
Heritage Site and Strategic Implementation in Kota Gede Yogyakarta

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KEYWORDS

culture, heritage management, heritage site, preservation, strategic implementation, tourism

ABSTRACT

The research aims to determine the strategic implementation of managing heritage sites in the Kota Gede area. Heritage sites not only have a historical and a cultural value but also has some challenges in term of preserving and utilizing them as tourist destinations. Quantitative method was applied in this study by surveying to 100 tourists who come to Kota Gede and local communities to measure the effectiveness of the PLS4 sem management and analysis strategy. Meanwhile, the questionnaire covers some factors such as conservation, community participation and tourism experience. The results of the SEM-PLS analysis show that the strategies which focus on conservation, education and community participation have a significant effect on increasing the value of cultural heritage and creating tourism experiences with the model showing strong predictions.

INTRODUCTION

The analysis of strategies in managing tourist destinations generally involves a presentation related to future directions and goals. It outlines the strategic objectives to be achieved and evaluates performance through various criteria converted into measurable values. In strategic analysis, planning, implementation, and evaluation of the vision and mission are crucial. Strategic analysis guarantees that heritage sites are preserved, current, and competitive as travel destinations by taking these factors into account. By using these studies, an accurate understanding of the opportunities and challenges of strategic management for heritage destinations is ensured, providing a basis for developing creative and long-lasting management solutions. Although the risks of damage from human activity and natural disasters are well known, little study has been done on creating and implementing proactive, context-specific risk management methods as opposed to depending solely on reactive ones. This also applies to heritage destinations, which are connected to the past and aimed at future objectives. Heritage destinations hold historical and cultural significance, making them potential tourist attractions. However, they may face deterioration due to natural disasters or human-related factors. It is challenging to create targeted solutions since the issues are ambiguous and lack details on issues like stakeholder participation, risk management, preservation, and tourism balance. Given this risk of damage, managers of heritage destinations must develop strategies for their management. Beyond protection from deterioration, heritage destinations require strategic analysis to ensure their sustainability as tourist destinations.

LITERATURE REVIEW

Heritage Site

A heritage site encompasses a collection of history and traditions interlinked across the past, present, and future (Balmer, 2011) Heritage sites contain historical facts or interpretations through monuments and artifacts, combined with memory, to meet contemporary needs, such as tourism (Ashworth & Tunbridge, 2000). Heritage sites attract visitors from all over the world due to their significance in culture, history, architecture, and nature. They possess both tangible and intangible qualities based on mythology (Martín-Lucas et al., 2024).

Strategic Analysis

1. Future Direction and Values

In this phase, leadership plays a significant role, which is crucial in determining the direction of policies. Below are the scales and indicators related to Future Direction Values.

Scales	Indices
<i>Managers' attitude to the significance of strategy in business success, Resources, Factors determining daily organizational activity, Factors determining long-term organizational success, Factors determining organizational success in the activity environment, Factors determining impact of remote organizational environment, Significance of strategic analysis factors, Significance of strategy implementation factors</i>	<i>Organizational resources, Daily (routine) activity of an organization: success factors, Factors of organization's long-term success, Environment of organizational activity: success factors, emote organizational environment: success factors, trategic insight as success factor, Factors of strategy implementation</i>

Source: *Modelling of Strategic Analysis in Strategic Managemen* (Vaitkevičius, 2006)

In determining the vision and mission, several components are formulated, including:

Formulates and Implements Strategy Team	Evaluates Strategy Team	Recommends Future Strategic Actions
<i>CEO or President, Entrepreneur/Owner, VP Strategic Planning, General Manager of a Business Unit</i>	<i>Investors, Financial Analysts</i>	<i>Consultants, Secondary Stakeholders</i>

Source: *The Foundation of Bussines Strategy* (Cookson & Stirk, 2019)

2. Enviromental Analysis

The Environmental Analysis pertains to the assessment of both internal and external environments. The relevant theory is Porter's Five Forces Analysis, which identifies strengths, addresses weaknesses, and helps avoid business mistakes in achieving the vision and mission. *Porter's five-forces analysis consist of Supplier power , Buyer power, Competitive rivalry, Threat of substitution, Threat of new entry* (Cookson & Stirk, 2019), (Practice Test Academy, 2018).

