MANAGEMENT STRATEGIES FOR THE GOLAGA (GOA LAWA) TOURISM ATTRACTION IN SIWARAK VILLAGE, PURBALINGGA REGENCY: A STUDY ON NATURE-BASED TOURISM DEVELOPMENT

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ABSTRACT

This study examines the management of the Golaga (Goa Lawa) tourism attraction in Siwarak Village, Purbalingga Regency, focusing on the relationship between centralized destination management and local community participation. Although Golaga has distinctive geological resources and recreational facilities, preliminary findings indicate that residents are more involved in operational activities than in strategic planning, while educational and cultural tourism remain insufficiently integrated into regular visitor packages. This study addresses the need to connect management functions, destination components, and strategic choices with the practical question of how community participation can be strengthened. A qualitative descriptive approach was used, drawing on observation, in-depth interviews with managers, local community members, and tourists, and document review. POAC was used to examine management processes, the 6A framework to map destination components, and SWOT to formulate strategic priorities; Community-Based Tourism (CBT) provides an interpretive perspective for assessing community participation. The findings show that Golaga has a strong core attraction in its lava cave and established operational facilities, but decision-making remains largely centralized under Perumda Owabong. Key gaps include limited community involvement in planning, irregular cultural and educational activities, and a shortage of integrated packages for individual and family visitors. The priority is therefore not simply to add attractions, but to link existing assets with structured educational and cultural experiences, digital promotion, improved services, and meaningful participation by residents and village institutions. A CBT-oriented approach is recommended to strengthen community involvement in planning, implementation, and evaluation and to support a fairer distribution of tourism benefits.

The results indicate that Golaga has significant potential to be developed as a culture- and education-based tourism destination. However, the current management and development strategies are still highly dependent on Perumda Owabong's policies. This study applies POAC management theory, tourism potential theory, and SWOT analysis. POAC management theory is used to analyze and formulate more effective management strategies to increase tourist visits. Tourism potential theory is used to identify factors influencing Golaga's attractiveness, while SWOT analysis is employed to formulate development strategies that can improve the local community's economy.

To significantly enhance the welfare and economic conditions of the Siwarak Village community, this study recommends several development strategies for Golaga nature tourism, namely: (1) optimizing tourist attractions through the development of integrated tourism packages combining ecotourism, geological education, and adventure; (2) strengthening branding and digital promotion based on creative content; (3) improving the quality of educational tourism and organizing regular cultural events; (4) improving infrastructure and services to maintain competitiveness and visitor comfort; (5) developing human resources, including the professionalism of tour guides; and (6) actively involving the local community in tourism management planning and development to achieve sustainable tourism. The development of Community-Based Tourism (CBT), in which local communities are not merely tourism objects but become key actors in planning, implementation, and management, is also recommended to ensure sustainable tourism development.

Keywords: Management Strategy, POAC, Tourism Potential, SWOT Analysis, CBT

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I. INTRODUCTION

Tourism is one of the strategic sectors in economic development that requires sustainable management of tourist attractions. According to Cooper (2008), the management of tourist attractions must consider environmental carrying capacity, community participation, and effective marketing strategies to ensure that destinations remain attractive and competitive. Law Number 10 of 2009 on Tourism emphasizes that tourism development must be based on the principles of sustainability, economic benefits for local communities, and the preservation of culture and the environment. Therefore, the management of tourist attractions should balance environmental conservation, community involvement, and innovative marketing strategies so that the tourism sector can provide long-term benefits and remain competitive in accordance with existing regulations.

Purbalingga Regency is located in Central Java Province and is bordered by Pemalang Regency to the north, Banjarnegara Regency to the east and south, and Banyumas Regency to the west. Geographically, Purbalingga Regency lies on the southern slopes of Mount Slamet, the highest mountain in Central Java, with an elevation of 3,432 meters above sea level. This geographical position provides Purbalingga with distinct advantages in the tourism sector, particularly mountain-based nature tourism and ecotourism. Natural tourist attractions encompass scenic landscapes, unique ecosystems, and a variety of outdoor activities (Gunn, 1994).

