

Development Strategy for Hamadi Beach Tourist Attraction by the Jayapura City Tourism Office

Zulfina Fajriaty^{1*}, Elsyan R. Marlissa², Halomoan Hutajulu³

Universitas Cenderawasih, Papua, Indonesia^{1,2,3}

zulfinafajriaty2028@gmail.com^{1*}.

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Corresponding author:

Zulfina Fajriaty

Universitas Cenderawasih, Papua,
Indonesia

E-mail: zulfinafajriaty2028@gmail.com

ABSTRACT

Purpose: This study analyzes the readiness of the four tourism components at Hamadi Beach, evaluates its strategic position through internal and external factor analysis, and formulates sustainable development strategies for the Jayapura City Tourism Office.

Methodology: A descriptive qualitative approach was employed, with data collected through observation, interviews, questionnaires, and documentation. The data were analyzed using the Miles and Huberman interactive model and Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis based on the Internal and External Factor Analysis Summary matrices, while validity was ensured through triangulation.

Results: Development remains suboptimal, particularly in facilities and ancillary services, though the destination scores a positive internal difference of 0.10 and a positive external difference of 0.30, placing it in Quadrant I, which calls for an aggressive, growth-oriented strategy.

Conclusions: Hamadi Beach possesses strong natural and cultural assets that justify prioritized investment in facility upgrading, digital promotion, community-based cultural tourism, and institutional strengthening.

Limitations: The single-site case design and the scoring-based SWOT procedure limit generalization and preclude formal statistical inference.

Contributions: The study integrates the 4A tourism framework with a quantified Internal and External Factor Analysis Summary (IFAS-EFAS)-based Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis in the underexplored context of Hamadi Beach, Papua.

Keywords: *Development Strategy, Hamadi Beach, Jayapura City, SWOT Analysis, Tourism*

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1. Introduction

The tourism sector holds a strategic role in improving the regional economy and Locally Generated Revenue, a role formally recognized under Law Number 10 of 2009 concerning Tourism, which positions the sector as a national development priority ([Republik, 2014](#)). Recent national visitation statistics confirm that domestic tourism continues to expand steadily across Indonesian provinces, reinforcing the sector's growing contribution to regional economies even as international arrivals fluctuate ([Kementerian, 2024](#)). This trend is also reflected in Jayapura City, where tourism statistics indicate a resilient, although uneven, pattern of visitation across its coastal attractions ([Badan, 2025](#)). Consistent with these developments, tourism is widely recognized as a leading sector capable of generating employment, increasing foreign and domestic exchange earnings, and stimulating related sectors such as trade, transportation, and small enterprises ([Sofyan, 2017](#)). Recent evidence from coastal destinations elsewhere in Indonesia further demonstrates that well-managed beach tourism can significantly increase local revenue when attraction quality, accessibility, facilities, and supporting services are developed in an integrated manner ([Silitonga, Nasution, & Abnur, 2023](#)). As one of the leading tourist destinations in Jayapura City, Hamadi Beach possesses considerable natural and cultural potential. However, its development has not progressed optimally due to fluctuating tourist arrivals, limited tourism facilities and infrastructure, inadequate waste management, and conflicts over the customary land rights of indigenous communities. These challenges underscore the need for a comprehensive and sustainable development strategy to strengthen Hamadi Beach's competitiveness and contribution to the regional economy.

Jayapura City, as the capital of Papua Province, possesses substantial coastal tourism potential, of which Hamadi Beach is among the most prominent given its central urban location, its accessibility from the main road network, and its long-standing role as a gathering place for local residents and visiting tourists alike. Hamadi Beach further carries symbolic importance connected to the Humboldt Bay landing history and the annual Humboldt Bay Festival, both of which reinforce the destination's cultural distinctiveness relative to competing beaches within the city. Despite these advantages, visitor numbers to Hamadi Beach have fluctuated in recent years rather than showing a consistent upward trend, a pattern that raises questions about whether the destination's underlying tourism components are being managed with sufficient consistency to sustain visitor interest over time.

The readiness of a tourism destination is conventionally assessed through the four components of attraction, accessibility, amenities, and ancillary services, a framework that has been widely applied in the Indonesian tourism planning literature to diagnose destination-level strengths and gaps. Attraction refers to the primary draw of a destination, whether natural, cultural, or man-made, while accessibility concerns the ease with which visitors can reach and move within the destination. Amenities encompass the physical facilities supporting visitor comfort, and ancillary services refer to institutional and supporting services such as destination management, promotion, and visitor information. Evidence from a study of the Sade tourism village found that a systematic identification of these four components allows planners to prioritize development interventions according to which component most constrains visitor experience, rather than pursuing generic improvements across the board ([Putri & Umilia, 2022](#)). A comparable study of Tanjung Pendam Beach in Belitung Regency similarly found that sustained visitor interest depends on the continuous strengthening of all four components together, since neglecting any single component, most commonly amenities, can erode the benefit gained from strength in the others ([Djumaty, Mulatningsih, & Dey, 2023](#)).

