



Stakeholder Collaboration in the Management of Gapura Bajang Ratu as a Tourist Attraction, Trowulan District, Mojokerto Regency

Ruri Zat Permatasari^a, Ida Ayu Suryasih^b, Putri Kusuma Sanjiwani^c

^a Faculty of Tourism, Udayana University, Bali

^b Faculty of Tourism, Udayana University, Bali

^c Faculty of Tourism, Udayana University, Bali

ABSTRACT

Effective stakeholder collaboration is needed in the problems faced in managing the Gapura Bajang Ratu site as a tourist attraction. The relevant stakeholders, in this case, are the Mojokerto Regency Tourism Office, the East Java Cultural Heritage Preservation Center (BPCB), the local community, and the private sector, each of which has different main tasks and functions. This research was conducted at the Gapura Bajang Ratu Site in the Trowulan Site Tourism Area located in Trowulan District, Mojokerto Regency, East Java. Trowulan District holds many cultural heritage objects from the relics of the Majapahit Kingdom. This makes Trowulan District has a variety of tourism potential, one of which is the Gapura Bajang Ratu site. The location of the archaeological sites, all of which are relics of the Majapahit Kingdom in Trowulan District, is about 12 kilometers from the center of Mojokerto and about 50 kilometers from the city of Surabaya to the southwest of East Java. This research uses the methods of observation, interview, document collection, and literature study. And using qualitative data analysis techniques. Collaboration between stakeholders, such as the Tourism Office, Cultural Heritage Preservation Center, local communities, and the private sector, has a crucial role in ensuring this site's preservation, development, and sustainable management. The synergy between stakeholders and their acceptance will strengthen joint efforts in maintaining authenticity, promoting research and education, and building awareness and appreciation of cultural heritage. Stakeholder collaboration in processing the Gapura Bajang Ratu site is going well, so it can develop tourism there and attract tourist visits. This has a good impact on economic improvement in the village and cultural preservation.

Keywords: *stakeholder, Gapura Bajang Ratu, tourism destination*

Introduction

An indicator of the success of a tourism destination, the tourism product component is something that must be owned by a region in developing its tourism sector. Cooper (Suwena, 2010) states that the main components of a tourist attraction or tourist destination must be supported by attraction, accessibility, amenities, and ancillary services. The four components of the tourism product are the main requirements to be developed in attracting tourists to visit a tourist attraction.

Tourism activity is one of the non-oil and gas sectors which is expected to provide a sizeable contribution to the country's economy. Efforts to develop the world of tourism are supported by Law Number 10 of 2009 which states that the existence of a tourist attraction in an area will be very beneficial, including increasing Regional Original Income (PAD), increasing people's living standards, and expanding employment opportunities given the increasing number of unemployed at this time, increasing a sense of love for the environment and preserving nature and local culture. This can be achieved if the government and local communities can explore and manage their respective regional tourist attractions. Various types of tourist attractions in each region are also the full support for increasing Indonesia's tourism sector. Each region in Indonesia has its characteristics that can be managed as a tourist attraction, one of which is Mojokerto Regency.

Administratively, Mojokerto Regency is a part of the area in East Java Province. East Java Province has a variety of natural, cultural, and artificial tourist attractions. One of the areas in Mojokerto Regency with cultural heritage as a potential for cultural tourism is Trowulan District. Trowulan District is one of the sub-districts in Mojokerto Regency and has the potential for cultural tourism because it is thick with history and culture. The name Trowulan comes from the word Atahwulan where the pratista (embodiment statue) of Jayanegara after his death. In the Nagarakertagama book, it is stated that Atahwulan is located in the palace. So it can be said that the capital of Majapahit is located in Trowulan (Wibowo, 1983).

Majapahit was an empire that was established in the 13th century or around 1293 to 1527 AD. The Majapahit Empire was the last Hindu-Buddhist empire that ruled the archipelago and is considered the largest monarchy in Indonesian history (Ricklefs, 1991). According to Nagarakertagama, Majapahit's power stretched from Java, Sumatra, the Malay Peninsula, Kalimantan, the Philippines (Sulu Islands, Manila (Saalundung)), Sulawesi, Papua and others (Nagarakertagama, 1365) in (W. Van Hove, 1968). The former legacy of the Majapahit Kingdom deserves to be cultivated and should be preserved so

that it can show self-confidence and uphold the nation's fighting spirit because the kingdom succeeded in uniting parts of Southeast Asia politically in its era.

On December 30, 2013, Trowulan was designated as a National Cultural Heritage area. This determination is contained in the Decree of the Minister of Education and Culture of the Republic of Indonesia No. 260/M/2013 concerning the determination of the Trowulan geographic spatial unit as a National-level Cultural Heritage area (East Java Cultural Heritage Preservation Center, 2022). Trowulan sub-district has many cultural heritage objects from the legacy of the Majapahit Kingdom. This makes Trowulan District has various tourism potentials, one of which is the Gapura Bajang Ratu site. The Gapura Bajang Ratu site located in Temon Village, Trowulan District, Mojokerto Regency is one of the legacies of the Majapahit Kingdom which has high historical value and is a tourist attraction for domestic and foreign tourists. The management of the Gapura Bajang Ratu Site has not been optimal and various problems must be overcome such as the lack of facilities and infrastructure, the lack of promotion and marketing, and the lack of coordination and collaboration between related stakeholders.

Good stakeholder collaboration is needed in the problems encountered in managing the Gapura Bajang Ratu site as a tourist attraction. The relevant stakeholders, in this case, are the Tourism Office of the Mojokerto Regency, the East Java Cultural Heritage Preservation Agency (BPCB), local communities, and the private sector, each of which has different main tasks and functions. The Mojokerto Regency Pariwisata Service and the East Java BPCB are responsible as facilitators and regulators, local communities as owners of existing resources, and the private sector as investors. All of these stakeholders play different roles in managing the Gapura Bajang Ratu Site. But in the end, these stakeholders have the same goal, namely to ensure that the Gapura Bajang Ratu site is maintained and becomes an attractive tourist attraction for tourists.

At the Bajang Ratu Gapura Site, synergized management is needed between stakeholders so that the Bajang Ratu Gapura Site can support cultural tourism in Mojokerto Regency to become more advanced. The management of Gapura Bajang Ratu Tourism Attraction which synergizes with each other also aims to respect the ancestral heritage of the Majapahit kingdom because historically the Bajang Ratu Gapura Site has played an important role in the Majapahit Kingdom. Stakeholder collaboration in managing the Gapura Bajang Ratu Site which synergizes also aims to provide education to tourists about Majapahit Culture in the past, tourists who are the younger generation will be more proud of their nation if they know more about their nation.

Based on this background, researchers need to conduct research with the title "Stakeholder Collaboration in the Management of the Bajang Ratu Gapura Site as a Tourist Attraction, Trowulan District, Mojokerto Regency" to deal with the problem of synergy from stakeholder collaboration in managing the tourist attraction of the Bajang Ratu gate site. Researchers realize the importance of identifying the stakeholders involved in the management of the Bajang Ratu Gate site, analyzing the factors that influence collaboration between stakeholders, and evaluating the effectiveness of collaboration between stakeholders in improving the management of the Bajang Ratu Gate site as a better tourist attraction. It aims to solve the problems or obstacles that are being faced. Each Stakeholder is expected to carry out their respective duties and functions as government, local communities, and the private sector. To obtain a solution to the constraints being faced by the stakeholder component of the Bajang Ratu gate site in managing its tourism potential optimally.

