Strategy for Improving the Local Economy in the Mandalika Area Using Swot Analysis and Pls-Sem Approach

Surya Angga Pranata[1], M. Firmansyah[2]

[1,2]Faculty of Economics and Business, University of Mataram & Lombok, Indonesia

ABSTRACT: Local economic development is a collaboration between the community, local government and the private sector to create better economic conditions and generate jobs. The aim is to strengthen the economy at the local level in a sustainable manner, with the hope of improving community welfare. This research aims to determine the strengths, weaknesses, opportunities and threats in the Mandalika Region, Central Lombok, West Nusa Tenggara (NTB) Province. In this research, data collection was carried out by distributing questionnaires using purposive sampling using SWOT analysis, which collected 153 respondents. The data analysis technique uses Partial Least Square-Structural Equation Modeling (PLS-SEM). The results of the research show that the strengths and opportunities that exist in Mandalika include smooth roads, beautiful natural beauty, the Mandalika area has become a special economic zone (KEK) with central incentives, there is a large investment in the Mandalika area, and the public widely knows Lombok Island. World. Meanwhile, the weaknesses and threats that exist in Mandalika include: Not many local products are sold at the Moto Event, human resources for the workforce are still relatively limited, there are areas like Kek in Bali and Labuan Bajo as competitors, and they are known to be prone to earthquakes.

KEYWORDS: Local Economy, Mandalika Region, Swot Analysis Approach, PLS-SEM Approach, Special Economic Zone

INTRODUCTION

Mandalika is a tourism area covering an area of 20,003 hectares located in Central Lombok Regency, West Nusa Tenggara. Since 2017, Mandalika has been inaugurated as a tourism Special Economic Zone (SEZ), which is expected to become an advanced tourist destination. Mandalika could become a competitor to SEZs and tourism in various places, including Bali, Labuan Bajo, etc. Not only is tourism an attraction in Mandalika, but the existence of various local foods and products can also be an attraction in the Mandalika area (Pamukçu et al., 2021). The Mandalika area could also become a space for future local economic development. In the Mandalika area, it can also be used as a variety of opportunities for marketers, researchers and business investors (Bagi, 2020).

Increasing economic development at the local level can be achieved by exploring and developing the potential that exists in various regions, a strategy known as Local Economic Development (LED). LED is a highly recommended approach today to promote job creation and reduce poverty levels, especially in the global shift towards government decentralization and overall government restructuring (Richards & Hall, 2000). This approach provides opportunities for communities to protect and manage the natural environment which directly impacts residents' quality of life, along with the realization of social and natural systems and developing interdependence (Gurău & Dana, 2018). The fiscal decentralization policy that flows down to the village level is a significant step in improving the regional economy and public services, supporting rural communities' welfare. The regional government is trying to stimulate and maximize local economic potential through LED to increase regional growth, especially in the Mandalika area, which is dominant in the tourism sector. This involves local government and community organizations collaborating to encourage, activate and support business activities to create jobs (Blakely & Bradshaw, 2002). The concept of a Tourism Village is a very important issue to consider. Rural tourism has the potential to change conventional views about tourism and can provide a new dimension to sustainable development (Aref & Gill, 2010).

The tourism destination management system is crucial to tourism development (Fifiyanti & Muhammad Luqman Taufiq, 2022). In this development process, the community is considered an active subject and not only a recipient of tourism but also an organizer and inseparable participant in tourism that reflects local culture (Laire & Gutierrez, 2022). To achieve this goal, the support of surrounding human resources is very important to increase their economic capacity and productivity. As a result, the positive benefits of developing rural tourism will be felt directly by local village communities. Apart from that, the strategy to

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drive the local economy through tourism destinations in the Mandalika area also requires strong motivation from the community; they must be willing to work together to manage their potential. Local wisdom can be used to develop superior products, advance the village, create new job opportunities, and improve the economy. (Fadri, 2019)