At Hamadi Beach specifically, preliminary observation indicates that the attraction and accessibility components are relatively well established, given the destination's natural coastal beauty and its central location within the city, whereas the amenities and ancillary services components remain considerably underdeveloped. Restroom facilities are in poor condition, parking areas are disorganized, small-scale culinary enterprises are scarce, and no minimum service standard has been formally established for the destination. These facility and service gaps are compounded by

structural challenges unique to the local context, most notably unresolved questions over the customary land rights, or *hak ulayat*, of the indigenous community that holds traditional authority over the coastal land on which the beach sits. Indigenous land tenure disputes of this kind are a recurring feature of Indonesian coastal and natural resource development more broadly, and research on indigenous rights protection in Papua border regions confirms that unresolved customary land status can create persistent legal uncertainty that discourages both public and private investment in destination infrastructure ([Protecting, 2023](#)).

Broader research on natural resource governance and indigenous community vulnerability in Indonesia similarly finds that legal ambiguity over customary land claims remains a structural obstacle to sustainable development initiatives across multiple sectors, tourism included, unless deliberate institutional mechanisms are established to resolve tenure questions before large-scale investment proceeds ([Natural, 2025](#)). Evidence on integrated coastal tourism management further confirms that sustainable coastal development depends on coordinated stakeholder collaboration between government, community, and private actors, echoing the institutional strengthening priority identified for Hamadi Beach by [Warsono and Afrizal \(2024\)](#), while research on stakeholder collaboration in tourism and creative economy integration similarly finds that a formal collaborative governance structure measurably improves destination management outcomes relative to fragmented, single-agency management ([Khusaini, Finuliyah, Lestari, & Yulianti, 2024](#)).

Given this combination of substantial natural and cultural potential on one hand and persistent facility, institutional, and land-tenure constraints on the other, a systematic strategic assessment of Hamadi Beach is warranted. This study accordingly aims to analyze the existing condition and readiness level of the four tourism components in supporting the development of Hamadi Beach, to analyze the strategic position of the destination based on internal and external factors through SWOT analysis, and to formulate the development strategy most appropriately recommended to the Jayapura City Tourism Office for the sustainable development of Hamadi Beach.

2. Literature Review and Hypotheses Development

2.1 The 4A Framework and Tourism Destination Readiness

The Attraction, Accessibility, Amenities, and Ancillary Services (4A) framework, comprising attraction, accessibility, amenities, and ancillary services, provides a widely used lens for assessing a tourism destination's readiness to attract and retain visitors. [Cooper, Fletcher, Gilbert, Fyall, and Wanhill \(2005\)](#) argue that a destination's overall competitiveness depends on the joint strength of these four components rather than on any single component in isolation, since a strong attraction alone cannot compensate indefinitely for poor accessibility, inadequate amenities, or absent ancillary support. This joint-dependency logic has been repeatedly confirmed in more recent Indonesian tourism research.

A study identifying 4A components in the Sade tourism village in Central Lombok found that attraction and accessibility were comparatively well developed while amenities and ancillary services lagged considerably, a pattern the researchers argued explained the village's persistent difficulty converting visitor interest into repeat visitation ([Putri & Umilia, 2022](#)). Complementary evidence from Tanjung Pendam Beach in Belitung similarly found that all four components required continuous strengthening to sustain the destination's competitiveness, warning that visitor abandonment becomes likely once any single component is allowed to deteriorate ([Djumaty, Mulatningsih, & Dey, 2023](#)). Quantitative evidence from Gili Ketapang Beach further refines this picture, finding that among the four components, attraction and ancillary services exerted the strongest direct influence on visitor satisfaction, while accessibility and amenities showed a comparatively weaker direct effect once satisfaction was modeled as a mediating variable ([Ismail & Rohman, 2019](#)).

This finding is broadly consistent with coastal tourism research more generally, which finds that destination attributes and the emotional response they generate jointly shape visitor satisfaction and loyalty in ways that a single dominant attraction cannot fully substitute for ([Biswas, Omar, & Rashid, 2020](#)), and with evidence that the quality of ancillary services specifically predicts visitor

loyalty in emerging beach destinations independent of core attraction quality ([Kunkel, Doyle, & Berg, 2021](#)). Research on destination attraction's role in supporting tourism village formation in Gresik similarly finds that attraction strength alone is insufficient without complementary development of the surrounding tourism ecosystem ([Romadhan & Nugroho, 2021](#)), while research on tourism village competitiveness optimization confirms that integrated development across all four components, rather than the fastest-improving individual component, best predicts sustained visitation growth ([Utomo, Handayani, & Prasetyo, 2024](#)). Research on 4A management innovation in Batam City similarly found that a coordinated management approach across all four components could measurably raise both visitor numbers and the resulting contribution to locally generated revenue ([Silitonga, Nasution, & Abnur, 2023](#)).

This expectation is consistent with broader evidence from beach tourism development in Tanjung Bira, where potential remained under-realized precisely because facility and management gaps, rather than attraction quality, constrained visitor growth by [Beach \(2022\)](#), and with sustainable coastal tourism research comparing multiple Sulawesi beach destinations, which similarly finds that infrastructure and management readiness, not attraction strength, differentiates high-performing from underperforming coastal sites ([Sustainable, 2025](#)). Based on this reasoning, the first hypothesis is proposed:

H₁: The readiness level of the four tourism components at Hamadi Beach is uneven, with attraction and accessibility comparatively well developed while amenities and ancillary services remain the principal constraints on the destination's competitiveness