3. Internal Analysis

Internal analysis focuses primarily on assessing identity, strategic profiles, ecosystems, and internal networks, making SWOT analysis the appropriate tool for this evaluation (AL-HAWARY & AL-HAMWAN, 2017).

Strategic Formulation

The development of a tourist destination requires several management aspects. Effective management will result in an attractive tourist destination. As competition intensifies, with many operators striving to succeed, strategies are necessary to compete effectively and achieve a competitive advantage.

1. Competitive Strategies

Competitive strategy is essential in the development of tourist destinations, enabling destination managers to compete effectively and achieve a competitive edge. To formulate a competitive strategy, managers must ensure the maturity of the proposed concept. The concept of "Competitive Strategy" is applied in the tourism industry (Chim-Miki & Batista-Canino, 2018). In this context, destination managers can leverage the concept of "Competitive Strategy" by integrating human resources and existing potential through the collaboration of knowledge. This concept is collectively employed to enhance the performance of destination management in order to achieve the shared objectives that have been established (Damayanti et al., 2019; Fleisher, 2008).

The formulation of competitive strategy can be categorized into Strategic Variables and Dimensional Factor Aspects (Kakati & Dhar, 2002).

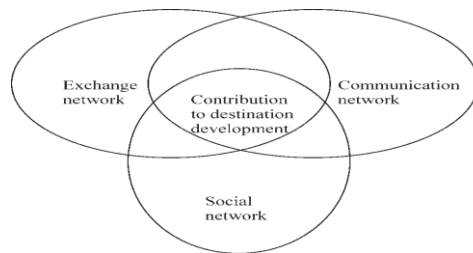
<i>Strategic Variables</i>		<i>Dimension Factor</i>
1. Quality Product/ Service	6. Process Innovation to Reduce Cost	1. Cost Strategy/Leadership
2. Superior Product/Service	7. Lead Time Reduction	2. Innovation Strategy
3. New Product Development	8. Building Capability	3. Quality Strategy
4. Cost Reduction	9. Customized Product/Service	4. Customization Strategy
5. Innovation in Marketing Technique	10. Productivity and Efficiency	

2. Directions For Strategic Development

The next strategy to consider is the strategy for Directions for Strategic Development. There are three key aspects to focus on when formulating the strategic development direction: Sustainable Tourism, Goals of Sustainability of Development, and Development Resource Centers (Kuqi, 2018). This development direction emphasizes enhancing existing tourism potential, including human resources (management team, employees, capital, and infrastructure) as well as natural resources (historical, artistic, and cultural heritage, as well as natural beauty). Additionally, it is important to consider the positioning of the global tourism market with the best models for development and management (Moterski & Lesniewska-napierala, 2018).

3. Methodes Of Development

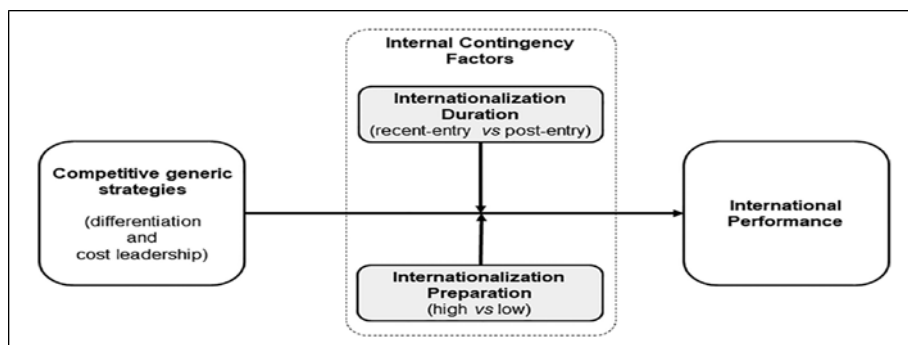
The development of tourist destinations is a crucial construct for the exploration and advancement of tourism (Tinsley & Lynch, 2007). This approach can present local attractions that are capable of penetrating both national and international markets. Below is the development framework based on the model by Ross Tinsley and Paul A. Lynch.