The development of the tourism sector in the Mandalika Region is also considered as one strategy to address inequality in growth in both rural and urban environments. It is hoped that tourism in the Mandalika area can improve living standards and environmental conditions. As an implementation of the concept of local economic development, the Mandalika tourist area has unique potential and attractions that can be developed as part of the tourism industry. Several tourist villages have been developed in Mandalika, such as Kuta Beach, Seger Beach and Aan Beach. However, there is still room for improving living standards, especially for residents. As well as identifying other villages that have the potential to become tourist villages in the Mandalika area, this also needs to be explored. It is important to remember that village communities are not only recipients of tourism but are also active in organizing tourism activities. They are important in creating unique tourism experiences reflecting distinctive local wisdom. This research aims to examine "Strategies for Improving the Local Economy in the Mandalika Region using the SWOT and PLS-SEM Analysis Approach" to analyze the local economic potential in the Mandalika Region to improve the welfare of the local community and formulate development strategies. (Wijijayanti et al., 2020)

LITERATURE REVIEW

A. LOCAL ECONOMIC DEVELOPMENT (LED)

Local economic development is a collaboration between the community, local government and the private sector to create better economic conditions and generate jobs. The aim is to strengthen the economy at the local level in a sustainable manner, with the hope of improving community welfare (Huda, 2020). In essence, LED encourages collaboration in development between local governments, communities, the private sector and other related parties (Kanyane, 2008). This approach is often called a territorial development strategy based on endogenous factors such as local economic structure, human resources, and institutional regulations (Rodriguez-Pose & Tijmastra, 2007). This development approach is a socioeconomic strategy that starts from the bottom level up, which is integrated into the Provincial Growth and Development Strategy more generally to create a supportive business environment to increase competitiveness (Phago & Tsoabisi, 2010). Therefore, LED is a process managed by the city government by its constitutional mandate to develop local communities. (Maloka et al., 2014)

Tourism is one of the main drivers of local economic development in the Mandalika area (Dlomo & Rogerson, 2021). Tourism has an important role in local economic development. Tourism has significantly contributed to regional development (Normelani, 2016). The benefits of tourism can be realized through various sources of income, maintaining the balance of fragile ecosystems, strengthening ties between villages and urban areas, and adding economic value (Manu & Kuuder, 2012; Mbaiwa & Stronza, 2011). This approach is in line with the principles of local economic development, which focuses on regional management by local communities to improve their quality of life and increase the competitive ability of local businesses. (Zingi et al., 2022)

Not only can tourism be an attraction in Mandalika, but various local products and local foods can also be an attraction that can be utilized. The ability of local people who are experts in making various local products can be used to develop the local economy (Fan et al., 2022). Many local products and local foods are available in Mandalika, such as woven products made from woven bamboo and rattan and various products that can be used as souvenirs. Meanwhile, the typical food is beberuk, placing kale, urap, twang chicken, etc.

B. Mandalika Special Economic Zone (SEZ) as a Strategy to Improve the Local Economy

The Mandalika Special Economic Zone is one of the priority areas in national economic development, which aims to create new sources of economic growth in the region (Septiadi et al., 2022). The Mandalika Special Economic Zone (SEZ) was designated a tourist area in 2015 (Salahuddin et al., 2021). KEK Mandalika Central Lombok has been in the spotlight because it hosts a prestigious sporting event, MotoGP. Apart from that, the Mandalika area was previously announced as one of the national priorities in the tourism sector. ITDC, as this area's manager, is building several infrastructures there.

