

The Strategic Role of The Youth, Sports, and Tourism Office in Museum Development Efforts Gubug Wayang Museum Mojokerto City

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ABSTRACT

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Gubug Wayang Museum Mojokerto City is one of the cultural tourism destinations that has an important role in the preservation of puppet art and culture. This study aims to analyze the role of the Youth, Sports and Tourism Office (Disporapar) in the development of the Gubug Wayang Museum using the role theory according to Iyas Yusuf (2014: 05) which includes the government as a regulator, dynamizer, and facilitator. The research method used is qualitative with informant retrieval techniques using *purposive sampling* and *snowball sampling*. The results showed that Disporapar's role 1) as a regulator in the preparation of policies and regulations related to museum management has been going well, 2) as a dynamizer by initiating educational programs and cultural promotions to increase the attractiveness of the museum is less than optimal, so it still needs to be improved again interesting programs, and 3) as a facilitator through the provision of facility assistance, budget funds, and cooperation with various parties has been running but still not optimal. The overall results show that it has been running well, but there are still challenges such as budget limitations, lack of community participation, and obstacles in digital promotion. Therefore, a strategy is needed to strengthen the role of Disporapar through optimizing policies, increasing cooperation with cultural communities, and utilizing digital technology in museum marketing to be better known by the wider community.

INTRODUCTION

The Republic of Indonesia is a state entity that has the potential for very abundant natural resources, including biodiversity and historical and cultural heritage. The availability of these abundant natural resources has the potential to drive national economic growth if managed optimally and sustainably, and adjusted to the interests and needs of the community (Ummah 2019).

The tourism sector is one of the fields of activity that has a strategic role in encouraging national economic recovery and growth. In addition to functioning as a potential source of foreign exchange,

this sector also has the ability to absorb large amounts of labor and stimulate investment growth in order to develop the tourism sector (Kirnawati et al. 2020). The government has designed various policies and strategies that support progress in this field. One form of the policy is realized through efforts to explore the potential, conduct inventories, and develop various tourist attractions as the main attraction for tourists (Juraida et al. 2022).

Indonesia is a country endowed with abundant natural resources, including biodiversity and a rich historical and cultural heritage spread across various regions. This potential serves as a significant subject of study in efforts to preserve and develop cultural

tourism. In this research, the unit of analysis focuses on a local government agency, namely the Youth, Sports, and Tourism Office (Disporapar). This study is important because it examines the strategic role of Disporapar in developing cultural tourism destinations, particularly the Gubug Wayang Museum in Mojokerto City, which holds high historical and educational value but has experienced a decline in visitor numbers. By understanding the role of Disporapar as a regulator, dynamizer, and facilitator, this research aims to contribute to the optimization of sustainable cultural tourism management.

Given the large number of tourist attractions scattered in various regions, it is necessary to have a special institution that handles all matters relating to the tourism sector, namely the Ministry of Tourism. Based on Presidential Regulation of the Republic of Indonesia Number 19 of 2015 concerning the Ministry of Tourism, it is stated that The Ministry of Tourism is under the coordination of and directly responsible to the President, and is led by a Minister. This ministry has the main task of organizing government affairs in the field of tourism to assist the President in the implementation of state government (Ardiansyah et al. 2023).

In addition to the provincial level, the city level also has a special agency engaged in tourism, which is carried out by the Youth, Sports and Tourism Office. This agency carries out official administrative functions related to the improvement and development of youth, sports, and services in the field of tourism, which includes aspects of youth, sports, and the preparation of information systems and work management (Prayogi et al. 2023).

One of the cities in East Java Province that has the only historical place, namely the Wayang Museum cultural heritage, is Mojokerto City. So that the existence of cultural heritage is very important to be maintained and preserved. It is not surprising that the local city government is very concerned about tourism (Tambunan et al. 2021). Tourism development is essentially an effort develop and utilize tourism objects and attractions that are manifested, among others, in the form of natural wealth, diversity of , diversity of traditions and cultural arts, and historical heritage (Taufik et al. 2023).