Source: (Tinsley & Lynch, 2007)

4. Internationalization

In the concept of tourism development aimed at achieving international competitiveness, elements such as those in the model by Crespo et al. are essential. The elements related to tourist attractions can compete internationally by preparing a generic competitive strategy, international readiness, and a focus on international performance (Crespo et al., 2020).



Source : Tourism Development Model for Internationalization (Crespo et al., 2020)

Another model for international tourism management is the CAGE Model, which focuses on analyzing the quality characteristics of the tourism potential at a destination. The CAGE Model includes Cultural, Administrative, Geographic, and Economic differences. This model integrates tourist behavior, global competition, management, and marketing, thereby enhancing the relationship among these components (Pejić Bach et al., 2018).

METHOD

Quantitative method was applied in this study by surveying to 100 tourists who come to *Kota Gede* and local communities to measure the effectiveness of the PLS4 sem management and analysis strategy. The quantitative method is applied in this research to assess and evaluate Heritage Site and Strategic Implementation. There are 7 variable (affective, cognitive variable, behavior, analysis strategic, formulation strategic and implementation strategic). Data were obtained through a survey consisting of a structured questionnaire primarily used for data collection. The collection of data took place between December 2023 and March 2024. There are 5-point Likert scale, ranging from strongly disagree (1) to strongly agree (5), is used in the structured questionnaire design to rate participants' answers. Since it was not necessary to identify or rate the participating tour guides, respondents were not asked for their names. This made guaranteed it wouldn't view the data collection procedure as a threat and that the data would be gathered collectively. Within a few days to the week after the distribution date, completed questionnaires were

gathered from participating. Data analysis techniques by SEM PLS 4. In the fields of management and marketing, variance-based structural equation modelling, or PLS-SEM, has drawn a lot of interest (Hair et al., 2022).

RESULTS AND DISCUSSION

1. Assessment of Measurement Model

1.1. Partial Least Squares Analysis

1.1.1. Outer Model Analysis

Two distinct validity types—1) convergent validity and 2) discriminant validity—were taken into consideration in order to evaluate the measurement model (Hair, J. F., 2017).