The Mandalika Special Economic Zone is part of the locations selected as priority destinations by the Indonesian Government. Therefore, this opportunity must be utilized by the local community in order to obtain the maximum benefits (Azizurrohman, Ilyas, et al., 2023). Countries have implemented special economic zones as both an alternative and a complement to promoting trade and investment through international economic legal instruments (Chaisse & Dimitropoulos, 2021). This significant investment in the Mandalika area gives rise to mixed feelings. Kuta Mandalika Village is a local community that must adapt to the regional tourism industry as the spearhead of the West Nusa Tenggara Tourism Special Economic Zone

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(Azizurrohman, Martayadi et al., 2023). On the one hand, it is hoped that the economy will grow faster, and the attractiveness of this region will encourage business growth there. However, on the other hand, there is concern that local communities may not participate optimally in this area. The surrounding community needs to prepare adequate resources, especially labor or human resources, who have the skills and capital to set up a business that can benefit from the economic growth generated by Mandalika (economic spillovers). The tourism industry in the Mandalika Lombok Special Economic Zone has created new jobs and work types previously unknown to the community (Syafruddin et al., 2020). It is hoped that the effects of this growth can be utilized to encourage economic development, as mentioned by Comerio, Pacicco, and Serati (2020). Direct benefits are when people can work directly at tourist attractions and provide products needed by main businesses in the area. Meanwhile, indirect benefits are when people use the high circulation of money around the area to set up various derivative businesses. The study by Cristian-Constantin et al. (2015) shows that the SPA tourism sector contributes to developing other economic sectors due to tourist flows. The results of Zhang and Zhang's study (2021) also show that tourist activities benefit local communities economically.

However, working in the tourism industry is difficult because it requires special education and skills that not everyone has. Skills shortages are a major challenge in the tourism industry (Kim et al., 2021). However, even from a gender perspective, tourism can provide special employment opportunities for women (Zhang & Zhang, 2021). Wrong perceptions regarding the existence of female workers in the tourism sector have created a gender gap that is detrimental to the existence of female workers in the tourism sector. Empowering women's resources in the tourism sector requires a development approach based on the culture and local wisdom of the community, namely strengthening the capacity of women workers, which includes strengthening individual capacity and strengthening the capacity of entities (institutions) (Syafruddin et al., 2023). Therefore, indirect benefits have the potential to be developed. The local community needs to prepare products and services that can be marketed to visitors to Mandalika to benefit from the economic growth occurring in the area. There are special needs to meet the preferences of visitors to the area. The marketing must also follow the rules so visitors can accept it; the product or service offered must be of high quality, and marketing efforts must be carried out consistently (Sutton, 1999).

According to research conducted by Fajariyah and Santoso (2015), the determining factors in local economic development (LED) involve human resources, production, institutions and infrastructure. Apart from that, according to Arumsani and Pamungkas (2014), capital also plays a role in influencing LED. Therefore, a study is needed to investigate the role of the Mandalika SEZ as an economic center for the people of Central Lombok and NTB in general, with a focus on local aspects, and also to formulate the best strategy for utilizing this area to improve the local community's economy. (Masrun et al., 2022)

METHOD

The methodological approach in analyzing local economic improvement strategies in the Mandalika Region uses a quantitative approach using a case study approach to gain a comprehensive understanding of the investigated problems. Next, the data was analyzed using SWOT and PLS-SEM analysis to identify the most appropriate strategy for developing the local economy in the Mandalika area. (Haryoko, 2021)

The research stages of the Strategy for Improving the Local Economy in the Mandalika Area Using the SWOT Analysis and PLS-SEM Approach are:

A. Literature and Data Review

Literature Review is a quantitative analysis method to identify indicators related to Local Economic Development. This data was obtained from the results of primary and secondary questionnaire surveys. The general public, students and various segments of the population act as providers of primary data sources. Meanwhile, the secondary data obtained in this research are from international journals and several national journals related to the local economy.

B. SWOT Analysis

To analyze the potential of the tourism sector in the Mandalika Region, researchers conducted an economic evaluation of several aspects, including the agrotourism sector, rural tourism, related services, trade, and the historical cultural heritage of this region. Researchers note strengths and weaknesses and identify existing opportunities and risks. One of the strengths is the high level of processing and variety in the tourism sector, the availability of various local resources, and a qualified workforce. However, researchers also identified several weaknesses, such as the absence of incentives for companies in the tourism industry, lack of infrastructure development that supports economic activity, inefficient management, and low levels of entrepreneurial training. (Petroman et al., 2016)