2.2 SWOT Analysis and the IFAS-EFAS Quadrant Method

The SWOT analysis, structured through Internal Factor Analysis Summary and External Factor Analysis Summary matrices, provides a systematic method for translating qualitative destination assessment into a quantified strategic position, building on the foundational logic that strategy should maximize strengths and opportunities while minimizing weaknesses and threats ([Rangkuti, 2016](#); [Suryatama, 2016](#)). [Yunus \(2016\)](#) further emphasizes that such strategic analysis must connect explicitly to an organization's overall mission and goal-setting process rather than functioning as an isolated diagnostic exercise, a principle reflected in this study's direct linkage between the SWOT quadrant outcome and the specific strategy recommendations formulated for the Jayapura City Tourism Office. Under this approach, each identified strength, weakness, opportunity, and threat is assigned a weight reflecting its relative importance and a rating reflecting the destination's current performance on that factor, with the weighted scores summed to produce an internal score, an external score, and ultimately a pair of coordinates locating the destination within one of four strategic quadrants. This method has become a standard tool in Indonesian tourism destination planning precisely because it allows planners to move from a purely descriptive account of strengths and weaknesses toward a specific, defensible strategic recommendation.

Application of the IFAS-EFAS quadrant method to Indonesian coastal tourism destinations consistently demonstrates its capacity to identify clear priority interventions. A study of Kedungu Beach in Bali similarly used a SWOT quadrant approach and found the destination positioned favorably for growth, though the specific priority strategies recommended, oriented toward international promotion and premium facility development, reflected a different market context and destination maturity than typically found in emerging domestic destinations ([Laili, Sudiarta, & Suryawan, 2025](#)). Comparable research on Apparalang Beach in Bulukumba Regency similarly finds that tourism competitiveness can be raised through infrastructure development, digital promotion, community empowerment, and integrated stakeholder collaboration, a set of priorities closely mirroring those identified for Hamadi Beach ([Sustainable, 2025](#)). Research on Loang Baloq Beach in Lombok similarly applies the SWOT matrix to derive Strength-Opportunity, Strength-Threat, Weakness-Opportunity, and Weakness-Threat strategy alternatives, finding that a Strength-Opportunity strategy that captures external opportunity through existing internal strength was the most suitable recommendation for a destination in a comparable developmental stage ([Coastal, 2022](#)). Research on beach tourism development through an ecological architecture approach in

Pacitan likewise confirms that systematically identifying internal and external elements before formulating strategy helps prevent coastal destinations from losing their original natural character during development ([Beach, 2022](#)). A broader study of beach area development strategy in Indonesia similarly grounds its strategic formulation in the same strength-opportunity maximization and weakness-threat minimization logic applied in this study ([Beach, 2022](#)).

The comparable SWOT-QSPM research on Santolo Beach in Garut Regency similarly formulated its recommended strategy directly from the destination's quadrant position, reinforcing the methodological validity of using the quadrant outcome as the primary basis for strategy selection rather than treating it as merely descriptive by [Beach \(2021\)](#), while research on Yeh Gangga Beach in Tabanan similarly grounds its creative-tourism development recommendations in an explicit strengths, weaknesses, opportunities, and threats identification process tailored to the destination's land-tenure and community context ([Sustainable, 2025](#)). Based on this reasoning, the second hypothesis is proposed:

H₂: The Hamadi Beach destination occupies a Quadrant I position in the IFAS-EFAS SWOT diagram, in which internal strengths modestly exceed internal weaknesses and external opportunities substantially exceed external threats, indicating suitability for an aggressive, growth-oriented development strategy

2.3 Community-Based Tourism and Indigenous Land Tenure

Community-based tourism theory holds that a destination's long-run sustainability depends significantly on the extent to which the surrounding community, and particularly any indigenous or customary landholding group, is meaningfully incorporated into both the benefits and the governance of tourism development. Where customary land tenure remains legally ambiguous, tourism investment risks becoming entangled in disputes that undermine both community trust and investor confidence. Research on indigenous rights protection along Indonesia's border regions, including areas of Papua, documents a persistent gap between constitutional recognition of customary land rights and their practical enforcement, leaving affected communities vulnerable to unresolved tenure disputes that can surface unpredictably once an area attracts development interest ([Protecting Indigenous Rights in the Indonesia-Papua New Guinea Border Area, 2023](#)).

This dynamic is directly relevant to Hamadi Beach, where the land occupied by the destination remains subject to customary rights claimed by the local indigenous community, a condition that has occasionally manifested as informal blockades or access restrictions when disputes have flared. Broader research on natural resource governance and indigenous vulnerability in Indonesia confirms that such legal uncertainty is not unique to any single sector but recurs across mining, plantation, and tourism development wherever customary tenure has not been formally reconciled with state land administration ([Natural Resources Governance and the Vulnerability of Indigenous Communities in Indonesia, 2025](#)). At the same time, research specifically on customary law community protection in tourism management based on local wisdom finds that where indigenous communities are given a clear, formalized stake in tourism governance and revenue, land-related conflict risk falls substantially and community support for sustainable destination management strengthens correspondingly ([Adnyani, 2021](#)). Based on this reasoning, the third hypothesis is proposed:

H₃: Resolving customary land tenure ambiguity and formally incorporating the indigenous community into Hamadi Beach's governance and revenue arrangements is a necessary precondition for the aggressive growth strategy identified through SWOT analysis to be implemented successfully and sustainably