Figure 1

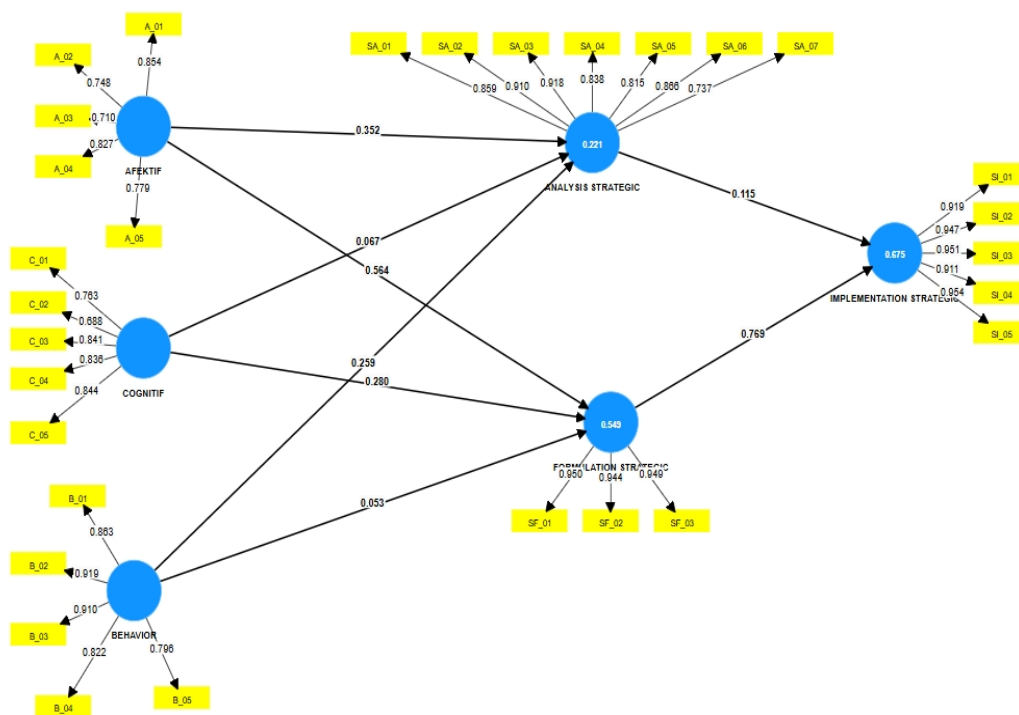
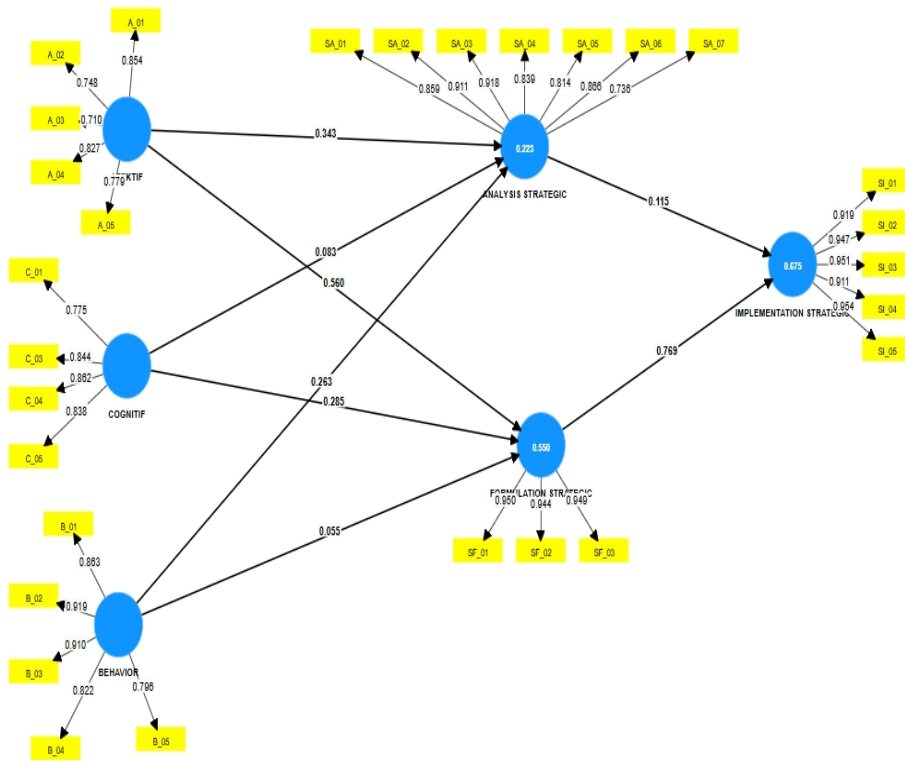


Figure 2



	AFEKTIF	ANALISIS STRATEGIS	BEHAVIOR	COGNITIF	FORMULATION STRATEGIS	IMPLEMENTATION STRATEGIS	RECOMMENDATION
A_01	0.854						VALID
A_02	0.748						VALID
A_03	0.710						VALID
A_04	0.827						VALID
A_05	0.779						VALID
B_01			0.863				VALID
B_02			0.919				VALID
B_03			0.910				VALID
B_04			0.822				VALID
B_05			0.796				VALID
C_01				0.763			VALID
C_02				0.688			UN-VALID
C_03				0.841			VALID
C_04				0.836			VALID
C_05				0.844			VALID
SA_01		0.859					VALID
SA_02		0.910					VALID
SA_03		0.918					VALID

SA_04		0.838					VALID
SA_05		0.815					VALID
SA_06		0.866					VALID
SA_07		0.737					VALID
SF_01					0.950		VALID
SF_02					0.944		VALID
SF_03					0.949		VALID
SI_01						0.919	VALID
SI_02						0.947	VALID
SI_03						0.951	VALID
SI_04						0.911	VALID
SI_05						0.954	VALID

NOTE: A=Affective, B=Behavior, C=Cognitive, SA= Analisis Strategis, SF=Formula Strategis, SI=Implementasi Strategis

Examining internal consistency reliabilities using Cronbach's alpha (α) and composite reliability (CR) is the next stage in evaluating the reflective measurement paradigm. For a measurement model to be considered reliable, the calculated (α) value must be greater than 0.70 (Faizan et al., 2018).

