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Policy Strategies for Tourism Destination Development towards Regional Development in North Tapanuli Regency, Indonesia

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Abstract - This study aims to analyze the influence of the number of tourist attractions, facilities and infrastructure, promotion, accessibility, and tourist attractions on the economic development of communities in North Tapanuli Regency, with a focus on the tourism sector. The research data were collected through surveys from 100 respondents and analyzed using multiple regression analysis. The results show that all independent variables have a positive and significant effect on regional economic development. Furthermore, the study discusses the government's policy strategies for regional development through tourism, considering both internal and external factors affecting tourism potential and challenges. Based on SWOT analysis, the study proposes 13 alternative strategies to optimize tourism development, emphasizing the active participation of the government, local communities, and the private sector. Finally, the study concludes with recommendations for enhancing the potential of tourism destination development in North Tapanuli Regency, emphasizing the importance of policy formulation, infrastructure improvement, promotion, accessibility, and human resource development, as well as the preservation of local arts and culture.

Keywords - Tourism development, Regional economic development, Multiple regression analysis, SWOT analysis, North Tapanuli Regency.

I. INTRODUCTION

National development, as carried out by the Indonesian nation, is aimed at achieving the goals of development, namely the creation of community welfare and the increase of income in the respective regions (Tarigan, 2006). Regional development is an integral part of national development that needs to be supported by various financial sources originating from the region. Financial policies are necessary to regulate the concept of regional development (Wardiyanta, 2006).

The development of tourism in a region brings many benefits to the community economically, socially, and culturally, supporting sustainable development. Tourist attractions are places visited by tourists because they have attractive resources, both natural and man-made, such as natural beauty/mountains, beaches, flora and fauna, zoos, historical ancient buildings, monuments, temples, dances, attractions, and other unique cultural elements (Adisasmita, 2010).

Wicaksono (2008) states that essentially, the tourism sector is closely related to the economic sector because tourism development aims to increase the welfare of the population in tourist destinations. According to Fandeli (2000), tourist attractions embody human creations, ways of life, art and culture, as well as the history of the nation, and natural or environmental features that are attractive to tourists. They not only satisfy tourists but also contribute to the local economic growth, environmental and cultural preservation and protection, and integral development between the community and its area.

North Tapanuli Regency, located in North Sumatra, Indonesia, continues its development efforts. One of the development sectors currently being developed in North Tapanuli Regency is the tourism sector, in line with the medium-term vision and mission. The potential tourist attractions align with the long-term vision and mission (Year 2005-2025) which is "Realizing Prosperity of the Community Based on Agriculture and Agro-Industry Supported by the Tourism, Mining, and Energy Sectors".

North Tapanuli Regency has a variety of potential tourist attractions such as natural attractions, for example, Muara Beach and Soda Water, which are quite attractive and can be relied upon for tourism development, especially in coastal areas. The potential and characteristics of the North Tapanuli Regency region are also supported by the local government policies.

North Tapanuli Regency holds a lot of social, cultural, and economic potential. It also has various natural and historical potentials that can be explored and preserved to become assets supporting the development of the tourism sector if packaged as tourist attractions with attractiveness and uniqueness to attract domestic and international tourists, supported by the participation and tourism awareness from the local community, government, and businesses to support local tourism.

The natural potentials that can be developed as tourist attractions in North Tapanuli Regency are located in Muara District, such as Muara Beach and Hutaginjang Natural Panorama. Other natural potentials that can be developed as flagship tourist attractions in North Tapanuli Regency include Sipoholon Hot Springs in Sipoholon District, Siborongborong Horse Racing in Siborong-borong District, Hutabarat Hot Springs, Saitnihuta Hot Springs, Ugan Hot Springs, and Soda Water in Parbubu, Huta Parbubu, Tarutung District. Besides Parbubu, the Soda Water natural tourism is only found in Venezuela. In addition to natural tourism, North Tapanuli Regency has other tourism potentials, namely spiritual and cultural/historical tourism. Spiritual tourism that can be developed in North Tapanuli Regency includes the Love Cross of Siatas Barita in Siatas Barita District, Munson and Leman Tombs in Adiankoting District, HKBP Central Office in Pea Raja, Tarutung District, Sipoholon Seminary, Nommensen Monument, Onan Sitahurung, Dame Church in Saitnihuta, Tarutung District, Johannes Priest Tomb in Pancur Napitu, Tarutung District, and Johannes Siregar Priest Tomb in Muara District. Cultural/historical tourism that can be developed includes Natumandi Cave in Tarutung District and Hopong Hindu Site in Simangumban District.