One of the attractions that has an important role in preserving the noble values of the nation's culture is Museum Gubug Wayang Mojokerto City. This museum is classified as a public museum that stores a

collection of various material evidence of human culture and its environment, related to various branches of art, science and technology. Gubug Wayang Museum occupies a building that has historical and cultural value, and functions as a place for preservation and education about the art of puppetry, both in terms of form, type, and the philosophical values contained in it (Afrisal 2022).

The museum was inaugurated on August 15, 2015 by Mr. Drs Suyadi/Pak Raden. After a two-year journey of the museum, on August 15, 2017, Yensen Project Indonesia is officially under the auspices of Sendjojo Njoto Seni Budoyo which is managed directly by Mr. Sendjojo Njoto as the sole owner of all assets and label rights of Sendjojo Njoto Seni Budoyo and Yensen Project Indonesia. Its uniqueness and historical value has made Gubug Wayang Museum designated as a City-Ranked Cultural Heritage Building based on the Mojokerto Mayor's Decree No. 188.45/417.101.3/2021. Museum Gubug Wayang is a museum that focuses on art, culture, and ethnography, located on Jalan RA Kartini number 23, Mojokerto City.

Based on data on tourist visits to the Gubug Wayang Museum in Mojokerto City, it is known that in 2024 there was a significant decrease in the number of visitors per month. The decline in the number of visits is inseparable from the role of the Youth, Sports and Tourism Office, which is considered not optimal in conducting socialization and promotion activities (Tamrin et al. 2024). The lack of utilization of promotional media, both through print media, electronic media, and online media, results in a low level of public knowledge about the existence and attractiveness of the Gubug Wayang Museum as a cultural tourism destination in Mojokerto City.

In this case, it needs to be realized by the city government, especially the Mojokerto City Youth, Sports and Tourism Office (Disporapar), that the agency's role is very important in the development of tourist attractions. This is because the Gubug Wayang Museum is one of the tourist destinations that has great potential in preserving culture and historical heritage.

The tourism sector plays a strategic role in economic recovery, job creation, and stimulating investment individuals (Yuniningsih et al. 2023) To support this, the government, through the Ministry of Tourism and regional institutions such as the Youth, Sports, and Tourism Office (Disporapar), formulates

policies and strategies to develop cultural-based tourism attractions (Ardiansyah et al. 2023).

One of the cultural tourism assets in East Java is the Gubug Wayang Museum in Mojokerto City, which serves as a center for education and the preservation of traditional wayang values (Afrisal 2022). However, a decline in the number of visitors in 2024 highlights challenges in Disporapar's role, especially in promotion and digital engagement (Tambunan et al. 2021). Previous studies have emphasized the importance of collaborative governance and the role of local actors in developing cultural tourism (Taufik et al. 2023). But few have specifically examined the strategic role of Disporapar. Therefore, this study aims to analyze Disporapar's role as a regulator, dynamizer, and facilitator in developing the Gubug Wayang Museum, using the role theory proposed by Iyas Yusuf (2014).

LITERATURE REVIEW

Definition of Role

According to the Big Indonesian Dictionary, role is defined as character, capacity, position, and duties that are actively carried out by individuals (Yuniningsih et al. 2023) explains that a role is the expected and regulated behavior of someone who occupies a certain position. In the context of an agency, a role can be understood as a series of behaviors that are expected and regulated. expected to be carried out by the agency in accordance with its position. Furthermore, Soekanto (2013: 212) states that roles are behaviors expected of individuals in certain social situations.

Definition of Tourism Devolepment

According to Sugiyono in Manahati Zebua (2016), development can be interpreted as a development process that is carried out gradually, structured, and directed to achieve certain goals. On the other hand, (Pajriyah et al. 2021) defines development as a method or process that aims to make something more advanced, quality, perfect, and useful. Furthermore.

Definition of Museum

Museums are permanent institutions that function to develop and serve society, and are open to the public. Museums focus on the study, preservation, research, delivery of information, recreation, and providing knowledge about valuable assets, both tangible and intangible or not real, related to the

environment to the community (Rizki & Siregar, 2023).