Table 1

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
AFEKTIF	0.844	0.854	0.889	0.616
ANALISIS STRATEGIS	0.936	0.940	0.948	0.724
BEHAVIOR	0.914	0.928	0.936	0.745
COGNITIF	0.849	0.851	0.899	0.689
FORMULASI STRATEGIS	0.943	0.944	0.964	0.898
IMPLEMENTASI STRATEGIS	0.965	0.966	0.973	0.878

Cronbach's Alpha scores for each construct are more than 0.7, indicating strong internal consistency. The constructs' reliability is demonstrated by the composite reliability (rho_a and rho_c) values, which are all over 0.7. Since all of the AVE values are more than 0.5, the constructs show sufficient convergent validity. This table attests to the validity and reliability of the measurement model (based on the constructs).

Table 2

The Fornel-Larcker criteria of discriminant validity applies to many constructs in a correlation matrix.

	AFEKTIF	ANALISIS STRATEGIS	BEHAVIOR	COGNITIF	FORMULASI STRATEGIS	IMPLEMENTASI STRATEGIS
AFEKTIF	0.785					
ANALISIS STRATEGIS	0.401	0.851				
BEHAVIOR	0.063	0.264	0.863			

COGNITIF	0.490	0.187	-0.247	0.830		
FORMULATION STRATEGIC	0.703	0.396	0.020	0.546	0.948	
IMPLEMENTATION STRATEGIC	0.659	0.420	-0.183	0.691	0.815	0.937

From above, AFEKTIF (0.785): Displays moderate correlations with FORMULATION STRATEGIC (0.703) and IMPLEMENTATION STRATEGIC (0.659). The AVE of 0.785 indicates it explains a good portion of its variance. ANALYSIS STRATEGIC (0.851): Has the highest correlations with IMPLEMENTATION STRATEGIC (0.420) and AFEKTIF (0.401), with an AVE of 0.851, showing good discriminant validity. BEHAVIOR (0.863): Shows low correlation with ANALYSIS STRATEGIC (0.264) and a negative relationship with COGNITIF (-0.247). Its AVE of 0.863 suggests strong internal consistency. COGNITIF (0.830): Moderately correlates with AFEKTIF (0.490) and IMPLEMENTATION STRATEGIC (0.691) but negatively with BEHAVIOR (-0.247). AVE of 0.830 captures its variance well. FORMULATION STRATEGIC (0.948): Strongly correlates with AFEKTIF (0.703) and IMPLEMENTATION STRATEGIC (0.815), with a high AVE of 0.948, indicating excellent convergent validity. IMPLEMENTATION STRATEGIC (0.937): Shows strong correlations with FORMULATION STRATEGIC (0.815) and COGNITIF (0.691), with an AVE of 0.937, ensuring strong discriminant validity.

Table 3 Cross Loading

	AFEKTIF	ANALYSIS STRATEGIC	BEHAVIOR	COGNITIF	FORMULATION STRATEGIC	IMPLEMENTATION STRATEGIC
A_01	0.854	0.363	0.022	0.483	0.580	0.602
A_02	0.748	0.343	0.144	0.210	0.508	0.425
A_03	0.710	0.130	-0.068	0.347	0.481	0.473
A_04	0.827	0.235	0.035	0.448	0.666	0.555
A_05	0.779	0.462	0.090	0.415	0.509	0.518
B_01	0.048	0.271	0.863	-0.173	0.021	-0.123
B_02	0.040	0.173	0.919	-0.243	0.027	-0.178
B_03	0.054	0.188	0.910	-0.219	0.032	-0.165
B_04	-0.025	0.204	0.822	-0.266	-0.065	-0.174
B_05	0.126	0.260	0.796	-0.186	0.056	-0.159
C_01	0.353	0.193	-0.158	0.775	0.411	0.548
C_03	0.442	0.143	-0.229	0.844	0.472	0.569
C_04	0.434	0.149	-0.246	0.862	0.466	0.581
C_05	0.396	0.137	-0.184	0.838	0.462	0.598
SA_01	0.367	0.859	0.265	0.164	0.337	0.359
SA_02	0.341	0.911	0.222	0.209	0.289	0.355
SA_03	0.359	0.918	0.280	0.151	0.324	0.362
SA_04	0.340	0.839	0.248	0.209	0.332	0.348
SA_05	0.247	0.814	0.159	0.065	0.320	0.286
SA_06	0.361	0.866	0.205	0.174	0.395	0.408
SA_07	0.348	0.736	0.174	0.113	0.357	0.364
SF_01	0.676	0.421	0.012	0.540	0.950	0.773
SF_02	0.647	0.337	0.011	0.521	0.944	0.744