Therefore, the government's and private sector's interest in developing tourism is increasing. This is evidenced by the increasing development of tourism infrastructure and facilities. One example is the development of Silangit Airport infrastructure in North Tapanuli Regency. The construction of Silangit Airport facilitates tourists in visiting tourist attractions in North Tapanuli because tourists can travel to their destination more quickly.

Research by Atan and Arslanturk (2012) found that the rapidly growing hotel and restaurant sector makes a high contribution to the economic growth in Turkey through taxes received from the tourism sector. A study by Jalil et al. (2013) showed that the number of foreign tourists has a positive impact on economic growth in Pakistan. On the other hand, the results of Batubara's research (2013) on optimizing tourist visits in the Tourism Object Area of Muara District, North Tapanuli Regency, concluded that the attractiveness of tourist attractions and infrastructure significantly and negatively affect tourist visits to Muara. This indicates the importance of improving tourism infrastructure to encourage regional economic growth.

Therefore, there is a need to conduct research on the tourism sector as a basis for increasing the contribution of North Tapanuli Regency's GDP, identifying factors influencing tourism development in the region, and examining the policy strategies of the North Tapanuli Regency government in regional development through the tourism sector. It is expected that the results of this research can contribute by providing thoughts to the North Tapanuli Regency Government in decision-making related to community economic development and regional development, become a reference for the development of science and knowledge, and provide a basis for further research with different methods and measurement tools.

II. RESEARCH METHODOLOGY

This research employs a combined quantitative and qualitative approach with an explanatory research design. The quantitative approach is used to analyze data statistically inferentially to understand the relationships between variables, while the qualitative approach is employed to deepen the understanding of existing phenomena.

The research was conducted in North Tapanuli Regency, which is an area with various tourist attractions. The research population consisted of all business community members around the tourist attractions in North Tapanuli Regency, totaling 448 households (HH). The sample was selected using probability sampling method with the Slovin formula, resulting in 100 respondents. The required data includes programs and efforts undertaken by the government, community, and private sectors in developing tourist attractions in North Tapanuli Regency. Data were obtained through interviews with relevant parties and documentation from relevant institutions.

Data analysis was conducted in two stages. First, descriptive analysis was used to answer the first research problem formulation, which focuses on the potential development of tourist destinations in North Tapanuli Regency. Second, multiple regression analysis was used to test the second research problem formulation and research hypotheses.

Before conducting regression analysis, classical assumption tests were carried out to ensure the suitability of the data with the regression model to be used. A series of analyses were used to understand the influence of independent variables on the dependent variable.

The definition and operationalization of variables were conducted to ensure consistent and specific understanding. Defined variables include community economic development, number of tourist attractions, facilities and infrastructure, accessibility, promotion, and tourist attractions. The obtained results were also analyzed to determine the policy strategies of the North Tapanuli Regency government in regional development sourced from the tourism sector using SWOT analysis method.

III. RESULT AND DISCUSSION

3.1. Demographics of North Tapanuli Regency

North Tapanuli Regency is a well-known area in the Nusantara Region, especially due to its natural potential and human resources. North Tapanuli Regency is also one of the regencies in North Sumatra Province located in the highlands of North Sumatra, with an altitude ranging from 150 to 1,700 meters above sea level. Geographically, North Tapanuli Regency is bordered by five regencies:

- To the North, it is bordered by Toba Samosir Regency
- To the East, it is bordered by North Labuhan Batu Regency
- To the South, it is bordered by South Tapanuli Regency
- To the West, it is bordered by Humbang Hasundutan and Central Tapanuli Regencies.

The total land area of North Tapanuli Regency is approximately 3,793.71 km2, and the area of Lake Toba is 66.02 km2. Among the 15 districts, the largest district in North Tapanuli Regency is Garoga District, covering around 567.58 km2 or 14.96 percent of the regency's total area, while the smallest district is Muara District, covering approximately 79.75 km2 or 2.10 percent.