One of the natural tourist attractions in Purbalingga Regency is Golaga, or Goa Lawa Purbalingga, which is located in Siwarak Village, Karangreja District, Purbalingga Regency, Central Java Province. Golaga is approximately 25 km from the center of Purbalingga City and can be reached in about one hour by road. Golaga has a uniqueness that distinguishes it from other caves in Indonesia, as it is the only ancient lava cave formed from the solidification of Mount Slamet's lava flow that is accessible and developed as a tourist attraction. Unlike karst caves formed through limestone dissolution processes, Golaga was created through volcanic activity, resulting in distinctive geological structures such as lava tunnels, uniquely textured walls, and natural formations shaped by magma activity thousands of years ago. This geological uniqueness makes Golaga not only recreationally valuable but also scientifically and educationally significant as a natural laboratory for geology, volcanology, and disaster studies, positioning it as a rare and strategically important destination at the national level.

Golaga is located in a mountainous area covering approximately 11.5 hectares, offering a cool climate and misty atmosphere during cloudy weather, which serves as a unique attraction for visitors. Golaga provides a nature-based tourism experience through cave exploration. Based on survey data using the Lead Frog Method and chamber measurements with the open polygon method, the total area of Goa Lawa chambers is 6,683 m^2, with a cave length of approximately 1,200 meters from end to end. During the cave exploration, visitors encounter various sites, each with its own name and historical background, including Goa Angin, Curug Golaga, Batu Semar, Waringin Seto, Simpang Lima, Istana Lawa, Dada Lawa, Pancuran Slamet and Sendang Drajat, Balai Pertemuan Agung, Sanggar Panembahan, Goa Rahayu, Goa Langgar and Batu Keris, Telaga Kumala, Goa Cepet, and Goa Ratu Ayu.

In addition to nature tourism, Golaga also offers educational tourism, such as direct interaction with deer and educational play areas for children. Adventure tourism activities are also available, including a Tree Bridge, glamping and camping areas, a skyline attraction, a rainbow slide, and outbound activities. Furthermore, visitors can enjoy coffee and snacks while relaxing with acoustic music entertainment at the Lava Coffee Shop located inside the cave. For visitors wishing to stay overnight and experience the nighttime atmosphere of

Golaga, accommodation is available at Vila Oemah Nanas, which is also located within the Golaga tourism area (Goa Lawa Purbalingga, 2019).

Currently, the management of Golaga is under the authority of the Regional Public Company (Perumda) Owabong, which also manages other tourist attractions such as Owabong Waterpark Purbalingga and Sanggaluri Park Purbalingga. Perumda Owabong plays an important role in the development and promotion of tourism attractions in Purbalingga, aiming to increase tourist visits and boost the local economy. The efforts undertaken include infrastructure improvements, the addition of supporting facilities, and promotion through various media (Partomo, Golaga Manager, 2025).

Based on preliminary observations, the management and development of Golaga (Goa Lawa Purbalingga) remain largely centralized under Perumda Owabong's policies, with limited involvement from the local community. Local residents tend to participate primarily as operational actors, with insufficient opportunities to engage in strategic planning processes. This condition has the potential to hinder the emergence of innovations rooted in local wisdom that could strengthen the destination's attractiveness.

To date, Golaga's development has primarily focused on the addition of recreational attractions. While this approach can increase visitor numbers, other tourism potentials that are more sustainable and educational in nature have not been optimally developed. One existing educational tourism activity is the processing of pineapples into souvenir products by the UMKM Pinne group. Although this activity has educational and economic value, its implementation is limited to specific tour packages and is not available on a daily basis, preventing it from becoming a consistent and routine attraction.

Moreover, Golaga has significant potential to be developed as a culture-based tourism destination through traditional art performances, local handicraft exhibitions, and annual festivals that highlight local community identity. Such education- and culture-based development would not only enrich visitors' experiences but also promote community empowerment, create new employment opportunities, and sustainably increase local economic income.

Considering these potentials, a more participatory management strategy is required, involving the community from planning through evaluation. The literature cited in this article discusses sustainable tourism, destination development, and community-based management; however, the specific management issue at Golaga requires closer examination: how can a destination managed by a regional public company integrate professional operational coordination with meaningful participation by the surrounding community, particularly in strategic planning? The research gap addressed here is the limited connection between the observed distribution of decision-making at Golaga, the condition of its six destination components, and the strategic priorities needed to expand community participation. This study contributes a case-based analysis by using POAC to examine management functions, 6A to identify destination-level service and product gaps, and SWOT to organize strategic options. CBT is used as an interpretive principle for considering whether those options create opportunities for residents to participate in decisions and obtain local economic benefits.