Methodology

The data analysis technique is one of the most decisive steps in a study because data analysis serves as an instrument to conclude the results of the research. The data analysis technique used in this study is a qualitative data analysis technique. Qualitative analysis strategies are generally not used as a means of searching for data in the sense of frequency but are used to analyze the ongoing social processes and the meaning of the facts that appear on the surface.

(Muhajir, 1998) emphasized that qualitative descriptive analysis is understood as a way of thinking systematically by illustrating or describing a phenomenon and then associating it with other phenomena through interpretation to be described in a quality close to reality. Qualitative data analysis is used to understand a process or fact and not just to explain that fact (Bungin, 2007). This strategy is described as follows:

1. Observing the phenomenon, namely by making observations at the research location so that they can search, collect, and record data and information contained at the research location regarding the role of stakeholders, identification of capital, and Stakeholder Collaboration in the Management of the Gapura Bajang Ratu Site as a Tourist Attraction, then re-checking and making revisions regarding the data obtained.
2. Categorize the data and information obtained. Categorization is used to distinguish and understand the data that has been obtained. The collection of data and information obtained at the research location was then categorized according to the problem under study, namely the role of stakeholders in the Management of the Gapura Bajang Ratu Site as a Tourist Attraction.
3. Explain and explore the categorization. The research sought is in the form of data and information that has been categorized according to the problem then described in the form of a narrative and supported by pictures that have been obtained at the research location.
4. Explain the relationship categorization. Explaining categorization relationships, in this research is the step to explain, and describe data and information that have been categorized based on research problems, then explain each relationship from data and information that has been categorized between stakeholder roles in the Management of the Bajang Ratu Heritage Site as a Tourist Attraction. Explaining by making the categorization characteristics explicit, as well as integrating the categories that have been made. Interpreting and giving meaning to the relationship between categorizations so that the relationship becomes clear (Muhajir, 2010).
5. Draw general conclusions. Furthermore, in this study, the data that has been categorized, and each relationship is explained, then general conclusions are drawn from this categorization as an answer to the analysis.

In this study, the phenomenon studied was the tourism phenomenon that occurred at the Gapura Bajang Ratu Site, then identifying the phenomenon and categorizing the information obtained, explaining the categorization and connecting it, and finally concluding an answer to the analysis.

Results

Overview

This research was conducted at the Gapura Bajang Ratu site located in Trowulan, Mojokerto, East Java, Indonesia, which is an important cultural heritage area of the Republic of Indonesia. This site is one of the cultural heritages in the Trowulan Site area which is known as the capital of the Majapahit Empire in the 14th century AD. The Gapura Bajang Ratu site is decorated with intricate carvings or reliefs depicting the beauty of Majapahit architecture. The site displays the outstanding architectural craftsmanship of the Majapahit civilization, which combines Hindu elements with local Javanese influences. Carefully hewn andesite stones were used in the construction of the arches and walls, demonstrating their durability and longevity.

Around the Gapura Bajang Ratu site area, there are several other heritage sites of the Majapahit Kingdom, namely in the form of temples, gardens, and others that were used as a means of religious activities or as a resting place for Majapahit nobles. At this time the Bajang Ratu Gapura Site attracted the attention of domestic and foreign tourists to come to visit. Tourists explore the beauty of ancient architecture, learn the history of Majapahit, and enjoy tours. The cultural heritage area is a core zone protected by the Government so it is important for tourists to respect and maintain the authenticity and integrity of this site, by complying with the regulations and restrictions imposed by the authorities to preserve the Gapura Bajang Ratu Site.

The current condition of the tourist attraction of the Gapura Bajang Ratu Site includes natural aspects, physical environment, cultural aspects, amenity aspects, attractions aspects, accessibility aspects, and institutional aspects. The following is an explanation of the current condition of the Gapura Bajang Ratu Site based on these aspects:

1. Natural Aspects

The Gapura Bajang Ratu site is located on the north coast of Java Island and has a low-lying landscape. The Gapura Bajang Ratu site area has fertile andosol soil types and is suitable for agricultural and farming activities. This is one of the reasons that underlie most of the local people's livelihood as farmers. Local people cultivate varieties of rice, corn, chilies, and other types of plantation crops. The expanse of rice fields in the Bajang Ratu Gapura Site area is so beautiful that it can spoil the eyes of tourists who want to visit the Bajang Ratu Gapura Site. In addition to agricultural land, there are also many shady and soothing maja plants and small rivers that flow in this area. The temperature in the area of the Gapura Bajang Ratu site is influenced by a tropical climate with an average daily range of 26-30 degrees Celsius. The influence of weather and climate greatly affects the condition of the Bajang Ratu Archway building because it is located in an open field garden area. However, good protection and maintenance efforts have been made by the Cultural Heritage Preservation Center to maintain its sustainability. This is in line with the informant's statement, based on the results of an interview with the head of BPCB said that:

"The task of BPCB is the preservation of cultural heritage in East Java, one of which is the Bajang Ratu Arch Site. In its preservation, several things are done, namely protection, development, utilization, maintenance, and care. The protection activities carried out at the Bajang Ratu Site have been very much from the 1980s when the restoration and conservation began and continue to maintenance until now."

2. Aspects of the Physical Environment

The physical environment around the Gapura Bajang Ratu site is relatively unspoiled because most of the area is in the form of cultural heritage, agricultural land, and villages that are not densely populated. In the Bajang Ratu Gapura Site area, there are several other heritage sites of the Majapahit Kingdom. These sites are located in an area of the Gapura Bajang Ratu Site which is called the Trowulan Site Area because it is located in Trowulan District, Mojokerto Regency, East Java. The Trowulan Site area has an area of around 100 square km, in which there are several sites.

Table 1 Trowulan Site Area

No	Nama Situs	Luas Situs
1.	Bajang Ratu Arch Site	1,2 ha
2.	Mouse Temple	600 m ²
3.	Brahu Temple	620 m
4.	Kedaton Temple	1.075 m ²
5.	Menak Jingga Temple	675 m ²
6.	Eat Princess Cempa	128 m ²
7.	Troloyo Tomb	3,5 ha
8.	Sentonorejo Site	4.050 m ²
9.	Watu Umpak	5,7 m ²
10.	Wringin Lawang gate site	427 m ²
11.	Great Hall	143 m ²
12.	Siti Inggil Tomb	225 m ²

(Source: google, 2023)

3. Cultural Aspect

Several cultural aspects of the Gapura Bajang Ratu site provide a rich overview of the historical and artistic heritage from the golden age of Majapahit. This gate is built with three main parts, namely the base, body, and roof, with the addition of wings and fences. The complexity and splendor of this architecture demonstrate the expertise in construction during the Majapahit era and are evidence of the cultural glory and power of the kingdom.