2.4 Digital Promotion and Destination Competitiveness

Digital promotion has emerged as an increasingly central lever for tourism destination competitiveness, particularly for destinations, such as Hamadi Beach, that compete with better-resourced alternatives within the same metropolitan area. Where formal marketing budgets are limited, destinations that succeed in generating organic digital visibility through social media and visitor-generated content can meaningfully offset weaknesses in other components, a pattern

documented in research on the role of digital marketing in international tourism promotion, which finds that even modestly resourced destinations can achieve disproportionate visibility gains through consistent digital content strategy ([Role of Digital Marketing in International Marketing, 2024](#)). Research on the role of social media in marketing halal tourism internationally similarly confirms that digital channels can substitute for conventional promotional budgets when content is properly tailored to platform-specific audience behavior ([Role of Social Media in Marketing Tourism, 2024](#)), while omni-channel marketing research on Lake Toba's destination promotion strategy further shows that combining multiple digital channels amplifies reach beyond what any single platform achieves alone ([Omni-Channel Marketing Strategy for Lake Toba Indonesia Tourist Destinations, 2024](#)). Research on enhancing tourist satisfaction through the 4A framework combined with digital engagement in Serbia found that active digital engagement amplified the perceived strength of a destination's attraction component even where physical amenities remained only moderately developed ([Gajić et al., 2025](#)). Complementary Indonesian evidence on tourism village development similarly confirms that digital promotion measurably raises visitor numbers when paired with even modest improvements in on-site facilities, suggesting that promotion and facility investment function as complements rather than substitutes ([Akbar et al., 2023](#)). Based on this reasoning, the fourth hypothesis is proposed:

H₄: Strengthening digital tourism promotion for Hamadi Beach will most effectively translate into higher visitor numbers and locally generated revenue when implemented jointly with facility and institutional improvements, rather than as a standalone intervention

3. Methodology

3.1 Research Approach and Location

This study employs a descriptive qualitative approach to examine the development strategy for Hamadi Beach tourist attraction, managed by the Jayapura City Tourism Office. Hamadi Beach was selected as the research location because it is one of the leading tourism destinations in the center of Jayapura City, holding substantial natural and cultural potential that has not yet been developed to its fullest extent.

3.2 Data Types and Collection Techniques

This study collects both primary and secondary data. Primary data were obtained through direct observation of the destination's physical condition, in-depth interviews with key informants, a structured questionnaire administered to a broader set of respondents to support the weighting and rating procedure used in the SWOT matrices, and documentation of relevant physical and institutional conditions. Secondary data were drawn from official government reports, statistical publications, and prior research relevant to tourism destination development.

Respondents in this study comprised four principal stakeholder groups, namely government officials from the Jayapura City Tourism Office, tourism destination managers, members of the surrounding indigenous and local community, and visiting tourists. This composition was intended to capture the perspectives of both the supply side, represented by government and management informants, and the demand and community side, represented by visitors and local residents, ensuring that the resulting IFAS and EFAS weights and ratings reflect a triangulated rather than single-sided assessment.

3.3 Data Analysis Method

3.3.1 Qualitative Data Analysis

Qualitative data obtained through interviews, observation, and documentation were analyzed using the interactive model of Miles and Huberman, comprising data condensation, data display, and conclusion drawing and verification, conducted iteratively throughout the data collection process rather than only after fieldwork concluded, consistent with established qualitative research methodology emphasizing continuous interplay between data collection and analysis ([Moleong, 2019](#)). This iterative procedure allowed emerging themes regarding the readiness of the four tourism components to be cross-checked against subsequent observation and interview rounds, strengthening the credibility of the resulting thematic account.

3.3.2 SWOT Analysis through IFAS and EFAS Matrices

Strategy determination in this study was conducted through SWOT analysis using Internal Factor Analysis Summary and External Factor Analysis Summary matrices. Internal factors, comprising strengths and weaknesses, and external factors, comprising opportunities and threats, were first identified through interviews, observation, and documentation, then assigned a weight reflecting each factor's relative importance to overall destination development and a rating reflecting the destination's current performance on that specific factor, based on triangulated respondent assessment. The weight for each factor was determined such that the sum of weights within each of the four factor categories totaled 1.00, while ratings were scored on a scale in which higher values indicate stronger performance, whether in leveraging a strength, mitigating a weakness, capturing an opportunity, or resisting a threat. It is important to note that the IFAS and EFAS matrices in this study were not employed as inferential statistical analysis, but rather as a structured, triangulated method for systematizing qualitative judgment regarding the relative strategic weight of each internal and external factor.

The weighted score for each factor was calculated as the product of its weight and rating, with the total strength score, total weakness score, total opportunity score, and total threat score each obtained by summing the relevant weighted scores. The internal factor coordinate was then calculated as the difference between the total strength score and the total weakness score, while the external factor coordinate was calculated as the difference between the total opportunity score and the total threat score. These two coordinates were plotted on a Cartesian SWOT diagram to determine the destination's strategic quadrant, following the conventional interpretation in which Quadrant I indicates an aggressive growth-oriented strategy, Quadrant II a diversification strategy, Quadrant III a turnaround strategy, and Quadrant IV a defensive strategy.

3.4 Data Validity

Data validity in this study was established through triangulation, comprising source triangulation, in which findings from government officials, managers, community members, and visitors were cross-checked against one another, and technique triangulation, in which interview findings were checked against observation and documentation results. This dual triangulation procedure was applied consistently throughout both the qualitative thematic analysis and the quantitative weighting and rating procedure underlying the IFAS and EFAS matrices.