LITERATUR REVIEW

Management is a systematic process aimed at achieving organizational objectives effectively and efficiently. One of the widely recognized frameworks in management studies is the POAC concept, which stands for Planning, Organizing, Actuating, and Controlling. This concept was systematically introduced by George R. Terry (2006), who defined management as a process consisting of planning, organizing, implementing, and controlling activities to accomplish predetermined goals.

Tourism potential refers to all resources owned by a region that can be developed into tourist attractions, whether derived from natural resources, cultural heritage, or human-made creations, and which are capable of attracting visitor flows (Yoeti, 1996). When managed

sustainably and supported by local communities and relevant stakeholders, these potentials can serve as fundamental assets for tourism development. One of the conceptual frameworks commonly applied to identify and develop destination potential is the 6A theory proposed by Buhalis, as cited in Chaerunisa and Yuningsih (2020). This theory explains that the success of a tourist destination is determined by six key components: attractions, accessibility, amenities, available packages, activities, and ancillary services. These interrelated components collectively contribute to creating high-quality tourism experiences, enhancing visitor satisfaction, and stimulating local economic growth through the tourism sector.

Furthermore, SWOT analysis is a strategic analytical tool used to assess internal strengths and weaknesses and external opportunities and threats. Houben, Lenie, and Vanhoof (1999) describe SWOT as an instrument that can support strategic planning by organizing factors affecting organizational performance. In this study, SWOT is used at the strategy-formulation stage rather than as a separate description of the destination. The frameworks therefore have distinct functions: POAC examines how management is planned, organized, implemented, and monitored; 6A maps the components of the visitor experience; and SWOT translates findings from those analyses into strategic options. Community-Based Tourism (CBT) is not treated as a fourth operational checklist, but as an interpretive perspective for considering whether proposed strategies give residents meaningful roles in decision-making and opportunities to benefit from tourism. This distinction keeps the analysis focused on aligning destination management with stronger community participation.

METHOD

This study employs a qualitative descriptive approach to understand management practices and development priorities at the Golaga (Goa Lawa) tourism attraction in Siwarak Village, Purbalingga Regency. Data were collected through in-depth interviews, participatory observation, and document review. The study materials identify destination managers, local business actors and community members, tourists, and the Village Government as relevant sources of information. The analysis was organized around three tasks: POAC was used to examine management functions; the 6A framework was used to map attractions, accessibility, amenities, ancillary services, activities, and available packages; and SWOT was used to formulate strategic alternatives from the internal and external factors identified. The resulting strategies were then considered through the CBT perspective, especially in relation to community participation in planning and the distribution of potential local benefits. As a qualitative descriptive study, the findings provide a contextual account of Golaga rather than a statistical measurement of causal effects.

Data collection was conducted through in-depth interviews, participatory observation, and documentation review. These methods were used to obtain comprehensive and detailed information regarding the management and development strategies of the Golaga tourism attraction from the viewpoints of managers, local business actors, tourists, and the Village Government.

II. RESULT AND DISCUSSIONS

RESULT

Management Strategy of the Golaga Tourist Attraction in Siwarak Village, Purbalingga Regency

In essence, the management strategy of a tourist attraction cannot be separated from fundamental management principles. George R. Terry (2006) states that management comprises four main functions known as POAC: Planning, Organizing, Actuating, and Controlling. The management strategy of the Golaga natural tourist attraction still requires

more active involvement of the local community, particularly in the planning stage. Strategic initiatives such as digital promotion, offering discounts during certain periods, collaboration with travel agencies, and the empowerment of local micro, small, and medium enterprises (MSMEs) indicate adaptive planning in response to the evolving trends of modern tourism. However, the involvement of the village government remains largely limited to administrative matters and parking management. Therefore, stronger and more active collaboration between the tourism managers and the village government is necessary to expand economic benefits for the local community (Observation, Wednesday, June 25, 2025).

From the organizing perspective, a well-defined organizational structure under the coordination of Perumda Owabong has contributed to the establishment of an efficient working system with minimal interdepartmental conflict. Clear task allocation and focused supervisory functions have strengthened professional destination governance. Meanwhile, the actuating function demonstrates considerable success, as the majority of the workforce is recruited from the surrounding community. The implementation of excellent service training and MSME empowerment programs has enhanced service quality while simultaneously generating direct economic impacts for local residents (Observation, Wednesday, June 25, 2025).