Definition of Puppetry

According to the third edition of the online Dictionary of Indonesian Language (KBBI) compiled by Ebta Setiawan in 2019, the term "wayang" comes from the combination of the words "wa" and "yang." Wayang refers to artificial puppets made of carved wood or other materials, which are used to portray characters in traditional drama performances. Wayang is usually played by a puppeteer who moves and animates the characters in the performance.

METHOD

The method used in this research is a qualitative method with a descriptive approach, which emphasizes in-depth analysis of the processes and meanings that occur in each phenomenon studied. The main focus of this research is the implementation of policies related to the role of the Mojokerto City Disporapar in efforts to develop the Mojokerto City Wayang Gubug Museum. This research aims to provide a detailed and comprehensive description of how the role of the Mojokerto City Disporapar in implementing policies in the development of these tourist attractions.

To analyze policy implementation, this study uses the theory put forward by Iyas Yusuf (2014: 05), which states that the role of government in tourism development can be divided into three main aspects, namely: 1) as a regulator, which functions to establish policies that regulate tourism activities, 2) as a dynamizer, which is tasked with initiating programs and training, encouraging and motivating various parties in the development of the tourism sector, and 3) as a facilitator, which provides support and resources needed in the management of tourist attractions. The location of this research focuses on Mojokerto City, specifically related to Disporapar's efforts in managing and promoting Museum Gubug Wayang. The research informants consisted of parties who had a direct relationship with the policy and management of the museum, namely the Head of the Disporapar Office, the Gubug Wayang Museum Manager, and the point of view of visitors to the Museum Gubug Wayang Mojokerto. The data collection techniques used were interviews, observation, and documentation

RESULT

The Role of the Mojokerto City Youth, Sports and Tourism Office (Disporapar) as a Regulator

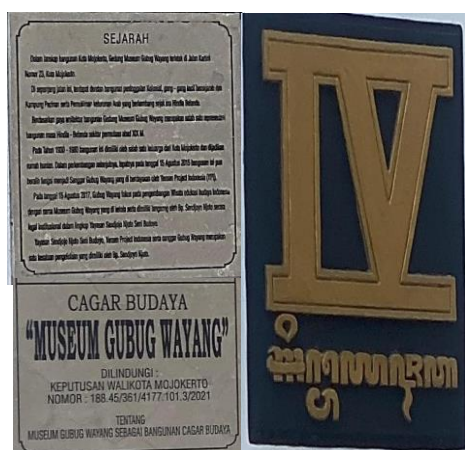
As a regulator, the government has the authority to set policies, regulations, and supervision of museum management in accordance with applicable regulations. One of the concrete steps that has been taken by the Mojokerto City Government through the Mojokerto City Youth, Sports and Tourism Office (Disporapar) is to issue a Decree (SK) Mayor Regulation No. 188.45/417.101.3/2021 concerning the Determination of the Gubug Wayang Museum as a City- Ranked Cultural Heritage Building. With this regulation, Gubug Wayang Museum is officially recognized as a cultural asset that must be protected and developed for the benefit of education, historical preservation, and regional tourism. The government is also responsible for ensuring the museum is managed in accordance with established standards, including in the aspects of collection maintenance, facility improvement, and promotion to the wider community (Yuniningsih et al. 2023).

Figure 1. Decree of the Mayor Decree on the Cultural Heritage of Gubug Wayang Museum



Source: Disporapar Mojokerto City 2025

Figure 2. Plaque Awarding Gubug Wayang Museum as Cultural Heritage



Source: Author's Documentation, March 2025

Disporapar is responsible for issuing regulations related to the protection of the Gubug Wayang Museum. The regulations that have been established become the legal basis in maintaining the sustainability of the museum, as well as encouraging it to become a center of education and cultural tourism that is attractive to the wider community. This step shows the government's commitment to preserving cultural values and increasing the attractiveness of the museum as a historical tourist destination in Mojokerto. So here it can be said that the role of the Mojokerto City Youth, Sports and Tourism Office (Disporapar) as a regulator has been carried out well, namely by issuing regulations in the form of a Decree (SK) of the Mayor's Regulation No. 188.45/417.101.3/2021 in the context of orderly administration of development and development of the potential for educational tourism in the future.