4. Amenities Aspect

Adequate amenities make tourists feel comfortable and satisfied. Although this site focuses more on cultural and historical aspects, there are several facilities available at the Gapura Bajang Ratu site to make it easier for tourists. The facility is an adequate parking area. With this parking area, tourists don't have to worry about finding a parking space that is too far away. The parking area is 130 square meters and can accommodate 27 four-wheeled vehicles and 50 two-wheeled vehicles. Adequate and well-organized parking area facilities near the site. This will make it easier for tourists to park safely and comfortably.

6. Accessibility Aspect

The accessibility aspect of the Gapura Bajang Ratu Site is an important factor in ensuring that tourists can easily reach and enjoy this site. Several aspects of accessibility need to be considered so that tourists feel comfortable and assisted in accessing this site. The road to the Gapura Bajang Ratu Site is in good condition and easily accessible by vehicles. The condition of the road to the Gapura Bajang Ratu Site is very good with smooth asphalt because it is a cross-province fast lane and has no potholes. Access to the Gapura Bajang Ratu site can be via the Mojokerto-Surabaya highway. After reaching Pelem Hamlet, Temon Village, tourists can follow the signposts to the Bajang Ratu Gate. Meanwhile, the distance from the center of Mojokerto City to Gapura Bajang Ratu is 16 km. Apart from these routes, you can also go through the Mojokerto-Jombang highway. Then arrive at the Dukuh Ngliguk intersection, turn east for 3 km, at Dukuh Kraton, Temon Village, Trowulan District, Mojokerto Regency. The distance to Gapura Bajang Ratu from the center of Jombang Regency is about 20 km. The condition of the two lanes is very good and very easy for vehicles to pass, so they can be accessed by large vehicles such as buses and minibusses as well as small vehicles such as four-wheeled or two-wheeled vehicles. Accessibility facilities such as signposts to the site, and clear and easy-to-follow signs are also clearly available, so tourists can reach the location easily, safely, and comfortably.

7. Institutional Aspect

The Gapura Bajang Ratu site is an archaeological site that was opened as a tourist attraction. The site, which is located in Trowulan District, Mojokerto Regency, East Java, is one of the legacies of the Majapahit Kingdom, which was a Hindu-Buddhist culture that ruled over Indonesia in the 14th to 15th centuries AD. On the institutional aspect, the Gapura Bajang Ratu site has several important components.

The Role of Stakeholders in the Management of the Gapura Bajang Ratu Site as a Tourist Attraction

1. The role of the Central Government through the Cultural Heritage Preservation Center

The Indonesian government not only acts as the main regulator in setting standards, norms, procedures, and criteria for tourism development but also directly handles tourism development. In addition, the government assists the national tourism promotion and marketing program, as well as the development of National Tourism Destinations (DPN), National Tourism Strategic Areas (KSPN), and National Special Tourism Areas (KPPN). To promote and market provincial tourism, to the provincial government is responsible for doing so. However, Regency/City Regional Governments have the main responsibility to work together with other stakeholders, namely industry and society, in preparing and implementing Regency/City Regional Regulations by the mandate of Law Number 10 of 2009 concerning Tourism.

The Central Government through the East Java Cultural Heritage Preservation Center (BPCB) has a significant role in managing the Gapura Bajang Ratu Site as a Tourist Attraction. One of BPCB's missions is to utilize cultural tourism to maintain the preservation of cultural heritage. By promoting the Gapura Bajang Ratu Site as a tourist attraction, conservation efforts can be more effective. In addition, the utilization of the Gapura Bajang Ratu Site as a tourist attraction also has the potential to alleviate poverty in the region. The government, local government, and the community can take advantage of the potential of cultural heritage for various purposes such as religion, society, education, science, technology, culture, and tourism.

(Result of an interview with Mr. Kus)

BPCB also plays a role in improving the quality of preservation and development of the Gapura Bajang Ratu Site as a national and regional tourism asset. The BPCB is tasked with providing information to the public about this cultural heritage site so that people's knowledge and appreciation of the history and cultural values contained in the site can increase.

To promote the Gapura Bajang Ratu Site as a tourist attraction, BPCB is working with the tourism agency and the local community, and other stakeholders. This collaboration aims to increase the popularity of the Gapura Bajang Ratu Site and increase the number of tourist visits. BPCB also plays a role in maintaining tourism sustainability by ensuring that the use of cultural heritage sites as tourist attractions does not damage the environment or harm existing cultural values. Management of the Gapura Bajang Ratu Site as a Tourist Attraction can be carried out sustainably, preserving the culture and surrounding environment.

With the role of the Central Government through the East Java BPCB, the management of the Gapura Bajang Ratu Site as a tourist attraction can be carried out more effectively. By exploiting the potential of the Bajang Ratu Gapura Site, establishing cooperation with various parties, and maintaining

the sustainability of tourism, it is hoped that the Bajang Ratu Gapura Site can continue to attract tourists from within and outside the country while maintaining a valuable cultural heritage for this nation.

2. The Role of the Mojokerto District Government

The role of the Regional Government is very important in managing the Gapura Bajang Ratu Site as a tourist attraction. The Regional Government in this case is the Mojokerto Regency Tourism Office. The tourism office is responsible for developing infrastructure that supports the accessibility and safety of the Gapura Bajang Ratu site. This includes the construction of roads, signs, parking lots, rest areas, and sanitation facilities. Good infrastructure will make it easier for tourists to visit sites comfortably and enhance their tourist experience. Based on the results of an interview with the head of the tourist attraction sector of the Mojokerto district tourism office who said that:

"The role of the Mojokerto Regency tourism office at Gapura Bajang Ratu is usually every year there is maintenance, maintenance in the form of repairs, painting of buildings in the gate bajang ratu: Such as bathrooms, prayer rooms, and ticket management. Tickets from the Mojokerto district tourism office then later there will be a profit sharing with BPCB the percentage is 50% 50% according to the latest MOU. But for the balance, everything is deposited into the regional treasury by us through the officers at the tourist attraction."

(Interview result with Mrs. Mega)

The Mojokerto Regency Tourism Office also has an important role in the promotion and marketing of the Gapura Bajang Ratu Site. The marketing campaign carried out by the tourism agency is promoted through various media, such as the official website and brochures. This is done to attract local and foreign tourists. In addition, the tourism agency also collaborates with the private sector and various schools.

The Mojokerto Regency Tourism Office also plays a role in ensuring the management of this site is sustainable. Regulate the number of visitors, manage waste, provide public toilets, and organize activities around the site so as not to disturb environmental sustainability. Educational programs about sustainability and the importance of preserving the Gapura Bajang Ratu Site are also implemented to increase tourist awareness. With the active role of the Regional Government in the management of the Gapura Bajang Ratu Site, it is hoped that this site can become a sustainable tourist attraction, provide benefits to the surrounding community, and still radiate its beauty and rich historical value.