In terms of controlling, Perumda Owabong conducts monitoring through facility evaluations, inspections, and the use of visitor reviews as input for service improvement. These practices indicate that operational control mechanisms are in place. However, the available findings do not establish that all management functions operate optimally or that a balance has already been achieved among environmental sustainability, community welfare, and regional economic growth. The continued limitation of community involvement in strategic planning suggests an important distinction: operational coordination and service monitoring may be functioning, while participatory governance remains underdeveloped. The reported annual revenue of approximately IDR 9 billion indicates the scale of economic activity, but by itself does not demonstrate how evenly tourism benefits are distributed among residents (Observation, Wednesday, June 25, 2025).

Factors Influencing the Management of the Golaga (Goa Lawa) Tourist Attraction in Siwarak Village, Purbalingga Regency

The management of a tourist attraction is inseparable from various influencing factors, both internal and external. One of the concepts commonly used to identify and develop destination potential is the framework proposed by Buhalis, as cited in Chaerunisa and Yuningsih (2020). This framework explains that the success of a tourist attraction is determined by six main components: **attractions**, **accessibility**, **amenities**, **available packages**, **activities**, and **ancillary services**. These six components are interrelated in creating a high-quality tourism experience, enhancing visitor satisfaction, and stimulating local economic development through the tourism sector. The findings of the field research regarding the implementation of these six factors in the management of the Golaga tourist attraction are presented in Table 1. below.

Table 1.
Observation Results on Factors Influencing
the Management of the Golaga Tourist Attraction

No	Influencing Factors	Observation Indicators	Availability	Remarks

1	**Attraction**	Uniqueness of the prehistoric lava cave (±1,200 m in length, distinctive lava formations)	Available	Serves as the primary attraction and is considered a rare geological feature in Central Java
		Man-made attractions (Tree Bridge, Rainbow Slide, Skyline, Skating Hills)	Available	Enhance the diversity of modern recreational experiences
		Educational tourism (pineapple cultivation, geology, cave history)	Not yet optimal	Mainly designed for large groups; individual learning experiences remain limited
		Cultural tourism (Sura/Muharram rituals)	Limited	Conducted as annual events and not yet scheduled on a regular basis
2	**Accessibility**	Distance from Purbalingga City (±25 km)	Easily accessible	Can be reached by both two- and four-wheeled vehicles
		Availability of local transportation (public transport/motorcycle taxis)	Limited	Most visitors rely on private vehicles
		Buggy shuttle from ticketing area to the cave	Available (limited)	The number of units is insufficient, particularly for elderly visitors and children
3	**Amenities**	Toilets, prayer room, parking area	Adequate	Basic facilities are generally well provided
		Accommodation (Villa Oemah Nanas, local homestays)	Available	Supports tourists who intend to stay overnight
		Culinary facilities (Lava Coffee Shop, local food stalls)	Available	Varied options, although service quality still requires improvement
		Internet access and mobile network coverage	Limited	Signal strength is weak inside the cave
4	**Ancillary Services**	Tour guides (cave guiding and pineapple education)	Available	Local guides are available with sufficient knowledge
		Tourist information center	Available	Information is accessible at the ticketing area and through social media
		Collaboration with schools and universities	Available	Educational visits such as school trips and field trips have been implemented
5	**Activities**	Outbound activities, fun games, camping	Available	Highly popular among students and community groups
		Hiking and cave exploration	Available	Mandatory accompaniment by guides to ensure visitor safety
		Culinary tourism and pineapple-based education	Available	Represents a distinctive characteristic of Golaga
6	**Available Packages**	Educational tour packages (schools/universities)	Available	Well-established and operating effectively
		Family and individual tour packages	Limited	Integrated package options remain limited

		Cultural tourism packages (traditional rituals, local arts)	Not available	Still conducted as incidental events and not yet formally packaged

Source: Observation, Praptiningsih, 2025

The 6A assessment shows that Golaga's strongest asset is its distinctive lava cave, supported by recreational attractions, basic amenities, guides, and established group-visit activities. The main weaknesses are not an absence of attractions, but uneven development across destination components: educational and cultural experiences are irregular, local transport and buggy capacity are limited, internet connectivity inside the cave is weak, and packages for families and individual visitors remain limited. These gaps are interconnected. Educational activities available mainly to large groups are less accessible to independent visitors, while the absence of regular cultural packages limits opportunities for local artists and small businesses to participate consistently. Thus, improving the visitor experience requires better integration and scheduling of existing resources, not only adding new facilities.