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C. PLS-SEM

PLS (Partial Least Square) is an analysis method that focuses on variance and allows simultaneously testing measurement and structural models. Structural Equation Modeling (SEM) is a field of statistics used to test complex relationships between components in one analysis. (Sarstedt et al., 2020)

SEM (Structural Equation Modeling) Usually, this method is used to describe several statistical relationships simultaneously using visualization and checking the model's validity. Complete components can be discussed simply with this strategy. It is an extension of traditional linear modeling techniques, e.g., multiple regression analysis and Analysis of Variance (ANOVA), a prerequisite for learning SEM. It can be briefly defined as combining factor and multiple regression analysis simultaneously (Sarstedt et al., 2017; Hair Jr et al., 2017a; Haenlein & Kaplan, 2004). SEM aims to understand the relationship between latent constructs (factors) generally indicated by various measures. It is also known as latent variable analysis as well as covariance structure analysis. This approach adopts a confirmatory approach rather than an exploratory approach. (Dash & Paul, 2021)

RESULTS AND DISCUSSION

The Mandalika area has significant local economic potential, which has a major influence on the regional economy by stimulating the community's economic growth, including those in the lowest social strata. Tourism is the sector that provides the greatest participation in national economic growth, which results in special attention from the government in its development (Haris & Ningsih, 2020). Tourism is one of the factors forming the budget in every economy (Boiko et al., 2021). Tourism is considered an attractive factor in a tourist destination which importantly triggers economic growth, especially for local communities (Situmorang et al., 2019). Not only can tourism be an attraction in the Mandalika area, but Lombok's typical culinary delights are also an attraction for tourists who come to Mandalika. As part of the ten leading tourist destinations, the Mandalika Special Economic Zone needs to evaluate and develop tourism experiences, including the experience of tasting the deliciousness of various dishes, now known as 'culinary tourism' (Rizkiyah et al., 2021). Culinary tourism focuses on food as an exploration attraction and destination (Atef & Harede, 2022). Culinary tourism is becoming increasingly influential in shaping visitors' decision-making and holiday experiences and providing significant socio-cultural and economic benefits (Wondirad et al., 2021). Various kinds of typical Lombok culinary delights have the potential to be used as culinary tourism products, considering that the tourism sector is one of the fields that creates significant foreign exchange income, which is beneficial both for regional development and national economic development. (Untari & Satria, 2017). This potential can be seen in foreign nationals coming to Mandalika for vacation and relaxation. For example, recently, in Mandalika, the Moto GP Raiders arrived one week earlier than the predetermined schedule so that the Raiders could go on holiday before their scheduled match in Mandalika.

A. Identity of Respondents

Respondent identity is a summary of the respondents' objects in the research. Regarding research identity, respondents were divided into different categories based on gender, education, address, occupation, and age. The data in Table 1 below of the respondents in this study is dominated by male respondents, namely 77 respondents and 76 female respondents. The respondents' education in this study was dominated by Strata 1 education level, namely 76 respondents, 51 respondents from the general public (workers), followed by SMA/SMK/MA education with 21 respondents, and Strata 2 five respondents. This research surveyed the community in Nusa West Southeast (NTB), including Central Lombok Regency with 95 respondents, East Lombok Regency with 20 respondents, Mataram City with 17 respondents, Bima Regency with six respondents, Sumbawa Regency with six respondents, West Lombok Regency with five respondents, North Lombok Regency 1 respondent, Dompu Regency 1 respondent, South Jakarta City 1 respondent, and Bandar Lampung City 1 respondent. Occupations are dominated by students with 71 respondents, followed by farmers with 17 respondents, teachers with 16 respondents, freelancers with eight respondents, waiters/waitresses with eight respondents, traders with seven respondents, civil servants with six respondents, entrepreneurs with six respondents, homemakers with six respondents, mechanics with three respondents, livestock breeders two respondents, 1 NGO, 1 Backend Developer, and 1 Social Media Specialist. The majority of respondents in this study were aged 17 to 21 years, with 70 respondents, followed by the age range 22-26 with 54 respondents, and above 27 with 29 respondents.