3. The Role of the Bajang Ratu Arch Site Manager

The role of the Bajang Ratu Gapura Site Manager in managing the Bajang Ratu Gapura Site as a Tourist Attraction is very important to ensure that the site is maintained and well maintained. The manager in this case is the BPCB staff and the tourism office staff who are assigned to be in the field. Managers play a role in developing the Gapura Bajang Ratu site as a tourist attraction by providing information about operating hours and ticket prices so that tourists can access the site easily. This promotion is carried out so that the percentage of tourist ticket sales at Gapura Bajang Ratu remains high and in demand. As the results of an interview with one of the Mojokerto Regency Tourism Office employees who was assigned to be the coordinator of the Bajang Ratu Arch Site in the field, he said that:

"There are 2 management officers on this site. From the tourism office and BPCB. Then we both supervise the sale of entrance tickets to the bajang ratu gate, but the one who intensively promotes tourism is the tourism office so that more people are interested in traveling here. Later it will be calculated together how many days it can be. Then the one who is obliged to deposit to the Jatim bank is the officer from the tourism office because the ticket procurement is from us".

(Interview result with Mr. Ahmad Didi)

Management officers also have the responsibility of maintaining cleanliness and caring for the Gapura Bajang Ratu site, including cleaning the surface of site objects from dirt and dust and inhibiting the growth of microorganisms that can damage the site. Management officers also have an important role in providing information to tourists regarding the history of the Gapura Bajang Ratu Site. This site is one of the heritage sites of the Majapahit Kingdom which has different ornaments and patterns as well as many reliefs depicting life in the past. This clear and accurate information helps tourists understand the historical value associated with the site. As the results of interviews with BPCB staff who are coordinators of the Bajang Ratu Arch Site, he said that:

"The role of the caretaker staff is to ensure the security and maintenance of the physical and cultural heritage (cultural heritage here I mean the Bajang Ratu Arch Site). The security in question is the security of the Bajang Ratu Arch Site and the security of its environment. So there are certain restrictions that the staff of the caretaker uses, such as opening and closing hours, and special conditions that may need to be adjusted, such as someone who will utilize the Bajang Ratu gate for night activities. So the stewards in the field and the leadership in the office always coordinate, what steps should be taken, how the activity permit, etc. To ensure the physical and cultural maintenance, we monitor visitors who come so as not to damage parts of the site and also provide explanations about the history of this site to them".

(Interview with Mr. Suparno)

The Bajang Ratu Gapura Site Manager is staff from 2 agencies who work together to improve the management and development of the Bajang Ratu Gapura Site. This collaboration is an effort by the East Java BPCB and the Mojokerto Regency Tourism Office to improve the tourist experience of tourists and preserve the cultural values contained in the Gapura Bajang Ratu Site.

4. The role of tourism entrepreneurs

Private or industrial organizations are also explained in Law Number 10 of 2009 concerning Tourism in articles 1 number 7 and 8 which means a person or group of people (entrepreneurs) who become providers of goods and or services to meet the needs of tourists and organize tourism activities. Law Number 10 of 2009 concerning Tourism also stipulates two private institutions as government partners, both at the central and regional levels, as well as the community in the development and management of tourism in Indonesia. The two private institutions are the Indonesian Tourism Promotion Agency (BPPI) and the Regional Tourism Promotion Agency (BPPD). These two institutions have an important role to play in promoting Indonesian tourism as a whole and tourism at the respective regional level. There is also the Indonesian Tourism Industry Association, which is an organization whose members consist of tourism entrepreneurs, tourism business associations, professional associations, and other associations directly related to tourism. This organization plays a role in uniting tourism industry players, advancing the tourism sector, and actively participating in the development and management of tourism in Indonesia.

The role of tourism entrepreneurs in managing the Gapura Bajang Ratu Site as a tourist attraction is very important and varied. First, tourism entrepreneurs have a role in investment and infrastructure development. Tourism entrepreneurs act as investors who build supporting facilities around the Gapura Bajang Ratu site, such as places to eat, souvenir shops, and transportation facilities. This investment not only improves the quality of service and comfort for tourists but also has a positive impact on the local economy by creating job opportunities for the surrounding community.

Tourism entrepreneurs also play a role in providing an efficient ticket purchasing system and arranging visit schedules, such as tour and travel or tour package services to Gapura Bajang Ratu. With good operational management, tourism entrepreneurs in the form of tours and travel can ensure a pleasant and smooth travel experience for tourists.

The important role of tourism entrepreneurs also lies in the promotion and marketing of the Gapura Bajang Ratu Site. Through effective marketing strategies, tourism entrepreneurs can increase the visibility of their sites and attract potential tourists. This has a good impact on the Gapura Bajang Ratu site as a tourist attraction because it broadens the reach of promotions and increases the popularity of the site as an attractive tourist attraction.

Collaboration with local governments and related stakeholders is also an important aspect of the role of tourism entrepreneurs. Tourism entrepreneurs can cooperate with the Tourism Office or local communities in managing the site, developing training programs for local tourism actors, or participating in site sustainability and preservation programs. Good collaboration between tourism entrepreneurs and related parties will benefit, and strengthen the management and development of the Gapura Bajang Ratu Site as a tourist attraction in Mojokerto Regency.

5. The Role of Local Communities

According to the explanation of Article 5 Letter e of Law Number 10 of 2009 concerning Tourism, community organizations are people who live in the tourism destination area who play an active role in organizing tourism activities and are prioritized to benefit from the implementation of tourism activities in that place. Local communities who live around destinations visited by tourists play a very important role, both as business actors, laborers and as hosts in organizing tourism activities in a destination.

The local community has a very important role in managing the Bajang Ratu Gapura Site as a tourist attraction. This is because the local community was born and grew up with knowledge and awareness of the existing cultural heritage, the alua people really understand the historical values contained in the Bajang Ratu Gapura Site and other sites scattered in Trowulan. Local communities can provide input to the government so that outreach to the surrounding community can be carried out optimally. The local community can also provide training for the development of a sculpting business. By improving their skills in this field, they can not only improve the quality of the statues they produce but also play a role in promoting the Majapahit heritage site as a tourist attraction which is a cultural heritage to people outside the region and even abroad.

The great cultural influence of Majapahit is still felt in the beliefs of the Trowulan people. Therefore, local people can play an important role in promoting the Gapura Bajang Ratu site through myths and folklore related to the site's history. By sharing these stories, they can entice tourists to visit the sites and understand more about the cultural heritage they have. The local community can also help in maintaining the cleanliness and safety of the site, as well as providing good service to visiting tourists. By being friendly to tourists, they help maintain the integrity of the site while making a good impression on tourists.

Local community organizations that play an active role in assisting the site manager are Karang Taruna Temon Village. Karang Taruna members can educate the public about how to keep the environment around the site clean and the importance of maintaining the condition of the site so that it is well maintained. They also help the local people's economy by arranging permits for the BPCB and the tourism service to empower local residents' land as a parking area for tourists who come to the Gapura Bajang Ratu site. In addition, Karang Taruna Temon Village plays an active role in helping the security and cleanliness of the site area when certain events are being held on the site.

Stakeholder Collaboration in the Management of Gapura Bajang Ratu Site as a Tourist Attraction

Management of the Gapura Bajang Ratu Site as a Tourist Attraction is a shared responsibility involving various parties who have different interests and roles. Collaboration between stakeholders, such as the Cultural Heritage Preservation Agency, the tourism agency, management officers, local communities, and the private sector, has a crucial role in ensuring this site's preservation, development, and sustainable management.