Regarding accessibility, Golaga is relatively easy to reach from Purbalingga City; nevertheless, limited local transportation options and the availability of buggy vehicles remain constraints, particularly for elderly visitors and children. From the perspective of amenities, both basic and supporting facilities are generally adequate, yet limited internet connectivity within the cave area reduces visitor comfort. Ancillary services and activities are considered satisfactory and attract visitor interest, while the most significant challenge lies in the availability of tourism packages, especially the lack of integrated packages for families and individual travelers, as well as the absence of dedicated cultural tourism packages.

The Development Strategy of the Golaga (Goa Lawa) Natural Tourism Attraction in Siwarak Village, Purbalingga Regency, as a Means of Improving the Local Community's Economy

The development of tourism attractions is not solely aimed at increasing tourist visitation, but also serves as a strategic instrument for empowering the local community's economy. This study employs a SWOT analysis approach—encompassing Strengths, Weaknesses, Opportunities, and Threats—to identify both internal and external factors influencing the development of the Goa Lawa (Golaga) tourism area. The results of this analysis are subsequently utilized to formulate natural tourism development strategies that are oriented toward enhancing the economic welfare of the surrounding community.

Table IV.4 SWOT Analysis Matrix
Development Strategies for the Golaga Natural Tourism Attraction
to Improve the Community's Economy

External / Internal	Strengths (S)	Weaknesses (W)
Opportunities (O)	**SO Strategy (Using strengths to seize opportunities)**	**WO Strategy (Overcoming weaknesses by leveraging opportunities)**
Identifying external factors that can enhance performance	Leveraging the uniqueness of the cave, comprehensive tourist attractions, affordable pricing, and digital promotion to attract diverse tourist segments while encouraging the growth of local MSMEs.	Developing educational tourism, cultural tourism, and regular visit packages by expanding collaboration with schools, universities, and community groups to increase tourism activities and community participation.

Opportunity Factors (O):• The uniqueness of volcanic caves as a distinctive brand identity• The growing trend of ecotourism and educational tourism• Strong potential for partnerships with schools and universities• Increasingly effective and widespread digital promotion• Opportunities for creating community-based businesses	**Recommended SO Strategies:**1. Development of integrated tourism packages (ecotourism, geological education, adventure tourism).2. Strengthening branding and digital promotion through creative content.3. Development of village-based MSMEs (culinary products, handicrafts, tour guide services).	**Recommended WO Strategies:**1. Strengthening individual and group educational tourism through cave interpretation and agro-tourism activities.2. Organizing periodic local cultural events rather than limiting them to annual occasions.3. Providing internet connectivity within the cave area and utilizing information technology to support tourism services and marketing.
Threats (T)	**ST Strategy (Using strengths to mitigate threats)**	**WT Strategy (Minimizing weaknesses to avoid threats)**
Identifying external factors that may pose threats	Continuously improving service quality, tourist attractions, and innovation to address competition among destinations and maintain Golaga's positive image.	Improving infrastructure quality, weather and risk management, transportation accessibility, and tourism service systems to prevent a decline in visitor interest.
Threat Factors (T):• Competition with other tourist destinations in Purbalingga and surrounding areas• Unpredictable weather affecting visitor numbers• Long distance between ticketing area and cave entrance with limited buggy transportation• Risk of negative image from past issues• The need to maintain consistent innovation	**Recommended ST Strategies:**1. Introducing innovative new tourist attractions.2. Building a strong and appealing positive brand image.3. Establishing cross-destination promotional partnerships to create regional tourism packages.	**Recommended WT Strategies:**1. Increasing the number of buggy transport units and developing elderly- and family-friendly pedestrian pathways.2. Establishing standard operating procedures (SOP) for weather mitigation and tourism safety (rain management system).3. Providing community training in hospitality, guiding, MSME development, and digital marketing to enhance service quality.

Source: Observation, Praptiningsih, 2025

Table IV.4 outlines the recommended strategies for developing Golaga Nature Tourism in Siwarak Village as an effort to improve the welfare of the local community. Based on the SWOT analysis, the development strategies are designed to optimize the tourism potential of Golaga while generating tangible economic benefits for the residents of Siwarak Village. Through the SO strategy, the development of integrated tour packages combining ecotourism, geological education, and adventure tourism, supported by strong branding and creative digital promotion, is expected to enhance the attractiveness of the destination while creating business opportunities for the community through the growth of local MSMEs.