SF_03	0.675	0.367	0.032	0.491	0.949	0.799
SI_01	0.598	0.374	-0.192	0.654	0.720	0.919
SI_02	0.652	0.384	-0.201	0.640	0.750	0.947
SI_03	0.648	0.391	-0.155	0.633	0.758	0.951
SI_04	0.605	0.408	-0.116	0.654	0.784	0.911
SI_05	0.583	0.408	-0.196	0.658	0.799	0.954
NOTE: A=Affective, B=Behavior, C=Cognitive, SA= Analisis Strategis, SF=Formula Strategis, SI=Implementation Strategis						

From above data, show that's

Affective (A) Indicators: A_01 to A_05 show high loadings on Affective, ranging from 0.710 to 0.854, indicating that these indicators are strong measures of the affective construct. A_01 has the highest correlation with Affective (0.854) and moderately correlates with Formulation Strategic (0.580) and Implementation Strategic (0.602). The Affective indicators have some moderate to low correlations with Formulation Strategic (0.666 for A_04) and Implementation Strategic (0.518 for A_05).

Behavior (B) Indicators:

B_01 to B_05 have strong loadings on Behavior, ranging from 0.796 to 0.919, indicating these are good indicators of the behavior construct. B_02 has the highest correlation with Behavior (0.919). The indicators of behavior have weak or negative correlations with other constructs, such as Cognitive and Implementation Strategic. For example, B_01 has a negative correlation with Cognitive (-0.173).

Cognitive (C) Indicators:

C_01 to C_05 have strong loadings on Cognitive, ranging from 0.775 to 0.862, indicating they are good measures for cognitive processes. C_03 has the highest loading on Cognitive (0.844) and moderate correlations with Formulation Strategic (0.472) and Implementation Strategic (0.569).

Analysis Strategic (SA) Indicators:

SA_01 to SA_07 show high loadings on Analysis Strategic, with values ranging from 0.736 to 0.918. SA_03 has the highest loading on Analysis Strategic (0.918). These indicators also show moderate correlations with Affective, Behavior, and Formulation Strategic, such as SA_01's correlation with Affective (0.367) and Formulation Strategic (0.337).

Formulation Strategic (SF) Indicators:

SF_01 to SF_03 have extremely high loadings on Formulation Strategic, ranging from 0.944 to 0.950, suggesting strong indicator relationships for this construct. SF_01 has the highest correlation with Formulation Strategic (0.950). These indicators also show moderate correlations with Affective and Implementation Strategic, such as SF_01's correlation with Affective (0.676) and Implementation Strategic (0.773).

Implementation Strategic (SI) Indicators:

SI_01 to SI_05 show very high loadings on Implementation Strategic, ranging from 0.911 to 0.954. SI_05 has the highest loading on Implementation Strategic (0.954). The SI indicators also show high correlations with Formulation Strategic and Cognitive, such as SI_05's correlation with Formulation Strategic (0.799) and Cognitive (0.658).

This matrix aids in comprehending the degree of interaction between various constructions as well as how well each indication loads onto its corresponding construct.

