthermore, stakeholders who act as the crowd are local entrepreneurs whose business characteristics support the tourism sector, the Sukoharjo Turkey Restaurant, and Eco Taman Sari. Meanwhile, stakeholders who serve as subjects with a high level of interest but low influence are the Regional Government through the Department of Youth, Sports and Tourism (DISPORPAR) and Bank Indonesia. Based on mapping stakeholders' level of interest and influence in Pringsewu Regency, MBKM Project is integrated with the tourism development program to realize tourism resilience that is beneficial in the socio-economic, socio-cultural, and socio-ecological dimensions. The ANT and Penta helix perspectives are helpful for monitoring network development and identifying critical actors as senders, recipients, subjects, objects, assistants, and challengers in the actant scheme to optimize message translation for the integration of interests.

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