The development of integrated tourism packages at Golaga, encompassing ecotourism, geological education, and adventure activities, aligns with the principles of Community-Based Tourism (CBT). Under this approach, local residents are not merely objects of tourism but become key actors in planning, implementation, and management. Murphy (1985) emphasizes that community-based tourism prioritizes active community involvement as

owners and managers of resources, ensuring that economic benefits are returned to local residents.

Strengthening branding and creative content–based digital promotion should be accompanied by community training in local cultural storytelling, geological interpretation of Goa Lawa, and effective use of social media. In addition, the development of village-based MSMEs, such as traditional culinary products and handicrafts, represents a crucial component of CBT implementation. Timothy (2002) notes that CBT aims to generate direct economic benefits for local communities, particularly through MSMEs and locally based micro-enterprises. Therefore, the Village Government and Golaga management need to support the establishment of joint business units, entrepreneurship training, and the use of digital marketplaces for product marketing. These efforts will not only increase community income but also strengthen the sustainability of the destination by fostering a strong sense of ownership among residents. With consistent implementation of these three strategies—integrated tourism package development, digital branding enhancement, and MSME empowerment—Golaga has strong potential to become a competitive, sustainable, community-based tourism destination that directly contributes to improving the economic welfare of Siwarak Village.

Furthermore, the WO strategy emphasizes improving the quality of tourism activities by expanding educational programs and organizing regular cultural events so that tourism activities are not seasonal in nature. The provision of internet access, particularly within the cave area, along with information technology support, is essential for service sustainability and digital marketing, enabling Golaga to attract both individual and group tourists. In planning and developing programs and attractions, Perumda Owabong, as the manager of Golaga, should involve the Siwarak Village Government and local communities from the stages of planning, organizing, implementation, to evaluation. The strengthening of educational tourism can be achieved by developing structured cave interpretation for individual and group visitors and integrating it with Siwarak Village agrotourism, such as visits to pineapple plantations and the Puncak Njelir area, as part of an integrated tourism package. In addition, the regular organization of local cultural events (monthly or per tourist season) can reinforce cultural identity and create business opportunities for residents through performing arts, culinary ventures, and village handicrafts. Consequently, this strategy not only enhances Golaga's appeal as an educational, recreational, and culture-based destination but also has significant potential to improve community welfare and the local economy through increased employment opportunities, local businesses, and more equitable distribution of tourism benefits.

Through the ST strategy, Golaga is encouraged to continuously innovate in delivering unique and memorable tourism experiences. Cross-destination collaboration in the form of regional tour packages can expand tourist reach and strengthen Golaga's competitiveness at both district and provincial levels. Perumda Owabong, as the destination manager, needs to establish strategic partnerships with the Siwarak Village Government to ensure that tourism development policies align with community needs and aspirations. Village involvement in development planning forums, the establishment of tourism awareness groups (Pokdarwis), and the empowerment of local MSMEs are key elements in creating sustainable and equitable tourism development.

With the consistent and structured implementation of these strategies, Golaga will not only develop into an attractive and highly competitive tourism destination but also function as a significant driver of the local economy in Siwarak Village, in accordance with the principles of Community-Based Tourism (CBT) that emphasize sustainability, community welfare, and the preservation of local culture.

Finally, the WT strategy focuses on addressing physical and operational constraints, such as increasing the number of buggy transport units and developing pedestrian-friendly pathways suitable for elderly visitors and families. The formulation of weather and safety mitigation SOP, including a rain management system, should actively involve local residents and tourism awareness groups (Pokdarwis) to ensure community preparedness during the rainy season without compromising service quality. This includes providing strategically located shelters, raincoats, and real-time weather information services; improving pathway design to prevent slippery conditions; rescheduling cave visits during heavy rainfall; and conducting training in evacuation procedures and first aid. Such a system will help maintain tourist safety and comfort, ensuring stable visitation despite unpredictable weather conditions.

Overall, the combination of SO, WO, ST, and WT strategies reflects a sustainable development direction for Golaga that is grounded in community empowerment and oriented toward enhancing local economic value. If these strategies are implemented consistently and collaboratively, Golaga has strong potential to emerge as a leading tourism destination that significantly improves the welfare of the Siwarak Village community.