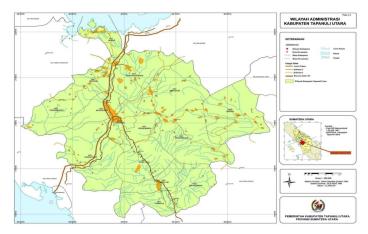


Figure 1. Map Administration of North Tapanuli

Topographically, North Tapanuli Regency has undulating and hilly characteristics and is part of the Bukit Barisan mountain range.

3.2. Respondents Characteristics

The respondents of this study are residents in 7 (seven) districts, namely: Muara District, Tarutung District, Sipohon District, Adiankoting District, Siborongborong District, Simangumban District, and Siatas Barita District, North Tapanuli

Regency, which have natural, cultural/historical, and spiritual tourist attractions with different socioeconomic backgrounds, ages, and educational levels.

3.2.1 Age

The age range of the research respondents is between 30 and above 51 years old, as shown in Table 1.

Table 1. Age

No.	Age	Numbers	Percentage		
1.	30-40	25	25.00		
2.	41-50	36	36.00		
3.	> 50	39	39.00		
Total		100	100,00		

Source: Processed Primary Data, 2023

From Table 1, it can be seen that the largest distribution of respondents' ages is above 50 years old, with 39 respondents (39.18%), followed by the age group of 41-50 years old with 36 respondents (36.08%), and the age group of 30-40 years old with 25 respondents (24.74%).

3.2.2 Education

The education level of the research respondents generally ranges from Elementary School (SD), Junior High School (SMP), Senior High School (SMA), to Diploma/Degree (D1/D3/S1), as shown in Table 2.

Table 2. Education Respondents

No.	Education	Number	Percentage	
1.	SD	13	13.00	
2.	SMP	28	28.00	
3.	SMA	40	40.00	
4	D1/D3/S1	19	19.00	
Total		100	100,00	

Source: Processed Primary Data, 2023

From Table 2, it can be seen that the distribution of respondents' education level is varied, ranging from Elementary School (SD) to Diploma/Degree (D1/D3/S1). The most dominant education level among respondents is Senior High School (SMA), with 40 respondents (40.00%), followed by Junior High School (SMP) with 28 respondents (28.00%), Diploma/Degree (D1/D3/S1) with 19 respondents (19.00%), and Elementary School (SD) with 13 respondents (13.00%).

3.2.3. Gender

3.2.3 Gender

The gender of the research respondents is predominantly male, although female respondents are also found, as shown in Table 3.

Table 3. Gender Respondents

No.	Gender	Number	Percentage
1.	Male	74	74,00
2.	Female	26	26,00
Total		100	100

Source: Processed Primary Data, 2023

From Table 3, it can be seen that the distribution of respondents' gender in the research area of North Tapanuli Regency is predominantly male, with 74 respondents (74.00%), while female respondents are 26 (26.00%).

3.2 Regression Analysis

3.2.1 Multicollinearity Test

Multicollinearity test is conducted to determine whether there is a correlation between independent variables in the regression model.

Table 4. Results of Multicollinearity Test

		Collin	nearity Statistics
Model		Tolerance	VIF
1	Tourist attractions Number	,699	1,431
	Facilities and infrastructure	,414	2,416
il I	Promotion	,585	1,709
	Accessibility	,649	1,540
	Tourist Attraction	,563	1,776

a. Dependent Variable: Community Economic Development

The analysis results show that all tolerance values of independent variables (number of tourist attractions, facilities and infrastructure, promotion, accessibility, and tourist attraction) are greater than 0.10, and the VIF values are less than 10. Therefore, it can be concluded that there is no multicollinearity in the independent variables, and thus, the model meets the classical assumption in regression analysis. This is because, according to the rule, if the VIF value is < 10 and tolerance > 0.10, there is no multicollinearity. The obtained values from the calculation are in accordance with the VIF and tolerance value regulations.

3.2.2 Results of Coefficient of Determination (R2)

The coefficient of determination is used to test the goodness-of-fit of the regression model, which can be seen from the Adjusted R Square value. The relationship between the number of tourist attractions, facilities and infrastructure, promotion, accessibility, and tourist attraction variables with the development of North Tapanuli Regency can be observed through the coefficient of determination.

Table 5. Coefficient of Determination

odel N	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.963	0.927	0.923	0.50769

- a. The predictors in the regression analysis are: Constant, tourist attraction, number of tourist destinations, accessibility, promotion, and infrastructure.
 - b. The dependent variable in the regression analysis is the Development Area.