2. Structural model and hypotheses testing

Table P_{values}

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
A_01 <- AFEKTIF	0.276	0.276	0.033	8.396	0.000
A_02 <- AFEKTIF	0.247	0.242	0.034	7.223	0.000
A_03 <- AFEKTIF	0.194	0.200	0.036	5.441	0.000
A_04 <- AFEKTIF	0.280	0.291	0.045	6.280	0.000
A_05 <- AFEKTIF	0.271	0.263	0.039	6.995	0.000
B_01 <- BEHAVIOR	0.289	0.277	0.073	3.961	0.000
B_02 <- BEHAVIOR	0.185	0.190	0.067	2.764	0.006
B_03 <- BEHAVIOR	0.202	0.206	0.067	3.028	0.002
B_04 <- BEHAVIOR	0.211	0.232	0.103	2.056	0.040
B_05 <- BEHAVIOR	0.280	0.251	0.118	2.384	0.017
C_01 <- COGNITIF	0.284	0.283	0.042	6.751	0.000
C_03 <- COGNITIF	0.310	0.314	0.040	7.831	0.000
C_04 <- COGNITIF	0.307	0.306	0.034	8.912	0.000
C_05 <- COGNITIF	0.303	0.303	0.034	9.002	0.000
SA_01 <- ANALYSIS STRATEGIC	0.180	0.180	0.027	6.639	0.000
SA_02 <- ANALYSIS STRATEGIC	0.171	0.172	0.026	6.660	0.000
SA_03 <- ANALYSIS STRATEGIC	0.180	0.182	0.026	7.036	0.000
SA_04 <- ANALYSIS STRATEGIC	0.172	0.170	0.031	5.567	0.000
SA_05 <- ANALYSIS STRATEGIC	0.126	0.122	0.044	2.862	0.004
SA_06 <- ANALYSIS STRATEGIC	0.182	0.186	0.032	5.626	0.000
SA_07 <- ANALYSIS STRATEGIC	0.163	0.164	0.046	3.523	0.000
SF_01 <- FORMULATION STRATEGIC	0.356	0.357	0.013	28.418	0.000
SF_02 <- FORMULATION STRATEGIC	0.342	0.341	0.010	33.994	0.000
SF_03 <- FORMULATION STRATEGIC	0.358	0.359	0.013	28.016	0.000
SI_01 <- IMPLEMENTATION STRATEGIC	0.202	0.201	0.008	24.094	0.000
SI_02 <- IMPLEMENTATION STRATEGIC	0.210	0.211	0.007	32.115	0.000
SI_03 <- IMPLEMENTATION STRATEGIC	0.212	0.213	0.008	27.383	0.000
SI_04 <- IMPLEMENTATION STRATEGIC	0.220	0.220	0.009	23.137	0.000
SI_05 <- IMPLEMENTATION STRATEGIC	0.224	0.224	0.008	28.908	0.000

All of constructs: Formulation Strategic and Implementation Strategic show the strongest relationships with their indicators. Moderate constructs: Affective and Cognitive also have good indicator relationships. Weaker constructs: Behavior and Analysis Strategic have slightly lower loadings for some indicators but are still significant.

Table R-square

	R-square	R-square adjusted

ANALYSIS STRATEGIC	0.223	0.199
FORMULATION STRATEGIC	0.550	0.536
IMPLEMENTATION STRATEGIC	0.675	0.668

R-squared and adjusted R-squared values rise as we move from analysis to implementation, showing higher-quality correlations between the independent and dependent variables in each succeeding strategic stage.

The results are statistically significant because every indication from the affective, behavioural, cognitive, strategic analysis, strategic formulation, and strategic execution categories has a very low P value (all <0.05). Each affective variable (A_01 to A_05) exhibits a strong and significant association to the measured findings, according to the T statistics value, which spans from 5.441 to 8.396. Behavioural Indicator:

All variables exhibit good significance, despite the T statistics value being lower than desired (from 2.056 to 3.961). This suggests that behaviour has an impact on strategy as well.

COGNITIVE METRICS:

The high T statistics values for all cognitive markers (C_01 to C_05) show that the cognitive component significantly contributes to the anticipated outcomes. Strategic Planning, Development, and Execution:

The T statistics values for the strategic formulation (SF_01 to SF_03) and strategic analysis indicators (SA_01 to SA_07) are quite high (above 5), suggesting that these two phases have a significant impact on reaching the intended outcomes.

A high T statistics value (above 23) is also displayed by the strategic implementation stage (SI_01 to SI_05), suggesting that the implementation stage factors have a considerable impact on the outcomes.

3. Connections Among Variables

Category Relationships: The overall outcomes are influenced by each of the following categories: affective, behavioural, cognitive, strategic analysis, formulation, and execution. An emotive approach, for instance, might change behaviour, which can then affect the analysis and design of strategies as well as the outcomes of their implementation.

Connectivity of Strategic Processes:

High scores in the formulation and implementation categories suggest that better outcomes will come from a well-designed development process. Because well-thought-out strategies at the formulation stage typically yield successful outcomes when put into action, the link between strategy formulation and implementation is crucial.