DISCUSSIONS

The findings show that the POAC functions are present at Golaga, but they are not equally developed in terms of participation. Perumda Owabong provides an established organizational structure, coordinates operations, and conducts facility and service monitoring. These arrangements can support consistency and accountability in daily management. At the same time, planning remains relatively centralized, with local residents and the village government having fewer opportunities to shape strategic decisions. Employing local residents in operational roles does not automatically mean that the community participates in setting priorities, designing tourism products, or evaluating how benefits are distributed. The central management structure may help coordinate a destination with multiple facilities, yet it can also narrow the space for community-led ideas unless formal mechanisms for consultation and joint planning are established. The evidence therefore supports a qualified conclusion: operational management has identifiable strengths, while participatory planning requires further development.

The 6A findings clarify where the participation issue becomes visible in the visitor experience. Golaga's cave and recreational facilities provide a strong attraction base, and existing amenities and guide services support visits. However, the limited regularity of cultural programming and the shortage of integrated packages mean that local knowledge, cultural performance, culinary products, and handicrafts are not yet consistently incorporated into the tourism offer. This is more than a product-development issue: regular packages can create predictable opportunities for local groups and small enterprises to contribute, while one-off events tend to limit continuity. Likewise, weak connectivity and limited transport options may affect the quality and inclusiveness of the experience. The 6A framework identifies practical service and product gaps; it does not by itself explain who has the authority to address them. That governance question is clarified by reading the findings alongside POAC and CBT.

The SWOT analysis translates these findings into strategic options. The SO direction is to build integrated packages around the cave's geological uniqueness, combining nature interpretation, geological education, and adventure activities, supported by digital branding. The WO direction is to address irregular educational and cultural programming through collaboration with schools, universities, local artists, and village enterprises, alongside improvements to supporting services. The ST and WT directions emphasize continued service innovation, cross-destination partnerships, safer and more accessible transport and pathways, and risk-mitigation procedures. Among these options, the priority should be to integrate existing attractions with regular educational and cultural packages while creating a formal role for residents and village institutions in planning and evaluation. This links destination competitiveness to community participation rather than treating local economic benefits as an automatic consequence of increased visitation. In CBT terms, the key test is whether

residents can influence the tourism products developed and access the opportunities generated by them.

III. CONCLUSIONS

Golaga's principal strength is the distinctive lava cave, complemented by recreational attractions, basic facilities, and established operational services. The main management weaknesses are the limited integration of educational and cultural experiences into regular packages, constraints in local transport and in-cave connectivity, and the limited availability of packages for individual and family visitors. Although Perumda Owabong provides operational coordination and monitoring, community involvement remains stronger in operational work than in strategic planning. This limits the extent to which local knowledge and aspirations can shape tourism development. The priority strategy is to develop integrated, regularly scheduled nature, geological-education, and cultural packages while strengthening digital promotion and service accessibility. These initiatives should be planned and evaluated jointly by Perumda Owabong, the Siwarak Village Government, and community representatives so that local residents can influence decisions and participate more consistently in the economic opportunities created by tourism.

The development strategy for Golaga natural tourism, which can serve as a strategic reference for significantly enhancing the welfare and economy of the Siwarak Village community, includes: (1) optimizing tourism attractions through the development of integrated tour packages that combine ecotourism, geological education, and adventure tourism; (2) strengthening branding and digital promotion based on creative content; (3) improving the quality of educational tourism and organizing regular cultural events; (4) upgrading infrastructure and services to maintain competitiveness and visitor comfort; (5) developing human resources, including improving the professionalism of tour guides; and (6) actively involving the local community in tourism planning, management, and development. A Community-Based Tourism (CBT) approach is recommended to ensure that local residents are not merely objects of tourism development, but key actors in achieving sustainable tourism at Golaga.

RECOMMENDATIONS

Perumda Owabong is encouraged to establish regular mechanisms for involving the Siwarak Village Government, community representatives, local artists, guides, and small-business actors in planning and evaluating tourism products. Initial implementation should prioritize integrated educational and cultural packages, clear schedules for community-led activities, improved visitor information and accessibility, and support for local products and services. The effectiveness of these initiatives should be reviewed using indicators beyond visitor numbers and revenue, including continuity of community participation and the distribution of opportunities among local actors. Further research could examine implementation over time and assess economic and social outcomes using data from a wider range of stakeholders.

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