The calculation results show that the Adjusted R Square value is 0.923. This means that 92.3 percent of regional development can be explained by the independent variables (number of tourist attractions, facilities and infrastructure, promotion, accessibility, and tourist attraction) above, while the remaining 7.7 percent is explained by other variables not examined in this study.

3.2.3 Results of Aggregate Test (F Test)

The simultaneous influence test is used to determine whether the independent variables jointly or simultaneously affect the dependent variable. For further details, refer to Table 6.

Table 6. Results of Simultaneous Test

Model Sum of Squares			df Mean Square		F	Sig.
1	Regression	81	305.4	5	61.096 .035	237
-	100810001011	01	24.22		01.050 1000	
	Residual	9		94	0.258	
	Total	10	329.7	99		
	1 Otal	10		77		

a. Predictors: (Constant), Daya tarik wisata, Jumlah objek wisata, Aksesibilitas, Promosi, Sarana dan Prasarana b. Dependent Variable: Pengembangan wilayah

The simultaneous statistical test can be seen from the probability level of 0.000, which is $< \alpha = 0.05$, meaning that Ha is accepted. This means that the independent variables of business actors (number of tourist attractions, facilities and infrastructure, promotion, accessibility, and tourist attraction) simultaneously have a significant effect in explaining regional development in North Tapanuli Regency.

3.2.4 Results of Partial Test (t-test)

In the partial statistical test with a critical t-value at df = (n-k), where n is the sample size and k is the number of independent variables including the constant. To test the partial regression coefficients individually for each independent variable, refer to Table 7.

Table 7. Result of T Test

		Unstandardized Coefficients		Standardized Coefficients		
Model		В	Std. Error	Beta	t	Sig.
1	(Constant)	1,094	,521		2,098	,039
	Tourist attractions Number	,247	,027	,305	9,112	,000
1	Facilities and infrastructure	,054	,024	,095	2,188	,031
<u> </u>	Promotion	,229	,028	,299	8,174	,000
	Accessibility	,236	,025	,326	9,393	,000
	Tourist Attraction	,184	,027	,255	6,834	,000

a. Dependent Variable: Development Area

Based on Table 7, the multiple regression equation can be formulated as follows:

$$Y = 1,094 + 0,247 X1 + 0,054 X2 + 0,229 X3 + 0,236 X4 + 0,184 X5$$

The constant value (β 0) is 1.094, which means that if there are no values for the independent variables (X1, X2, X3, X4, and X5), the value of regional development in North Tapanuli Regency will be 1.094. The number of tourist attractions variable (X1) has a regression coefficient (β 1) of 0.247 with a positive sign. This means that an increase of one unit in the number of tourist attractions will increase the value of regional development in North Tapanuli Regency by 0.247. The facilities and infrastructure variable (X2) has a regression coefficient (β 2) of 0.054 with a positive sign. This means that an increase of one unit in the facilities and infrastructure variable will increase the value of regional development in North Tapanuli Regency by 0.054. The promotion variable (X3) has a regression coefficient (β 3) of 0.229 with a positive sign. This means that an increase of one unit in the promotion variable will increase the value of regional development in North Tapanuli Regency by 0.229. The accessibility variable will increase the value of regional development in North Tapanuli Regency by 0.236. The tourist attraction variable (X5) has a regression coefficient (β 5) of 0.184 with a positive sign. This means that an increase of one unit in the tourist attraction variable will increase the value of regional development in North Tapanuli Regency by 0.184.

3.3 Government Policy Strategies in North Tapanuli Regency for Regional Development through Tourism Sector.

In the development and regional development of North Tapanuli Regency, especially in the tourism sector, various internal and external factors influencing the potential and challenges faced need to be considered.

Internal Conditions:

1. Strengths:

- Cultural Tourism Potential: The natural and cultural potential of North Tapanuli Regency has its own uniqueness, supported by local community cultural ceremonies that are still preserved.
- Road Conditions: The provincial and district road networks, which have been paved and are in good condition, enhance the comfort of tourists traveling to tourist destinations.

Weaknesses:

• Facilities and Infrastructure: The availability of facilities such as parking areas, sanitation facilities, Tourism Information Centers (TICs), security, and clean water facilities is still minimal and poorly maintained.