The Role of the Mojokerto City Youth, Sports and Tourism Office (Disporapar) as a Dynamizer

The Department of Youth, Sports and Tourism has a strategic role as a dynamizer in the development of the Mojokerto Wayang Gubug Museum. As a dynamizerdisporapar is responsible for conducting coaching, training, and counseling aimed at improving the quality of human resources, especially museum managers. The coaching is carried out through various programs that can hone the skills, knowledge, and character of the participants. In addition, this agency also provides opportunities for marketing and promotional access to programs that have been implemented, with the hope of introducing the results of activities more widely. As a dynamicator, the government as a dynamicator plays a role in the Office of Youth, Sports, and Tourism (Disporapar) can provide various forms of guidance, training, and counseling to the manager of the Mojokerto City Wayang Gubug Museum and initiate, and mobilize various parties to jointly develop the Wayang Gubug Museum. The Mojokerto City Office of Youth, Sports and Tourism (Disporapar) seeks to create an ecosystem that supports the growth of the museum,

both in terms of education, promotion, and collaboration with various stakeholders.

The Gubug Wayang Museum is a museum that should be used as an educational destination for students so that they can get to know and understand wayang culture more deeply, not only as a place for puppets storage of cultural collections, but also as a center of educational and cultural activities that continue to evolve in accordance with the times.

Figure 3. Pacet Twin Sources Educational Tour



Source: Documentation of Gubug Wayang Museum, October 2024

But not only direct visits to the Gubug Wayang Museum, but the Wayang Museum also holds a Museum Goes to School/Campus program to reach a wider range of education. *Museum Goes to School & Campus*. This program aims to expand access to cultural education, especially for students who may not have the opportunity to visit the museum directly.

Figure 4. Inauguration of temporary museum
gubug wayang Soekarno School Purwotengah



Source: Documentation of Gubug Wayang Museum, October 2024

In addition to educational programs, the Museum also has art activities such as the Macapat Group as well as the Wayang festival and the *Wayang Road Show* program is also a highlight. The main focus of the museum's activities. Based on the results of the research,

Gubug Wayang Museum not only focuses on historical education, but is also active in preserving Javanese arts and culture through various creative and interactive programs. One of its flagship activities is the Macapat Group and *Wayang Road Show*. With these activities, it is hoped that participants will not only enjoy modern art, but also understand local wisdom and values culture passed down by the ancestors.



Figure 5. Macapat Routine Activity

Source: Documentation of Gubug Wayang Museum, October 2024



Figure 6. Mojokerto City Puppet And Art Festival
Source: Documentation of Gubug Wayang Museum, October 2024

Based on the results of the study, it shows that the role of Disporapar as a dynamist in supporting the Gubug Wayang Museum in providing guidance, training and counseling, as well as marketing or promotional access opportunities has been running well but still needs to be optimized. Several programs such as Museum Educational Tourism, *Museum Goes to School & Campus*, Macapat Group, and *Wayang Road Show* have been running well. However, the implementation still faces obstacles, especially in terms of strategic support and less than optimal promotion. Museum managers feel that innovation in museum management is still limited due to the lack of support, as well as the lack of more modern promotional strategies, such as the use of digital technology.

The Role of the Mojokerto City Youth, Sports and Tourism Office (Disporapar) as a Facilitator

The Youth, Sports and Tourism Office acts as a facilitator by providing facilities and infrastructure that support youth, sports and tourism activities. Through the provision of adequate facilities and infrastructure, this office ensures that each program can run effectively and efficiently, and provides space for tourists to actively participate in the activities organized. In , agency also provides budgetary assistance aimed at supporting the smooth running of various activities and programs. Disporapar has the responsibility to ensure that the museum has proper facilities and infrastructure to provide a comfortable and educational experience for visitors. Disporapar has contributed to the development of Gubug Wayang Museum by ensuring adequate facilities and infrastructure. Efforts that have been made include increasing the exhibition space, adding multimedia facilities, and improving accessibility, such as roads and signage. However, space limitations and the unrealisation of some plans are still an obstacle.