Affective commitment is a person's emotional commitment to the work or organization (Meyer & Allen, 1991). So Affective commitment has a favorable impact on strategic analysis, as indicated by the coefficient value of 0.352. This supports the idea that participation in more successful strategy analysis can be improved by emotional commitment to a company. In order to improve strategic analytical skills, businesses must improve the emotional aspects of their workforce, such as job happiness, organizational support, and a favorable work environment.

According to Cognitive Theory (Griffiths, 2015; Levine et al., 1993; Qiu et al., 2023), an individual's knowledge and perception affect their ability to learn and adapt. From the result show that Cognitive → Strategic With a coefficient of determination of 0.554, this indicates that cognitive processes have a significant role in improving the quality of strategic analysis. And Cognitive → Strategic Implementation: With 0.759, this is a very strong effect, indicating that cognitive knowledge contributes to successful strategic implementation. It follows that increasing learning, developing skills, and sharing knowledge among individuals will all significantly improve the effectiveness of strategy implementation.

The Behavioral Theory of Strategy, assert that both individual and group behaviors impact the development of strategies (Gavetti & Gavetti, 2012; Miller, 2019; Stecher et al., 2021). However, the effects of conduct can differ according on the circumstances of the organization. From result in behavior has a very small impact on strategic formulation—just 0.053 percent. This implies that in this situation, individual conduct might not have a major impact on the strategy formulation stage. So A strategy that promotes active participation, clear communication, and a collaborative culture is required to guide individual behavior toward increased involvement in strategy design.

The correlation between strategic implementation and strategic analysis from Framework for Strategic Implementation, that the quality of the underlying strategy analysis determines how well a strategy is implemented, according to the strategy implementation theory (Tomaž Čater, 2023). This influence is quite mild, with a coefficient of 0.115. This strategy analysis is important, other elements that contribute more significantly to implementation include strategy formulation (0.649) and cognitive knowledge (0.759). It is critical for businesses to make sure that strategy analysis is not only thorough but also simple to comprehend and use in the development and execution of plans.

This research leads to a number of managerial suggestions, take Attention to Cognitive Development Enhancing staff comprehension, abilities, and knowledge will have a big influence on how the approach is implemented. Programs for competency-based training and development ought to be enhanced. And also Boost the caliber of strategy development by Implementing a strategy will go more quickly if it is well-formulated, understandable, and appropriate. Managers must make sure that a capable and cooperative team is involved in this process. By Boost AFFECTIVE Encouragement, a nice work atmosphere, job happiness, and recognition of individual efforts are all necessary to increase employees' emotional commitment to the company. So the Combine Strategy and Behavior, has little influence, new strategies like motivation, better communication, and strategy-based organizational culture must be developed in order to make behavior support the development of strategies.

CONCLUSION

The findings demonstrate that every indicator significantly affects the model. Considering the findings of the model and theory from The COGNITIVE variable, which emphasizes the significance of personal knowledge and competence capacity, has the biggest influence on strategy implementation. The implementation of strategies is also greatly aided by strategic formulation. Although AFFECTIVE encourages strategy analysis, the cognitive component still has a greater impact. There has to be more managerial intervention because the relationship between strategy design and behavior is still weak. In order to guarantee successful plan implementation, the organization's strategic approach should concentrate on improving cognitive ability, precise strategy development, and emotional engagement.

Although the behavioural and strategic categories also play a role, the emotive and cognitive categories exhibit a significant influence. The significance of an integrated approach in the creation and use of strategies is confirmed by the high T statistics and low P values, which show that every factor examined has a significant impact on the anticipated outcomes.

These are immediate steps for positioning heritage site management strategies through implementation in Kota Gede.

1. Clearly integrate analytical findings, formulation suggestions, and implementation strategies.
2. Stakeholder Synergy through community and involvement of stakeholders in marketing strategies.
3. Counselling and training on cultural values and site management for managers and visitors.
4. Research and assessment to determine success in a consistent manner.

5. Adaptability in adjusting strategy and implementation.

6. Implementing combined an understandable workflow map that links analysis, formulation, and implementation.

These actions have been taken in order to effectively control Kota Gede's heritage sites.

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