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Table 1: Identity of Respondents

Respondents

Information	Sum	Percentage
Gender		
Man	77	77
Woman	76	76
Total	**153**	**153**
Education		
SMA/SMK/MA	21	21
Strata 1	76	76
Strata 2	5	5
Workers	51	51
Total	**153**	**153**
Address		
Bima Regency	6	6
West Lombok Regency	5	5
Central Lombok Regency	95	95
East Lombok Regency	20	20
North Lombok Regency	1	1
Sumbawa Regency	6	6
Mataram City	17	17
Dompu Regency	1	1
South Jakarta City	1	1
Bandar Lampung City	1	1
Total	**153**	**153**
Work		
Student	71	71
Farmers	17	17
Teachers	16	16
Freelance	8	8
Waiters/Waitress	8	8
Traders	7	7
Civil Servants	6	6
Entrepreneurs	6	6
Housewives	6	6
Mechanics	3	3
Livestock breeders	2	2
NGO	1	1
Backend Developer	1	1
Social Media Specialist	1	1
Total	**153**	**153**
Age		
17 - 21	70	70
22 - 26	54	54
Above 27	29	29
Total	**153**	**153**

Source: Primary data (processed)

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B. Descriptive Statistics

Descriptive statistics is an important part of biomedical research describing basic data characteristics (Mishra et al., 2019). The table below shows the results and answers from all 153 respondents. The questions in this research relate to Strengths, Weaknesses, Opportunities, Threats (SWOT), and the Mandalika area as a space for future local economic development. The answer criteria are 5: strongly disagree, disagree, quite agree, agree, and strongly agree. Moreover, the highest respondent results on LED were with the agreed category of 4.47, arranged in the strength category quite agree as much as 3.90, opportunity 3.81 in the quite agree category, weakness 3.60 in the quite agree category, and threat 3.31 in the quite agree category.

**Table 2: Descriptive Static or Research Table**

Construction	Average	Category
Strength	3,90	Quite Agree
Weakness	3,60	Quite Agree
Opportunity	3,81	Quite Agree
Threats	3,31	Quite Agree
LED	4,47	Agree

Source: Primary data (processed)

C. Outer Model

Convergent Validity

Convergent validity is a type of construct validity that is considered a core part of the validity of a test. The study aimed to investigate the convergent validity between eFI (emotional intelligence factor) and standard measures of frailty in research (Brundle et al., 2019). Based on the image below, it can be seen that the outer loading value of all variable indicators is greater than 0.7, so it is said to be valid. Notes: If there is an indicator whose outer loading value is smaller than 0.7, it must be removed and not used in subsequent tests.
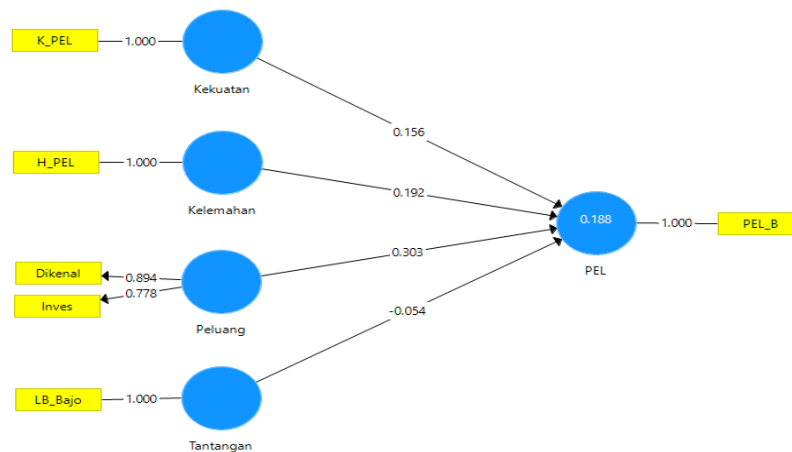
Discriminant Validity

Discriminant validity was originally presented as a set of empirical criteria that can be assessed from multitrait-multimethod (MTMM) matrices (Rönkkö & Cho, 2022). Assessment of discriminant validity has become a generally accepted prerequisite for analyzing relationships between latent variables. For variance-based structural equation modeling, such as partial least squares, the Fornell-Larcker criterion and cross-loading checks are the dominant approaches for discriminant validity (Henseler et al., 2015).