Accessibility to the museum is also a problem, with narrow roads and limited parking, especially for visitors using public transportation or coming in large groups. The manager hopes that the government can improve road infrastructure and add directional signage to make it easier for visitors to access the museum. This shows that the role of Disporapar as a facilitator in the development of Museum Gubug Wayang has been running well but still needs to be optimized again. Overall, the results of interviews with several interviewees show that Disporapar plays a very important role as a facilitator in the development of Museum Gubug Wayang, both in providing facilities and infrastructure as well as in providing budgets and financial assistance. Disporapar has attempted to provide support in the form of improved facilities, such as renovating showrooms and adding multimedia facilities, although there are still budget limitations that hamper the ability to optimally meet all the needs of museum development.

The limited budget is perceived by museum managers as one of the main challenges in museum management. Although the allocated budget has been used for urgent activities, such as collection maintenance and basic facility repairs, other

educational and development programs, such as organizing exhibitions or cultural arts workshops, are hampered due to limited funds. Museum managers hope that the budget allocation can be increased, as well as more cooperation with the private sector and other institutions to obtain grants or sponsorships that can support museum development programs. From the visitors' perspective, although they are satisfied with the existing collection, they complain about the limitations of the narrow exhibition space and less than optimal accessibility, especially related to limited parking facilities and unclear directions. Visitors hope that Disporapar can pay more attention to these matters, in order to improve the comfort and experience of visiting the museum. Although Disporapar has made maximum efforts in its role as a facilitator, limited budget and infrastructure are obstacles that must be faced.

DISCUSSION

The Role of the Mojokerto City Youth, Sports and Tourism Office (Disporapar) as a Regulator

As a regulator, the issuance of formal policies signifies a strong commitment to cultural preservation. However, ensuring the policies are adaptive to modern needs, such as digital engagement and updated facility standards, remains a concern that requires further attention. Here the Mojokerto City Disporapar plays a role as a regulator in the development of the Gubug Wayang Museum by issuing regulations in the form of a Decree (SK) of the Mayor's Regulation No. 188.45/417.101.3/2021 concerning the Designation of the Gubug Wayang Museum as a City-Ranked Cultural Heritage Building and formulating strategic policies that support the preservation, management, and management of the Museum.

This finding is consistent with the study by (Prayogi et al. 2023). which highlights the importance of local government regulation in managing tourism destinations. The issuance of policy instruments, such as mayoral decrees, helps ensure sustainability and legal certainty in cultural tourism development. a role involves behavior expected of individuals (or institutions) in specific social structures—thus, Disporapar's regulatory actions represent a formalization of its institutional responsibilities in preserving cultural heritage.

However, the role of Disporapar as a regulator still has challenges that need to be overcome, such as improving the quality of facilities and adjusting regulations with the times so that the museum remains relevant and attractive to all groups. So it is necessary to strengthen regulations, increase cooperation with various parties, and look for new innovations so that this museum is increasingly recognized and attracted by the public.

The Role of the Mojokerto City Youth, Sports and Tourism Office (Disporapar) as a Dynamizer

As Disporapar's role as a dynamizer shows promise through its educational and cultural programs. These programs help connect the museum with schools, students, and the general public. Nevertheless, the lack of innovative promotional strategies and minimal use of digital platforms limit the effectiveness of these initiatives. Many visitors remain unaware of museum activities, indicating the need for a more modern, interactive, and consistent outreach approach.

Similar roles were explored by (Tambunan et al. 2021) who examined the role of youth and local institutions in cultural tourism development. They emphasized that cultural promotion and educational outreach require creative initiatives and strong coordination with communities. The limited innovation and digital engagement found in this study reflect similar challenges. According to Yusuf (2014), as a dynamizer, government institutions must stimulate and motivate stakeholders. Therefore, Disporapar's partial implementation of dynamic activities indicates the need for more structured and digitally adaptive initiatives.