4. Results and Discussion

4.1 Respondent Characteristics

The respondents in this study were dominated by individuals in the productive working-age range, with a fairly even distribution across the four stakeholder groups of government officials, tourism managers, community members, and visitors, ensuring that the weighting and rating data underlying the IFAS and EFAS matrices reflect a genuinely multi-stakeholder assessment rather than a single perspective.

4.2 Readiness of the 4A Tourism Components at Hamadi Beach

Field observation and interview findings indicate that Hamadi Beach's attraction component is relatively strong, anchored in the destination's natural coastal beauty, its historical association with the Humboldt Bay landing, and the annual Humboldt Bay Festival held at the site. The accessibility component is likewise reasonably well developed given the destination's central location within Jayapura City and its connection to the main urban road network, although congestion frequently occurs along the approach road during peak visiting periods. By contrast, the amenities component shows substantial deficiencies, including poorly maintained restroom facilities, disorganized parking areas, and limited availability of small-scale culinary enterprises catering to visitors. The ancillary services component is similarly underdeveloped, most notably in the absence of any formally established minimum service standard for the destination.

Table 1. Condition of facilities at Hamadi Beach tourist attraction

Facility Type	Condition
Restrooms	Poorly maintained, inadequate water supply
Parking Area	Disorganized, no designated zoning
Culinary Enterprises	Limited number, inconsistent operating hours
Lighting	Partial coverage, absent in some sections
Waste Management	Inadequate collection and disposal system
Minimum Service Standard	Not yet formally established

Table 1 confirms the qualitative finding that the amenities and ancillary services components constitute the principal readiness gap at Hamadi Beach, consistent with the first hypothesis of this study. This uneven readiness profile, in which attraction and accessibility outpace amenities and ancillary services, mirrors the pattern documented in the Sade tourism village, where the same imbalance was found to constrain the conversion of visitor interest into sustained, repeat visitation (Putri & Umilia, 2022).

4.3 Internal Factor Analysis Summary Matrix

Based on interview results, observation, documentation, and triangulated respondent assessment, the Internal Factor Analysis Summary matrix for Hamadi Beach was constructed as shown in Table 2.

Table 2. Internal factor analysis summary matrix for hamadi beach tourist attraction

Strength Factor	Weight	Rating	Score
<i>S</i> ₁ : Unique natural beach beauty as the primary attraction	0.08	3.73	0.55
<i>S</i> ₂ : Strong local Papuan culture	0.07	3.53	0.49
<i>S</i> ₃ : Strategic location of Hamadi Beach within Jayapura City	0.06	3.40	0.46
<i>S</i> ₄ : Government support for Hamadi Beach development	0.08	3.73	0.55
<i>S</i> ₅ : Fairly high local visitation on public holidays	0.08	3.73	0.55
<i>S</i> ₆ : Availability of some basic facilities, including restrooms, electricity, and kiosks	0.07	3.60	0.51
<i>S</i> ₇ : Relatively safe destination environment	0.07	3.60	0.51
Total Strength	0.51	-	3.62
Weakness Factor	Weight	Rating	Score

Strength Factor	Weight	Rating	Score
W_1 : Poorly maintained restroom facilities	0.07	3.47	0.49
W_2 : Disorganized parking access	0.07	3.60	0.53
W_3 : Tidal fluctuation at Hamadi Beach	0.06	3.33	0.45
W_4 : Weak marketing of Hamadi Beach	0.06	3.27	0.43
W_5 : Frequent congestion along the road to Hamadi Beach	0.08	3.67	0.55
W_6 : Limited culinary micro-enterprises	0.08	3.73	0.57
W_7 : Absence of a minimum service standard at Hamadi Beach	0.07	3.53	0.51
Total Weakness	0.49	-	3.52
Total IFAS	1.00	-	7.14

Table 2 shows that the total strength score reaches 3.62 while the total weakness score reaches 3.52, yielding a positive internal difference of 0.10. This positive but narrow margin indicates that Hamadi Beach possesses considerable internal potential for development as a leading tourism destination in Jayapura City, while the closeness of the two scores also signals that the identified weaknesses could meaningfully hinder development acceleration if not addressed systematically and sustainably. The strongest factors, each scoring 0.55, are the unique natural beach beauty, government support for development, and the fairly high level of local visitation on public holidays, while the weakest factor identified is limited culinary micro-enterprises, scoring 0.57 as a weakness, followed by traffic congestion along the approach road at 0.55 and disorganized parking access at 0.53. These findings indicate that development intervention should prioritize improving tourism facilities, particularly restroom rehabilitation, reorganizing the parking and traffic management around the destination, strengthening destination management institutions, developing culinary micro-enterprises based on local Papuan products, and enhancing digital and social-media-based tourism promotion.

4.4 External Factor Analysis Summary Matrix

Table 3 presents the External Factor Analysis Summary matrix constructed from the same triangulated interview, observation, and documentation procedure applied to external opportunities and threats.