- Transportation Facilities and Distance: Although the road conditions are good, the winding geographical conditions of North Tapanuli Regency result in long distances, and limited public transportation.
- Human Resources (HR): The education level of the people of North Tapanuli Regency is still low and unproductive, and there is a lack of awareness of the tourism potential.

External Conditions:

1. Opportunities:

- Growing Tourism Sector: The increasing interest of the community in natural tourism, the increasing number of tourists, and private sector investment in developing tourist attractions.
- Local Economic Development: The development of the tourism sector provides employment opportunities in the trade and service sectors for the surrounding population.

2. Threats:

- Competition with Other Regions: Competition between regions in attracting tourists may reduce tourist interest in visiting North Tapanuli Regency.
- Negative Tourist Behavior: Lack of awareness among tourists in maintaining cleanliness and preserving tourist attractions, which can damage the authenticity and beauty of tourist attractions.

Based on the analysis of these internal and external factors, it can be concluded that the potential of North Tapanuli Regency lies in its natural and cultural wealth. However, to optimize this potential, there is a need for improvement in facilities and infrastructure, human resource development, and efforts to minimize threats from inter-regional competition and negative tourist behavior.

The complete set of factors comprising strengths, weaknesses, opportunities, and threats can be seen in Table 8.

Table 8. SWOT Data for Tourist Attractions in North Tapanuli Regency

Strengths	Weaknesses	
1. Cultural tourism potential	Limited facilities and infrastructure	
2. Natural tourism potential	2. Transportation facilities and distance	
3. Road conditions	3. Lack of tourist attractions such as art	
4. Community's desire to develop	performances	
	4. Low quality of human resources	
Opportunities	Threats	
1. Growing and increasingly popular tourism sector	1. Competition between tourist attractions	
2. Employment opportunities for the local	2. Natural disasters/environmental	
community around tourist attractions, which car	disturbances	
reduce unemployment	3. Negative tourist behavior towards tourist	
3. Advancing technology	attractions	
 Increasing number of tourists and positive opinions from tourists to others 	4. Lack of Government support in promotion and facilities infrastructure	
4. Increasing number of tourists and positive	attractions 4. Lack of Governme	

Source: Research 2024, processed data

The analysis above shows that the dominant external factors are: the growing and increasingly popular tourism sector, the absorption of labor in the areas around tourist attractions, advancing technology, the number of tourists, and positive opinions

from tourists to others. In addition, there is competition between tourist attractions, natural disasters/environmental disturbances, negative tourist behavior towards tourist attractions, and a lack of Government support in promotion and facilities infrastructure.

After the four components (strengths, weaknesses, opportunities, and threats) are identified, the SWOT matrix is used to obtain alternative strategies. Based on logic, maximizing strengths and opportunities while minimizing weaknesses and anticipating threats must be considered to develop these strategies. The complete SWOT matrix can be seen in Table 9.

Table 9. SWOT Data for Tourist Attractions in North Tapanuli Regency

	Strengths	Weaknesses
	Cultural tourism potential	1. Limited facilities and infrastructure
	2. Natural tourism potential	2. Transportation facilities and distance
	Road conditions Community's desire to develop	 3. Lack of tourist attractions such as art performances 4. Low quality of human resources
Opportunities	SO - Strategies	WO - Strategies
Growing and increasingly popular tourism sector Employment opportunities for the local community around tourist attractions, which can reduce unemployment Advancing technology Increasing number of tourists and positive opinions from tourists to others.	1. Maintaining environmental cleanliness and natural beauty. 2. Developing tourist attractions (including natural tourism as well as art and culture) by improving facilities, infrastructure, and tourist attractions.	Adding tourist attractions. Enhancing promotion using technology. Improving infrastructure and facilities of tourist attractions. Enhancing the quality of human resources by conducting a training
Threats	ST- Strategies	WT- Strategies
 Competition between tourist attractions Natural disasters/environmental disturbances 	Developing cooperation between local communities, government, and the private sector in developing facilities and	Enhancing the quality of tourist attractions to address tourism competition. Offering public
3. Negative tourist behavior towards tourist attractions	businesses related to tourism at the tourist attraction location.	transportation directly to tourist attractions. 3. Expanding promotion and marketing of tourist
4. Lack of Government support in promotion and	Maintaining a good reputation through	attractions to various local, regional, national,

facilities infrastructure	positive tourist opinions.	and international market
	3. Collaborating with the	segments.
	government to assist in promoting or marketing tourist attractions.	4. Developing the region's art and culture as a form of preserving the charm of tourism and the richness of local customs and culture.