The Cultural Heritage Preservation Center as the main stakeholder plays a central role in the management of the Gapura Bajang Ratu Site. They have the authority to provide technical guidance in maintaining the integrity of the site, organize archaeological excavations, and carry out periodic maintenance. Other institutions related to this site are required to coordinate with the BPCB because the BPCB also coordinates conservation, research, and education efforts related to the site. BPCB has knowledge and expertise in the maintenance, restoration and research of the Gapura Bajang Ratu Site. In addition,

BPCB also contributes to further research on the history, archeology, and culture around the site, which will enrich our understanding of this cultural heritage.

The Tourism Office of the Mojokerto Regency has the authority to formulate policies, regulations, and strategic planning that lead to the utilization of the site as a tourist attraction. Collaboration with related agencies, such as the BPCB is essential in coordinating conservation, research, and educational efforts related to the site. The collaboration of the local government and related institutions will ensure that there are effective steps in managing this site.

The management officers of the Bajang Ratu Gapura Site are staff from 2 agencies who work together to improve the management and development of the Bajang Ratu Gapura Site. These agencies are the East Java BPCB and the Mojokerto Regency Tourism Office. The managing officer of the Bajang Ratu Gapura Site has the responsibility of maintaining the security and cleanliness of the site, the safety and comfort of tourists, maintaining and depositing entrance ticket fees, and providing an understanding of the history of the Bajang Ratu Gapura Site to tourists who come.

The private sector, in this case, tourism entrepreneurs, conducts various tourism businesses. Tourism entrepreneurs invest in infrastructure development such as souvenir shops, sculptures, places to eat, etc. Tourism entrepreneurs can also provide an efficient ticket purchasing system, and arrange visit schedules, such as tour and travel or tour package services to Gapura Bajang Ratu. Collaboration with local governments and related stakeholders is also an important aspect of the role of tourism entrepreneurs. Good collaboration between tourism entrepreneurs and related parties will benefit, and strengthen the management and development of the Gapura Bajang Ratu Site as a tourist attraction in Mojokerto Regency.

Local community participation is very important in the management of the Gapura Bajang Ratu Site. Local people have the knowledge and emotional attachment to this site. Involving them in conservation and management activities, such as education, training, and economic empowerment programs through cultural tourism, will increase their sense of belonging and awareness of the importance of the Gapura Bajang Ratu Site.

Stakeholder collaboration in the management of the Gapura Bajang Ratu Site is the main key to ensuring its preservation, development, and sustainable management. Through collaboration between the Cultural Heritage Preservation Agency, the Mojokerto Regency Tourism Office, management officers, business or private actors, and the local community, effective steps can be taken to maintain the integrity of the site, enrich tourist knowledge about history and culture, and empower local communities. With strong management collaboration, Gapura Bajang Ratu can become a source of pride for the nation and a valuable legacy for future generations.

Table 2 Stakeholder Collaboration

Stakeholder	BPCB	Tourism Office	Management Officer	Business Actors	Local Community
BPCB	-	✓	✓	✓	✓
Tourism Office	✓	-	✓	✓	✓
Management Officer	✓	✓	-	✓	✓
Business Actors	✓	✓	✓	-	✓
Local Community	✓	✓	✓	✓	-

Description:

✓	implemented
×	not implemented

Collaboration between tourism stakeholders at the Gapura Bajang Ratu Site can be described as follows:

1. Collaboration of the East Java Cultural Heritage Preservation Center (BPCB) with the Mojokerto Regency Tourism Office, management officers, business actors, and local communities in managing the Gapura Bajang Ratu Site as a tourist attraction, including:
 - a. BPCB's collaboration with the Mojokerto Regency Tourism Office is in the form of cooperation to formulate a plan for the preservation and development of the Gapura Bajang Ratu Site. This includes determining strategies for preservation, restoration, routine care, maintenance and protection in order to improve the quality of preservation and development of sites as national and regional tourism assets;
 - b. BPCB collaboration with management officers in the form of cooperation to maintain the security and cleanliness of the Gapura Bajang Ratu Site. The BPCB and the tourism agency make rules and guidelines, then the management officers proceed and implement them as a form of site protection against damage done by tourists.
 - c. BPCB's collaboration with business actors is in the form of cooperation to develop a good image of the Gapura Bajang Ratu Site for tourists. BPCB can cooperate with business actors to market the splendor and uniqueness of the Gapura Bajang Ratu Site into tourism products to tourists so as to provide benefits to business actors.
 - d. BPCB's collaboration with the local community is in the form of cooperation to mutually maintain the safety and cleanliness of the Gapura Bajang Ratu Site area. BPCB can involve in education and awareness programs about the importance of preserving historic sites, this is done by means of regular meetings with residents, such as training seminars or educational visits for students.
2. The collaboration of the Mojokerto Regency Tourism Office with BPCB, management officers, business actors, and local communities in managing the Gapura Bajang Ratu Site as a tourist attraction, including:

- a. The collaboration between the Mojokerto Regency Tourism Office and BPCB is a collaboration to increase the popularity of the Gapura Bajang Ratu Site and increase the number of tourist visits. Forms of tourism promotion activities, development of tourism infrastructure (accessibility, supporting facilities such as toilets, gazebos, etc.).
 - b. The collaboration of the Mojokerto Regency Tourism Office with management officers is a collaboration to maintain and manage fees to enter the Gapura Bajang Ratu Site. The Mojokerto Regency Tourism Office with the BPCB made rules and guidelines, then the management officers continued and implemented them
 - c. The collaboration of the Mojokerto Regency Tourism Office with business actors is a collaboration for the promotion of tourist attractions. Business actors are helping to introduce the Gapura Bajang Ratu Site as an attractive tourist attraction. Promotions in the form of brochures, websites, and others. Other collaborations in the form of providing accommodation, hotel restaurants, souvenir shops, and transportation services can enrich the tourist experience and the Mojokerto Regency Tourism Office helps in promoting these efforts because they are related to the Gapura Bajang Ratu Site.
 - d. The collaboration of the Mojokerto Regency Tourism Office with the local community is a collaboration to strengthen the bond between the Gapura Bajang Ratu Site and the local community, the Mojokerto Regency Tourism Office can consult with local communities in the decision-making process, by holding meetings or open dialogue to hear input and thoughts from the local community regarding the management and development of the Bajang Ratu Gapura Site as a tourist attraction.
3. Collaboration of management officers with BPCB, Mojokerto Regency Tourism Office, business actors, and local communities in managing the Gapura Bajang Ratu Site as a tourist attraction, including:
- a. The collaboration of management officers with BPCB is a collaboration to regulate the security and cleanliness of the Gapura Bajang Ratu Site. Cooperate in planning routine maintenance activities and restoration of the Gapura Bajang Ratu Site.
 - b. The collaboration of management officers with the Mojokerto Regency Tourism Office is a collaboration to organize tourism activities at the Gapura Bajang Ratu Site, this includes setting operating hours, arranging visiting groups, etc. to keep the site maintained and providing a good experience for tourists.
 - c. The collaboration of management officers with business actors is a collaboration to carry out tourism promotion in order to increase interest in tourist visits to the Gapura Bajang Ratu Site.
 - d. Collaboration of management officers with local communities is a collaboration to involve local communities in the management of sites and tourism activities, this aims to empower local communities.
4. Collaboration between tourism businesses with BPCB, Mojokerto Regency Tourism Office, management officers, and local communities in managing the Gapura Bajang Ratu Site as a tourist attraction, including:
- a. The collaboration between business actors and BPCB is a collaboration to promote the splendor and uniqueness as well as the historical meaning of the Gapura Bajang Ratu Site to tourists. This makes the nation's generation will always appreciate history and will not forget the Gapura Bajang Ratu Site
 - b. The collaboration of business actors with the tourism agency is collaboration to provide tour packages, and promotion of tourist attractions to increase tourist visits at the Gapura Bajang Ratu site
 - c. The collaboration between business actors and management officers is a collaboration to develop a tour package that includes a visit to the Gapura Bajang Ratu site.
 - d. Collaboration between business actors and local communities is collaboration to become investors or providers of capital to local communities to help develop creative economic businesses such as handicrafts, local culinary goods that have selling points to tourists, and souvenirs related to the Gapura Bajang Ratu site.
5. Collaboration between the local community and BPCB, the Mojokerto Regency Tourism Office, management officers, and business actors in managing the Gapura Bajang Ratu Site as a tourist attraction, including:
- a. The local community collaboration with BPCB is a collaboration to maintain the security and cleanliness of the Gapura Bajang Ratu Site area. Because local people really understand the historical values contained in the Gapura Bajang Ratu Site. This can be done by involving the community in waste management, planting trees, or other things that can help environmental sustainability.
 - b. The collaboration of the local community with the Tourism Office of the Mojokerto Regency is a collaboration to promote the Gapura Bajang Ratu site through myths and folklore to attract tourists, help supervise tourists, provide information to tourists, and be friendly for the comfort and safety of tourists. The Gapura Bajang Ratu site.
 - c. Local community collaboration with management officers is cooperation to assist in maintaining the security of the Gapura Bajang Ratu Site, to become volunteer supervisors or security officers, to supervise tourists, to open land for local residents to become tourist parking areas, and to report problems to management officers.