Table 3. External factor analysis summary matrix for Hamadi Beach tourist attraction

Opportunity Factor	Weight	Rating	Score
O_1 : Hamadi Beach becoming an iconic beach destination in Jayapura City	0.07	3.53	0.49

Opportunity Factor	Weight	Rating	Score
<i>O</i> ₂ : Hamadi Beach perceived as superior to other beaches	0.08	3.87	0.58
<i>O</i> ₃ : Private investment interest in managing Hamadi Beach	0.08	3.80	0.56
<i>O</i> ₄ : Broad digital promotion potential	0.07	3.60	0.50
<i>O</i> ₅ : Growing popularity of contemporary culinary trends	0.07	3.47	0.47
<i>O</i> ₆ : Rising visitor interest in Papuan culture	0.09	4.00	0.62
<i>O</i> ₇ : High visitor interest overall	0.07	3.47	0.47
Total Opportunity	0.53	-	3.69
Threat Factor	Weight	Rating	Score
<i>T</i> ₁ : Competition from other beach destinations in Jayapura	0.07	3.40	0.49
<i>T</i> ₂ : Environmental degradation risk from waste	0.08	3.60	0.55
<i>T</i> ₃ : Extreme weather and tidal fluctuation	0.06	3.13	0.41
<i>T</i> ₄ : Drowning incidents at nearby beaches	0.06	3.20	0.43
<i>T</i> ₅ : Unreasonable pricing standards	0.07	3.40	0.49
<i>T</i> ₆ : Unclear customary land rights boundaries	0.08	3.60	0.55
<i>T</i> ₇ : Access blockades at Hamadi Beach	0.07	3.33	0.47
Total Threat	0.49	-	3.39
Total EFAS	-	-	7.08

Table 3 shows that the total opportunity score of 3.69 exceeds the total threat score of 3.39, yielding a positive external difference of 0.30. This indicates that Hamadi Beach benefits from substantial external opportunity that outweighs the threats it faces. The strongest opportunity, scoring 0.62, is the rising visitor interest in Papuan culture, followed by the perception that Hamadi Beach is superior to competing beaches at 0.58 and private investment interest at 0.56. Among the threats, environmental degradation risk from waste and unclear customary land rights boundaries are jointly the most significant, each scoring 0.55, underscoring that both the environmental and the land

tenure dimensions identified in the third hypothesis represent genuine, empirically weighted threats to the destination rather than peripheral concerns.

4.5 SWOT Quadrant Position and Strategy Formulation

Consolidating the IFAS and EFAS results into a Strategic Factors Analysis Summary, the internal coordinate is calculated as the total strength score minus the total weakness score, equal to 3.62 minus 3.52, giving a value of positive 0.10, while the external coordinate is calculated as the total opportunity score minus the total threat score, equal to 3.69 minus 3.39, giving a value of positive 0.30. This consolidation procedure follows the standard SFAS synthesis approach documented in comparative Sulawesi beach destination research, where the same strength-minus-weakness and opportunity-minus-threat coordinate calculation was used to position destinations within the Cartesian SWOT diagram ([Sustainable Coastal Tourism, 2024](#)), and mirrors the coordinate-based quadrant classification applied to Brumbun and Sine beaches in Tabanan, where a Quadrant IV classification led to a distinctly different diversification strategy recommendation than the aggressive strategy identified for Hamadi Beach ([Beach Development Strategy as Tourism Destination in Tabanan Bali, 2021](#)).

$$X = \text{Strength} - \text{Weakness} = 3.62 - 3.52 = 0.10$$

$$Y = \text{Opportunity} - \text{Threat} = 3.69 - 3.39 = 0.30$$

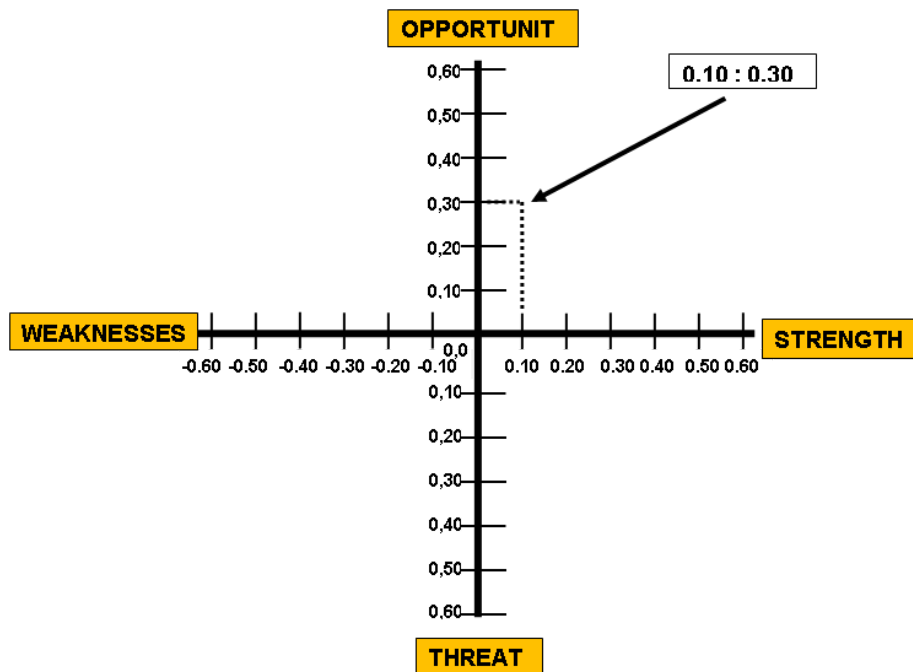


Figure 1. SWOT quadrant diagram for Hamadi Beach tourist attraction

Figure 1 plots the coordinate pair of positive 0.10 on the horizontal axis and positive 0.30 on the vertical axis, placing Hamadi Beach in Quadrant I of the SWOT Cartesian diagram, the aggressive or growth-oriented strategy quadrant. This position indicates that the destination possesses sufficiently strong internal capability, supported by substantial external opportunity, to justify an aggressive development strategy rather than a defensive or turnaround approach. This finding directly supports the second hypothesis of this study, confirming that Hamadi Beach's combination of modest internal strength and substantial external opportunity places it in a position well suited to a Strength-Opportunity, or SO, strategy, in which the destination's existing strengths are deployed to actively capture the opportunities available to it.