Table 3: Discriminant Validity

	Kekuatan_	Kelemahan	PEL	Peluang_	Tantangan
Kekuatan_	1.000				
Kelemahan	-0.098	1.000			
PEL	0.273	0.173	1.000		
Peluang_	0.445	0.034	0.374	0.838	
Tantangan	-0.020	0.257	0.018	0.085	1.000

Ave root value (Fornell Larcker criterion)

The AVE root value of each variable is greater than the AVE root of its correlation with other variables so that discriminant validity is fulfilled.

D. Inner Model Test

An inner model is a structural framework that predicts causal connections between variables that cannot be measured directly or latent. This structural model (inner model) describes the causal relationship between latent variables that have been formed based on the substance of a theory. In testing the structural model (inner model), the Bootstrapping and Blindfolding methods are used in the SMART PLS process (Dr. et al., S E, 2021).
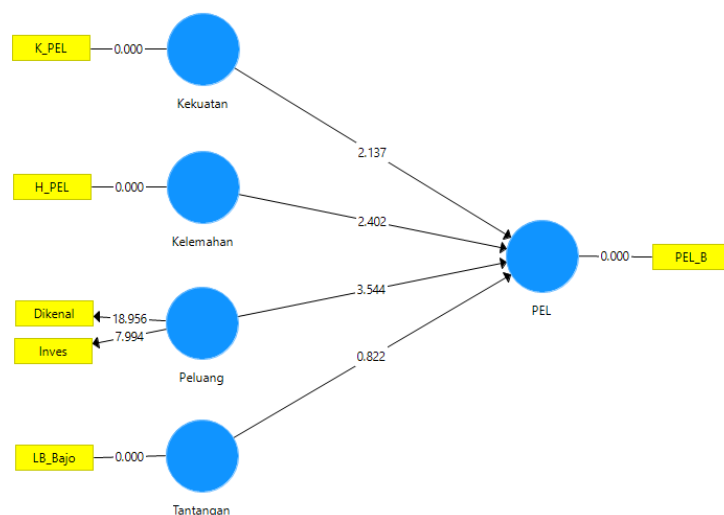

Table 4: Inner Model Test

Panel	Coefficient value	P-Values	Information
Strength-> LED	0,156	0,040	Significant
Weakness-> LED	0,192	0,017	Significant
Opportunity-> LED	0,303	0,001	Significant
Threats-> LED	-0,054	0,426	Insignificant

Note: PLS 3.0 (processed)

The results of the inner model show that the strength in the Mandalika area is positive and significant because it can be seen from the calculation, which shows a value < 0.05, namely 0.040 < 0.05. Arranged Weaknesses are positive and significant, with a result of 0.017 <0.05. The opportunities in the Mandalika area are positive and significant, with a result of 0.001 < 0.05. Finally, the challenges in the Mandalika area are negative and not significant, with a value of 0.426 > 0.05

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CONCLUSION

This research analyzes the Strategy for Improving the Local Economy in the Mandalika Area Using the SWOT Analysis and PLS-SEM Approach. The SWOT analysis used is three analyses that show positive and significant results and one that shows negative and insignificant results. Results can be significant if the value is < 0.5, where Strengths show positive and significant results $0.040 < 0,05$. Weaknesses show positive and significant results $0.017 < 0,05$. The probability of showing positive and significant results with a value of $0.001 < 0,05$. The challenges in the Mandalika area show negative and insignificant results with a value of $0.426 > 0,05$. And the community believes that in the future the Mandalika area will become a space for future local economic development.

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