d. Local community collaboration with business actors is cooperation for the promotion of local culture, namely the local community is involved in the promotion of local culture and cultural events related to the Gapura Bajang Ratu Site. They can organize cultural festivals to introduce their cultural heritage to tourists. This will be a good tour package for travel business actors.

1. Stakeholder Participation in the Management of the Bajang Ratu Arch Site

The management of heritage sites, such as the Bajang Ratu Arch Site, requires active participation from various relevant stakeholders. Planning, organizing, mobilizing, and monitoring are four key elements in sustainable management. The participation of stakeholders who play a role in each of these stages is very important to ensure the success of the management and preservation of the Bajang Ratu Arch Site.

Planning is the initial stage in managing the Bajang Ratu Arch Site. Stakeholders involved in planning include the Cultural Heritage Preservation Center, the tourism office, and the local community. BPCB participates in conservation and maintenance, providing knowledge and expertise in conducting research and providing technical guidance. Based on an interview with the head of BPCB East Java:

"Regarding the Gapura Bajang Ratu Site, there is already cooperation with the local government. One of them is the utilization of tourism, the form of planning is how to utilize cultural heritage for this tour by giving retribution to every tourist who enters. But technically the one who takes the retribute is the tourism office. But there is a new MOU agreement that the proceeds will be divided 50% 50% for the tourism office and BPCB ".

(Interview result with Mr. Hadi)

The Mojokerto District Tourism Office has a role in developing policies, regulations, and strategic planning to develop the Gapura Bajang Ratu Site as a tourist attraction. Local communities, as important stakeholders, should be involved in planning so that their aspirations and needs are reflected in the management of the site. Based on an interview with the Head of the Tourism Attraction Section, Mojokerto Regency Tourism Office said that:

"For planning, we plan to make additional facilities such as rest areas, toilets, and mushollahs. Maybe that's just an addition from us including the promotion of how we make tour packages. For plans like that."

(Interview result with Mrs. Mega)

Organizing is the next stage in managing the Bajang Ratu heritage site. Here, the stakeholders involved are BPCB, the tourism office, and the management officer. Through organizing, BPCB ensures that the maintenance and security of the Bajang Ratu Arch Site run well. Based on the results of an interview with the head of BPCB, said that:

"Our organization still refers to the organizational structure in the office, so technically the maintenance is on site. We have a caretaker staff. That ensures the physical maintenance of the cultural heritage and its environment and also its security. The security in question is the security of the cultural heritage and the security of the environment".

(Interview with Mr. Hadi)

The Mojokerto District Tourism Office participates in coordinating management activities and ensuring all parties are involved. The management officer is responsible for the security of the Bajang Ratu Arch Site as well as the safety and comfort of tourists. Based on an interview with the Head of the Tourism Attraction Section, Mojokerto Regency Tourism Office:

"...at Gapura Bajang Ratu, there are two managers, namely BPCB and the tourism office. Officers from both institutions work at the location. Then if from BPCB most of the task is to protect the site and become a guide, they know the history. Then from the tourism office, they guard the entrance counter for retribution. So the recording is done together as a form of cooperation in terms of an organization"

(Interview result with Mrs. Mega)

Mobilization and supervision are important stages in the management of the Gapura Bajang Ratu site. Stakeholders involved in this stage include BPCB, the tourism office, management officers, local communities, and the private sector. BPCB plays a role in overseeing the implementation of site maintenance and restoration activities. The tourism office must ensure the implementation of the plans and policies that have been set. Local communities and the private sector can participate in monitoring and reporting on the condition of the site and provide valuable input for improved management. They can participate in education programs, and sustainable economic empowerment to increase awareness of responsibility for the Gapura Bajang Ratu Site. Based on the results of an interview with the Head of the DTW Section of the Tourism Office, Mojokerto Regency:

"The Gapura Bajang Ratu Site management officer also supervises the sale of entrance tickets to the Gapura Bajang Ratu, whose revenue is calculated together. Officers from the tourism office are responsible for depositing revenue into Bank Jatim because ticket procurement is done by us. Recording as a form of mobilization and supervision is carried out jointly by both ".

Interview result with Mrs. Mega)

Stakeholder participation in the management of the Bajang Ratu Archway Site, through planning, organizing, mobilizing, and monitoring, is key to achieving sustainable management. Involving BPCB, the tourism office, management officers, local communities, and the private sector in every stage of management will ensure comprehensive knowledge collaboration, as well as a shared responsibility in the management of the Bajang Ratu Archway Site. With strong stakeholder participation, the Bajang Ratu Archaeological Site can be well maintained for the convenience of tourists and increase the sense of pride and love of future generations for history and become a source of pride for the nation.

2. Stakeholder Communication in the Management of the Bajang Ratu Arch Site

Management of the Bajang Ratu Arch Site as a tourist attraction and good communication between stakeholders is needed. One of them is through regular meetings between stakeholders in order to discuss problems encountered in the field so as not to hamper the Bajang Ratu Arch Site. It is important to identify stakeholders who have interests in Trowulan so that they can be actively involved in the management of the Bajang Ratu Heritage Site. The challenge that arises in this case is the existence of "heritage dissonance" or misalignment between diverse stakeholders, which is intrinsic to the development of cultural heritage. Based on this, efforts need to be made to overcome these differences in views so that the management of the Bajang Ratu Arch Site can run well.