Source: Data Processed, 2024

From the SWOT matrix above, 13 alternative strategies can be formulated, which include: 2 alternatives for SO Strategies, 4 alternatives for WO Strategies, 3 alternatives for ST Strategies, and 4 alternatives for WT Strategies, as follows:

- 1. Maintaining environmental cleanliness and natural beauty.
- 2. Developing tourist attractions (including natural and cultural tourism) by improving facilities and infrastructure as well as tourist attractions.
- 3. Increasing tourist attractions.
- 4. Improving promotion using technology.
- 5. Enhancing facilities and infrastructure at tourist attractions.
- 6. Improving the quality of human resources by providing training.
- 7. Developing cooperation between the local community, government, and private sector in developing tourism-related facilities and businesses at tourist attraction locations.
- 8. Maintaining a good reputation from positive tourist opinions.
- 9. Cooperation with the Government to assist in the promotion or marketing of tourist attractions.
- 10. Improving the quality of tourist attraction advantages to overcome tourism competition.
- 11. Offering public transportation directly to tourist attractions.
- 12. Expanding promotion and marketing of tourist attractions to various local, regional, national, and international market segments.
- 13. Developing the local arts and culture as a form of preserving the tourism charm and richness of the local customs and culture.

3.4 Discussion

Tourism conditions in North Tapanuli Regency can be developed for regional development purposes through the following steps:

- 1. Conducting a tourism market analysis study.
- 2. Formulating tourism marketing strategies with an emphasis on the integration of products and marketing, including the development of an inter-regional tourism network information system.
- 3. Holding scheduled events and entertainment at potential tourist locations with increasing quality.
- 4. Packaging tourism packages through travel agencies.
- 5. Training journalists to write tourism reports and articles in the mass media.
- 6. Increasing the distribution of information services through brochures and leaflets.

7. Developing international cooperation by inviting foreign tour operators.

To achieve these goals, the government is making improvements as follows:

- 1. Rehabilitating seating areas, places of worship, and telecommunication facilities in tourist areas.
- 2. Labeling halal products at restaurants for tourist consumption.
- 3. Organizing the environment and facilities of tourist attractions.
- 4. Improving the capacity of public service institutions, including improving the quality of human resources and providing related regulations.
- 5. Improving transportation facilities and infrastructure to facilitate tourist accessibility.
- 6. Increasing community awareness of tourism and the environment.
- 7. Enhancing synergy in the development of tourism products across cities/districts.

Government policy strategies for developing tourist destinations in North Tapanuli Regency, including the number of tourist attractions, facilities and infrastructure, promotion, accessibility, and tourist attractions, have a positive and significant impact on the economic development of the community. In this regard, active participation of the community is crucial in local economic development, with the government as a facilitator and regulator.

The development of tourism potential in North Tapanuli Regency is not only carried out by the government but also involves the full participation of the community. The community is seen as the main actor in local economic development. With the participation of the community, it is hoped that local economic development can proceed more effectively and sustainably.

IV. CONCLUSION AND RECOMMENDATIONS

The number of tourist attractions, infrastructure, promotion, accessibility, and tourist attractions have a positive and significant impact on the development of tourism in North Tapanuli Regency. The local government's policy strategies in developing the region through the tourism sector include maintaining environmental cleanliness, developing tourist attractions and attractions, improving facilities and infrastructure, enriching tourist attractions, enhancing promotion using technology, improving human resources, developing cooperation between local communities, government, and the private sector, maintaining a good reputation from tourist opinions, expanding promotion and marketing of tourist attractions, as well as developing regional art and culture as a form of preserving the charm of tourism and the richness of local customs and culture.

To enhance the potential for developing tourist destinations in North Tapanuli Regency, there needs to be a policy from the local government in organizing and enriching the number of tourist attractions as well as improving infrastructure, promotion, accessibility, and tourist attractions. These efforts must involve active participation from the government, local communities, and the private sector, with a focus on improving the quality and quantity of tourist attractions, improving infrastructure facilities, using technology in promotion, developing human resources, and preserving local art and culture. References

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