Table 4. SWOT strategy matrix for hamadi beach tourist attraction

Combination	Strategy Summary
Strengths and Opportunities, SO Strategy	Develop Papua-culture-based tourism packages leveraging unique natural beauty, strengthen Hamadi Beach branding as a leading destination, pursue private investment partnerships, and expand digital promotion highlighting natural and cultural content
Weaknesses and Opportunities, WO Strategy	Establish and empower a local-product culinary MSME cluster, channel private investment toward sanitation and parking rehabilitation, adopt a formal minimum service standard, and design an integrated digital marketing strategy with tourism influencers
Strengths and Threats, ST Strategy	Develop community-based environmental management programs, use government support to resolve customary land disputes, strengthen beach safety and monitoring systems, and establish transparent service pricing regulation
Weaknesses and Threats, WT Strategy	Prepare a comprehensive destination management master plan integrating facility improvement with environmental and customary-law risk mitigation, and establish a professional destination management institution with authority over service standards, spatial planning, and land conflict resolution

Table 4 summarizes the four strategy combinations emerging from the SWOT matrix. Because Hamadi Beach occupies Quadrant I, the SO strategy carries the greatest immediate priority, though the WO, ST, and WT strategies remain necessary complements addressing the specific weaknesses and threats identified in Tables 2 and 3, most notably the culinary enterprise gap, the traffic and parking disorganization, and the unresolved customary land tenure question.

4.6 Estimated Contribution to Locally Generated Revenue

To illustrate the destination's economic significance beyond its social and institutional dimensions, a simplified estimate of Hamadi Beach's contribution to Jayapura City's Locally Generated Revenue was constructed based on visitor numbers and applicable retribution rates, presented in Table 5.

Table 5. Estimated revenue contribution of Hamadi Beach tourist attraction

Revenue Component	Calculation Basis	Value, Indonesian Rupiah
Average annual visitors	60,000 people per year	Not applicable
Entrance retribution	5,000 rupiah per person	300,000,000
Vehicle parking, motorcycles and cars	2,000,000 rupiah per month times 12 months	24,000,000
Micro-enterprise stall rental	1,500,000 rupiah per month times 12 months	18,000,000
Special events and additional retribution	Annual estimate	20,000,000
Total Estimated Annual Local Revenue		362,000,000

Table 5 indicates that the estimated total potential contribution of Hamadi Beach to annual Locally Generated Revenue reaches approximately IDR 362,000,000. This figure demonstrates that the destination carries meaningful fiscal potential that remains underutilized because of facility limitations, an underdeveloped retribution management system, and the still-limited organization of culinary micro-enterprises and visitor services. A development strategy oriented toward strengthening amenities, improving accessibility, and reinforcing destination management institutions is therefore expected to raise visitor numbers and, correspondingly, the destination's contribution to Jayapura City's Locally Generated Revenue.

4.7 Discussion

The finding that Hamadi Beach's attraction and accessibility components substantially outperform its amenities and ancillary services components is consistent with comparable Indonesian destination-readiness studies. This pattern reinforces the argument advanced in integrated beach tourism development research that visitor satisfaction and sustained destination success depend on the coordinated strength of attraction, facilities, accessibility, and support services together, rather than on natural attraction alone ([Anggela, 2022](#)). The pattern documented at the Sade tourism village, where attraction and accessibility were relatively strong while amenities and ancillary services lagged, closely parallels the Hamadi Beach findings and reinforces the argument that facility and institutional gaps, rather than a deficit in underlying natural or cultural appeal, constitute the binding constraint on further development ([Putri & Umilia, 2022](#)). This interpretation is further reinforced by evidence from Tanjung Pendam Beach, where sustained visitor interest was found to depend on continuous strengthening across all four components rather than reliance on attraction alone ([Djumaty et al., 2023](#)).

The Quadrant I position identified through the IFAS-EFAS SWOT procedure, and the corresponding recommendation for an aggressive Strength-Opportunity strategy, aligns with the broader logic documented in 4A management innovation research in Batam City, where a coordinated strengthening of all four tourism components was shown to raise both visitor numbers and locally generated revenue simultaneously ([Silitonga et al., 2023](#)). This study is not fully consistent, however, with the strategic emphasis identified for Kedungu Beach in Bali, where the recommended priority strategies centered on international promotion and premium facility development oriented toward a global market ([Laili et al., 2025](#)). Comparable evidence from Werahung Beach in Ambon similarly documents a sharp decline in domestic visitor numbers over successive years precisely where existing tourism potential outpaces current destination management capacity, a gap-driven pattern closely analogous to the Hamadi Beach findings ([Tourism Suitability Index Assessment and Development, 2025](#)).