One approach that can be taken is to involve the community at large. The model of community-based utilization of the Trowulan cultural heritage area can be adapted to involve the community in the management of the Bajang Ratu Arch Site. In the management process, stakeholder communication can also be carried out at the planning, organizing, mobilizing, and monitoring stages. At the planning stage, stakeholders can be identified and involved in formulating the management plan for the Bajang Ratu Heritage Site. At the organizing stage, they can be involved in the formation of the management team and the division of tasks. Furthermore, at the mobilization stage, stakeholders can be involved in the implementation of the Bajang Ratu Heritage Site management plan. Finally, at the monitoring stage, they can be involved in evaluating and improving the management of the Bajang Ratu Heritage Site. By actively involving stakeholders and carrying out effective communication, the management of the Bajang Ratu Archaeological Site can run better and ensure its sustainability. Based on the results of the interview with the Head of the DTW Section of the tourism office:

"In planning and mobilizing, we still coordinate with BPCB, our working partner. For example, when the previous work contract ended in 3 months, we started moving by holding meetings to review whether there were changes in the percentage of revenue sharing and whether there were additions to be managed such as additional facilities there. We still coordinate and communicate with BPCB".

(Interview result with Mrs. Mega)

This was also conveyed by the head of the East Java Cultural Heritage Preservation Center, in his interview he said:

"Until now we have maintained communication, and coordination related to the management of the Bajang Ratu Arch into tourism is running smoothly. So far, the reciprocity from the agency is the existence of programs to help conservation efforts such as the procurement of gazebos and other tourism support facilities. When the tourism office wants to add facilities, BPCB and the tourism office work together to make observations, which points can be added to visitor facilities, an agreement for the position, what dimensions, what materials are used, and what the design is like. This is done so that BPCB can still control cultural heritage that is used as tourism must still bring up the main object (Bajang Ratu gate) not bring up new additional buildings. This means that the tourism office continues to communicate with us because they cannot build the facility without coordinating with the main stakeholder, namely BPCB."

(Interview result with Mr. Hadi)

3. Stakeholder Acceptance in the Management of the Bajang Ratu Arch Site

The management of this valuable historical heritage site, such as the Bajang Ratu Arch Site, cannot be successful without the full acceptance and support of the relevant stakeholders. In this context, stakeholder acceptance is a key factor that influences the success of planning, organizing, mobilizing, and supervising the management of this site. In this study, the importance of stakeholder acceptance in each stage of the management of the Bajang Ratu Arch Site will be analyzed.

Planning is the first step in managing the Bajang Ratu Arch Site. In this stage, stakeholder acceptance is important to ensure that their interests and aspirations are reflected in the management plan. Stakeholders involved, such as the East Java BPCB, Mojokerto Regency Tourism Office, management staff, local communities, and the private sector, must accept and support the plan. Their acceptance will ensure mutual agreement and minimize potential conflicts in the future.

After planning, organizing is the next stage in the action of managing the Bajang Ratu Arch Site. Stakeholder acceptance in this stage is important to ensure the active involvement and contribution of each related party. The Cultural Heritage Preservation Office, Mojokerto Regency Tourism Office, management staff, local communities, and the private sector must agree and accept their roles and responsibilities in organizing management activities. Stakeholder acceptance will also affect the effectiveness of coordination and synergy between the parties involved.

Mobilization and supervision are important stages in the management of the Bajang Ratu Arch Site. Stakeholder acceptance is key to encouraging active participation and effective supervision. The stakeholders involved must accept and support the steps taken in the maintenance, restoration, research of the site, and the sustainability of tourism activities at the site. Their acceptance will provide strong motivation and responsibility in maintaining the integrity and sustainability of the Gapura Bajang Ratu Site as a tourist attraction. In addition, stakeholder acceptance is also needed in monitoring the implementation of the management plan, thus ensuring compliance and successful implementation. Based on the results of the interview with the Head of DTW of the tourism office:

"Acceptance/acceptance of the tourism office of collaboration/cooperation with other stakeholders basically accepts because the goal is good. But the implementation of the plan has not all been realized. For example, when the tourism office planned to add toilets and gazebos for the Bajang Ratu gate facility to the local government. But it has not been realized. For the process of accepting cooperation such as conversations about agreements with

BPCB, there is actually, but that's it. We meet in coordination meetings to reach an agreement. Before reaching an agreement, if there is a problem that this should be like this, then this should be changed like this. But later we finally agreed."

(Interview result with Mrs. Mega)

This was also conveyed by the head of the East Java Cultural Heritage Preservation Center, in his interview he said:

"Generally, our collaboration goes well, but in the process, there are always changes and dynamics. For example, in collaboration with the tourism office, we make a cooperation agreement (MOU) every 3 years. However, this latest MOU has been in place for 1 year but has not yet been ratified, so we are still using the old MOU for our collaboration. Another example is the collaboration with the village government in the youth program. This program aims to empower local residents' land as a parking lot for visitors to the Gapura Bajang Ratu site. During this collaboration, the village government asked us to open another access (the side entrance of the Gapura Bajang Ratu site area), but we refused the request because this could threaten the security of the site. Therefore, we only enforce one entrance to maintain the security of the site."

(Interview with Mr. Hadi)

Stakeholder acceptance in planning, organizing, mobilizing, and monitoring plays a very important role in the management of the Bajang Ratu Arch Site as a tourist attraction. With full support and acceptance from the BPCB, tourism office, management officers, local communities, and the private sector, sustainable management of the Bajang Ratu Arch Site as a tourist attraction can be achieved. Stakeholder collaboration and their acceptance will strengthen joint efforts in maintaining the authenticity of the site, promoting the site as a tourist attraction, and building the younger generation's awareness and appreciation of this valuable cultural heritage.

Conclusion and Recommendation

Conclusion

The role of stakeholders in attracting tourists and keeping the Gapura Bajang Ratu Site in existence is very important, as well as marketing it with the aim of increasing tourist visits and generating income for the region and also stakeholders. Stakeholder collaboration in managing the Gapura Bayang Ratu site is running well so that it is able to develop tourism there and attract tourist visits, which of course has a good impact on economic improvement in Temon Village. This can be proven by the increase in Regional Original Income (PAD) in Temon Village, tourism activities at the Gapura Bajang Ratu site contribute 50% to the Regional Original Income (PAD) in Temon Village. The form of stakeholder collaboration that the author found in this research is a relationship to strengthen cooperation in maintaining authenticity, promoting research and education, and building awareness and appreciation of cultural heritage.