However, the implementation still faces obstacles, especially in terms of strategic support and less than optimal promotion. Museum managers feel that innovation in museum management is still limited due to the lack of support, as well as the lack of more modern promotional strategies, such as the use of digital technology. This is also criticized by visitors, who consider that many interesting programs have not been widely known, as well as the lack of interactive activities in the museum to enhance the visitor experience. Therefore, Disporapar is expected to be more active in encouraging innovation, strengthening promotional strategies, and ensuring that existing

programs continue to develop so that the museum remains relevant and attractive to the public.

The Role Mojokerto City Youth, Sports and Tourism Office (Disporapar) as a Facilitator

As a facilitator, Disporapar has provided essential support, but the current level of infrastructure and funding is insufficient to meet growing demands. Visitor complaints about accessibility and limited space reveal a gap between development planning and actual execution. To overcome these limitations, Disporapar must increase budget allocation, improve infrastructure access, and strengthen partnerships with private and cultural sectors. By optimizing these three roles, the Gubug Wayang Museum can further develop into a dynamic, sustainable, and widely recognized center for cultural tourism.

These findings support the argument made by (Taufik et al. 2023), who explain that facilitation from local government should include infrastructure, funding, and cross-sector partnerships. Without adequate support, tourism sites cannot compete or sustain visitor engagement. This role is further reinforced by (Afrisal 2022), who found that collaborative governance and shared responsibility between the public and private sectors are key to effective museum and cultural destination management. Therefore, Disporapar must expand its facilitator role through broader collaboration and consistent budget planning to enhance museum accessibility and capacity.

Although Disporapar has made maximum efforts in its role as a facilitator, limited budget and infrastructure are obstacles that must be faced. Therefore, further steps are needed to increase cooperation with the private sector, expand funding sources, and optimize support from the central government, so that the development of the Gubug Wayang Museum can take place in a sustainable manner and make a greater contribution to cultural preservation.

CONCLUSION

Based on the results of research on the Role of the Mojokerto City Youth, Sports and Tourism Office (Disporapar) in the Development Efforts of the Gubug Wayang Museum using the theory of Iyas Yusuf (2014), it can be concluded that Disporapar plays a role in the development of the

museum. Disporapar plays three important roles, namely as a regulator, dynamizer, and facilitator, which are interrelated in supporting the management and development of museums as cultural tourism destinations. As a regulator, Disporapar has compiled and implemented policies to ensure museum management according to standards and has been running well, although in its implementation there are still challenges such as adjusting regulations to the times and improving facilities that are not yet optimal. As a dynamizer, Disporapar seeks to drive various training programs, counseling, and promotion through cultural activities, but its implementation still faces obstacles in the form of a lack of promotional innovation and a lack of interactive activities that can attract interest, especially from the younger generation. Meanwhile, in its role as a facilitator, Disporapar has provided support in the form of facilities, infrastructure, and funding, but the limited budget and resources are an obstacle in itself so it is necessary to strengthen cross-sector cooperation, both with other government agencies and the private sector. Overall, these three roles are very important and complement each other in an effort to realize the Gubug Wayang Museum as a quality, relevant, and competitive cultural tourism object and attract more public visits in the future.

SUGGESTIONS FOR FURTHER RESEARCH

Further research is recommended to address the limitations of this study, which primarily focuses on the internal role of the Youth, Sports, and Tourism Office (Disporapar) in the development of the Gubug Wayang Museum. Future studies could explore the involvement of external actors such as cultural communities, private sector stakeholders, and educational institutions in supporting museum development through cross-sector collaboration. Additionally, a comparative analysis between Mojokerto and other regions with more advanced museum management practices may provide valuable insights. Researchers are also encouraged to examine the utilization of digital technologies in museum promotion and cultural preservation, including the effectiveness of social media and virtual platforms. Moreover, assessing the impact of educational programs offered by the museum on cultural awareness among younger generations would enrich the understanding of museums' roles in cultural transmission. Expanding the research focus in these

areas may contribute to more holistic and effective policy development for cultural tourism.

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