The condition of Hamadi Beach indicates that development priorities must instead focus first on basic facility rehabilitation, strengthened area governance, resolution of customary land rights issues, and improved domestic visitor service quality, before the destination is positioned to pursue international market expansion more broadly, a sequencing consistent with beach destination development research in Tabanan Bali, which similarly finds that destinations in an earlier developmental stage benefit most from a Strength-Opportunity strategy focused on domestic market consolidation before premium or international repositioning is pursued ([Beach Development Strategy as Tourism Destination in Tabanan Bali, 2021](#)). This divergence reflects a difference in destination maturity and market positioning rather than a contradiction of the underlying 4A or SWOT logic itself, a conclusion reinforced by marketing-focused SWOT research on Indonesian coastal tourism destinations more broadly, which finds that domestic-market-oriented destinations require a materially different promotional and facility investment mix than internationally positioned ones ([SWOT Analysis of Indonesian Coastal Tourism Destination Marketing, 2024](#)).

The prominence of unclear customary land rights boundaries as a top-weighted threat, tied with environmental degradation from waste at a score of 0.55, confirms that the land tenure dimension identified in the third hypothesis is not a peripheral concern but a factor weighted as seriously by respondents as the more conventional environmental threat. Environmental degradation from waste has similarly been identified as a top-tier threat in comparative destination sustainability

assessments, which find that visitor satisfaction with sustainable tourism indicators deteriorates sharply once waste management visibly fails, regardless of a destination's underlying natural attractiveness ([Measuring Sustainable Tourism, 2023](#)). This finding is consistent with broader research on indigenous land rights protection in Papua's border regions, which documents a persistent gap between constitutional recognition of customary rights and their practical enforcement ([Protecting Indigenous Rights in the Indonesia-Papua New Guinea Border Area, 2023](#)), and with research on natural resource governance more broadly, which finds that such legal ambiguity recurs across sectors wherever customary tenure has not been formally reconciled with state land administration ([Natural Resources Governance and the Vulnerability of Indigenous Communities in Indonesia, 2025](#)). At the same time, evidence on customary law community protection in locally grounded tourism management indicates that formalizing the indigenous community's stake in tourism governance and revenue can substantially reduce this conflict risk ([Adnyani, 2021](#)), suggesting that the WT strategy proposed in Table 4, and specifically the establishment of a professional destination management institution with authority over land conflict resolution, is not merely administratively convenient but empirically well supported as a precondition for the aggressive growth strategy to succeed.

Finally, the opportunity presented by digital promotion, scoring 0.50 in the EFAS matrix, is best understood as a complement to rather than a substitute for facility investment, consistent with evidence from both Serbian and Indonesian tourism village research showing that digital engagement amplifies destination appeal most effectively when paired with genuine improvement in the underlying visitor experience ([Enhancing Tourist Satisfaction through the 4As Framework and Digital Engagement, 2025](#); [Akbar et al., 2023](#)). Overall, the strategy formulated in this study affirms that the success of Hamadi Beach's development depends not solely on its considerable natural beauty, but fundamentally on the capacity of local government and all relevant stakeholders to build an integrated, professional, and community-grounded destination management system.

5. Conclusions

5.1 Conclusion

The readiness of the four tourism components at Hamadi Beach is uneven, with attraction and accessibility relatively well developed while amenities and ancillary services remain significantly underdeveloped, particularly restroom facilities, parking organization, culinary micro-enterprise availability, and the absence of a formal minimum service standard. Based on the Internal Factor Analysis Summary and External Factor Analysis Summary matrices, Hamadi Beach records a positive internal difference of 0.10 and a positive external difference of 0.30, placing the destination in Quadrant I of the SWOT diagram, the aggressive, growth-oriented strategy quadrant. The most appropriate strategy for the Jayapura City Tourism Office to pursue is therefore a Strength-Opportunity strategy that leverages the destination's natural beauty, cultural distinctiveness, and government support to capture the substantial opportunities presented by rising interest in Papuan culture, private investment potential, and digital promotion, while simultaneously addressing the facility, institutional, environmental, and customary land tenure weaknesses and threats identified through this analysis.

5.2 Research Limitations

This study is limited by its single-site case design, which restricts the generalizability of findings to other coastal tourism destinations in Papua with different institutional and land-tenure characteristics. The IFAS and EFAS weighting and rating procedure, while triangulated across multiple respondent groups, remains a structured qualitative judgment method rather than a formal statistical inference technique, so the resulting quadrant position should be interpreted as a strategic diagnostic rather than a precise numerical estimate. In addition, the revenue estimate presented in this study relies on simplified assumptions regarding visitor numbers and retribution rates that may not fully capture the complexity of actual fiscal administration.

5.3 Directions and Future Study

The Jayapura City Tourism Office is encouraged to prioritize the rehabilitation of basic visitor facilities, particularly restrooms and parking areas, the establishment of a formal minimum service

standard, and the development of a structured culinary micro-enterprise cluster based on local Papuan products. Resolving the customary land rights status of the area, in close consultation with the indigenous community holding traditional authority over the land, should be treated as a foundational priority rather than a peripheral concern, given its weighted significance in the SWOT analysis. Strengthened digital promotion should be pursued in tandem with, rather than as a substitute for, these facility and institutional improvements. Future researchers are encouraged to extend this study through a longitudinal assessment of visitor numbers and revenue following implementation of the recommended strategies, and to examine comparable coastal destinations elsewhere in Papua facing similar customary land tenure conditions in order to test the broader applicability of the strategic framework developed here.

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