Recommendation

After examining stakeholder collaboration in the management of the Bajang Ratu Arch Site as a tourist attraction in Trowulan District, Mojokerto Regency, the suggestions that can be made are as follows:

1. Suggestions for the Mojokerto Regency Tourism Office

Some suggestions for the Mojokerto Regency Tourism Office are to improve accessibility and facilities to be friendly to tourists from all groups. Infrastructure, signs, parking facilities, and other facilities are adequate, but it would be better if there were sidewalks so that pedestrians could walk comfortably to the Gaapura Bajang Ratu Site and also the provision of infrastructure facilities that are friendly to people with disabilities or parents who use wheelchairs would be very helpful considering that the downhill area in the park to the site building is only a staircase ramp, so a flat inclined plane is needed so that wheelchairs can pass.

2. Suggestions for the Cultural Heritage Preservation Center (BPCB)

Suggestions for BPCB are the establishment of routine conservation and maintenance programs to maintain the authenticity and integrity of the Bajang Ratu Arch Site. Conservation and maintenance of the site is the responsibility of BPCB that has been implemented, but it would be better if it is carried out regularly and periodically, this can be done by increasing supervision and sanctions against irresponsible tourists. Some forms of irresponsible tourist behavior are standing leaning on the site building, climbing the stairs of the gate passage, and crossing out the walls of the Bajang Ratu Gate Site. Through routine and periodic conservation and maintenance, as well as appropriate supervision, repair, and restoration, BPCB is expected to ensure that the Bajang Ratu Arch Site remains in good condition.

3. Suggestions for Management Officers

Suggestions for management officers are to improve the cleanliness and security of the Bajang Ratu Arch Site and its environment. This can increase the sense of security and comfort of tourists. The addition of tourist attractions is also very important to enrich the experience or experience of tourists who come to the Bajang Ratu Arch Site. For example, providing rental of traditional Javanese Hindu clothes (kebaya) so that in addition to getting historical understanding from the caretaker, tourists can also experience direct cultural experiences to increase the younger generation's love and respect for the

nation's cultural heritage. Another suggestion is the utilization of modern technology such as Augmented Reality (AR) or Virtual Reality (VR) to provide interactive experiences for tourists. This can add to tourist attractions and tourists' understanding of the Bajang Ratu Arch Site can be done in a fun way.

4. Suggestions for the local community

Suggestions for local communities are to participate in maintaining the cleanliness of their respective home areas, reducing waste, preserving the surrounding nature, and being friendly to tourists for the common interest in managing the Bajang Ratu Arch Site. This is an effort to sustain the environment around the site and help maintain the beauty of the site for the convenience of tourists. It is also useful as a form of promotion, the local community is expected to be eager to introduce the beauty of the site environment to tourists.

5. Suggestions for Private Parties

Suggestions for the private sector as a business actor engaged in travel agents are to make effective marketing efforts to increase the popularity of the Bajang Ratu Arch Site as a tourist attraction, by utilizing social media. The promotion carried out by the private sector has been running, namely the existence of tour package brochures in the Trowulan Site area, including the Bajang Ratu Arch Site. However, it needs to be promoted through social media considering that the younger generation is currently very interested in using social media, interesting content in the form of photos and videos of tourist activities at the Bajang Ratu Arch Site can attract more tourists to come.

Implementing the suggestions above is expected to help the management of the Bajang Ratu Arch Site as a superior, sustainable, and sustainable tourist attraction in Trowulan District, Mojokerto Regency.

References

- Aulia, Eggy. 2023. "The Role of Myth as a Tourism Promotion of Bajang Ratu Temple in Mojokerto Regency". Muhamaddiyah University of Malang
- Bungin, Burhan. 2003. Qualitative research data analysis. Jakarta: PT Grafindo Persada.
- Bungin, Burhan. 2007. Qualitative Research on Communication, Economics, Public Policy, and Other Social Sciences. Jakarta: Prenada Media Group.
- Gibson. 2002. Organization Behavior-structure-process, Translation, V Edition. Jakarta: Erlangga Publishers
- Goeldner, C., & Ritchie, J. R. 2003. Tourism Principles, Practices, and Philosophies. New Jersey: John Wiley & Sons.
- Isdaryono. 2013. The Face of Indonesian Tourism (Critical Reflections of a Researcher). Jakarta: Center for Research and Development of Tourism Policy, Ministry of Tourism and Creative Economy of the Republic of Indonesia.
- Ismayanti. 2011. Introduction to Tourism. Jakarta: Grande.
- Decree of the Minister of Education and Culture Number 260 of 2013 concerning the Designation of the Trowulan Geographical Space Unit as a National Cultural Heritage Area.
- Lutfi Andrianto L. 2018. "Stakeholder Collaboration in the Development of Sunan Giri Religious Tourism, Gresik Regency". Journal of Social Sciences. Airlangga University
- Mia Fauriza. 2017. "Collaboration between Stakeholders in Inclusive Development in the Tourism Sector (Case Study of Red Island Tourism in Banyuwangi Regency)". Journal of Social Science. Airlangga University
- Mohair. 1998. Qualitative Research III Edition. Yogyakarta: Rakasarsin.
- Moleong, Lexy J. 2004. Qualitative research methods revised edition. Bandung: PT Gramedia Pustaka.
- Moleong, Lexy J. 2004. Qualitative Research Methods. Bandung: PT. Remaja Rosdakarya.
- Novrisa, M. 2014. "Conflict of Interest between BPCB (Cultural Heritage Preservation Center) and Industry (Bricks) in Trowulan Cultural Heritage Preservation Policy of Mojokerto Regency". Journal of Young Politics.
- Mojokerto District Regional Regulation Number 9 of 2012 concerning the 2012-2032 Regional Spatial Plan of Mojokerto District.
- Regulation of the Minister of Education and Culture Number 28 of 2013 on the Details of the Duties of the Cultural Heritage Preservation Center.
- Minister of Education and Culture Regulation No. 52/2012 on the Organization and Working Procedures of the Cultural Heritage Preservation Center.
- Pitana, I Gede and Putu G. Gayatri. 2005. Sociology of Tourism. Andi: Yogyakarta.
- Putu Ayu, et al. 2017. "Management of the Wasan Temple Site After Restoration in an Effort to Increase Community-Based Cultural Tourism". Humanist Journal Vol. 18. Udayana University.
- Sektiadi. 1892. Majapahit in two perspectives, 3rd ed., vol. 2. Oxford: Clarendon.
- Soekanto. 2002. Role Theory. Jakarta. Bumi Aksara.
- Sugiyono. 2012. Quantitative Qualitative and R&D Research Methods. Bandung: Alfabet.

-
- Sugiyono. 2014. Educational Research Methods Quantitative, Qualitative, and R&D Approaches. Bandung: Alfabeta.
- Sugiyono. 2015. Combination Research Methods (Mix Methods). Bandung: Alfabeta.
- Sutarto. 2009. Basics of Organization. Yogyakarta: UGM Press
- Law Number 5 of 1992 concerning Cultural Heritage.
- Indonesian Law Number 10 of 2009 concerning Tourism.
- Verdi Renato. 2017. "Management of Tourism Attraction at Air Manih Beach Tourism Object". Padang State University.
- Viranda, Lisa. 2017. Cultural Potential is the Biggest Contributor to the Tourism Sector. (accessed on January 20, 2022).
- Wijaya, M. Bahruddin, W. Hidayat. 2015. Creating of Reference Book of Gapura Bajang Ratu Sites, Art Nouveau, Vol 4. No. 2.