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Sustainable Development Strategy for the Museum Prasasti in the Special Capital Region of Jakarta, Indonesia

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ABSTRACT

This study investigates the sustainability of the Prasasti Museum in Jakarta, Indonesia, a cultural heritage site facing stagnation in visitor growth despite its historical significance. Using a quantitative approach and the Multi-Aspect Sustainability Analysis (MSA) method with Exsimpro software, this research evaluates the museum's sustainability across four key dimensions: economic, social, environmental, and cultural. Data were collected from 17 stakeholders using saturation sampling. Findings indicate that prior to optimization, the museum's overall sustainability status was "Sustainable," with an average score of 61.78. After implementing strategic interventions—such as enhancing partnerships, inclusive programs, renewable energy adoption, and cultural preservation—the score improved significantly to 78.47, categorizing it as "Very Sustainable." The economic and cultural aspects showed the strongest performance, while social and environmental dimensions exhibited the most notable improvements. These results underscore the importance of strategic collaboration, technology integration, and inclusive, community-based programs in sustaining museum operations and enhancing their role in cultural tourism. The study offers a practical model for other museums and cultural institutions seeking sustainable development pathways.

Keywords: Museum Sustainability, Prasasti Museum, Cultural Heritage, MSA Analysis, Tourism Development

INTRODUCTION

The Special Capital Region of Jakarta possesses numerous historical and cultural heritages that can support the development of a more self-sufficient new capital. This is evidenced by the fact that Jakarta has the highest number of museums, totaling 63 across its five areas—Central Jakarta, North Jakarta, East Jakarta, West Jakarta, and South Jakarta—out of 442 museums spread throughout Indonesia (Kemendikbud, 2024). Museums are one of the tourist destinations for both international tourists and domestic tourists in Special Capital Region of Jakarta, along with the 20 other tourist destinations in Special Capital Region of Jakarta (Dinas Pariwisata dan Ekonomi Kreatif, 2023).

"Museums in the Special Capital Region of Jakarta have great potential as widespread cultural heritage sites, and the long historical journey of DKI Jakarta serves as an important asset in tourism development (Daranca, 2023). In addition based on Genç et al., (2022) to providing historical information and knowledge, museums are gradually transforming into tourist destinations that emphasize visitor

experiences by offering engaging activities that provide recreation, relaxation, and opportunities to unwind.

Table 1. Museum Tourism in Jakarta Special Capital Region

No	Name of Museum	Number of Tourist Visits		
		2021	2022	2023
1	National Museum	32.017	402.419	306.458
2	Jakarta History Museum	51.952	542.554	616.877
3	Textile Museum	3.674	23.989	32.511
4	Maritime Museum	7.511	27.857	48.144
5	Museum of Fine Arts and Ceramics	9.849	93.810	146.420
6	Wayang (Puppet) Museum	20.632	137.167	154.902
7	Prasasti Museum	7.511	5.443	7.431
8	Joang '45 Museum	2.904	7.746	10.387
9	Satria Mandala Military Museum	2.465	Closed (Renovated)	24.884
	Total		934020	

Source : (Dinas Pariwisata dan Ekonomi Kreatif, 2023)

Based on table 1 During the period of 2021–2023, museums in DKI Jakarta showed significant recovery after the pandemic. Major museums such as the Jakarta History Museum, the National Museum, and the Wayang Museum succeeded in attracting hundreds of thousands of visitors. They are widely known, strategically located, and possess interesting collections that are easily accessible to tourists. Despite historical value, Prasasti Museum consistently ranks among the lowest in visitor numbers with 7,511 visits in 2021, it dropped in 2022 (5,443) and slightly recovered in 2023 (7,431), but still lags far behind. However, not all museums experienced the same outcome. Some smaller or thematic museums such as the Prasasti Museum actually faced stagnation or even a decline in visitor numbers. The Prasasti Museum is a cultural heritage museum and a historical witness to past events, representing the dark chapters in the history of Batavia (now Jakarta) (Sania, 2024).

As tourism destinations, historical and cultural areas must continuously enhance their market competitiveness to achieve sustainable development. Therefore, an objective evaluation of tourism competitiveness in these areas is essential to improve their position in the tourism market. Such evaluations typically focus on destination resources, the preservation of local culture, and the creation of landscapes, viewed from the perspectives of tourism studies and environmental or urban planning (Lu et al., 2023).

The sustainability aspect of museums also needs to be considered, including their ability to remain relevant and operational in the long term (Karlsson & Karlsson, 2022; Legget & Labrador, 2023). The importance of museum sustainability, according to Herman et al., (2024); Santos et al., (2022) Sustainability is the ability to meet present needs without compromising the needs of future generations, which can help manage museum attractions in a more sustainable manner. The issue that has arisen is that several museums have already been closed and others are at risk of closure due to poor management and funding problems (Fathurrozak, 2020; Hasanudin, 2024).

LITERATURE REVIEW

Museums play a vital role in preserving cultural heritage and educating the public, especially younger generations, about the cultural values embedded in their collections (Yendra, 2018). Before independence, museums were established to preserve cultural heritage and introduce it to the public. After independence, the establishment of museums continued with the aim of preserving and developing cultural heritage, while also serving as a means of

informal education (Firdaus & Armiyati, 2020).

Here are several functions of museums according to the International Council of Museums (ICOM) (Legget & Labrador, 2023):

1. **Collecting and preserving historical heritage**: Museums gather and care for artifacts and objects of historical significance.
2. **Protecting and conserving**: Museums ensure the safeguarding and long-term preservation of cultural and natural heritage.
3. **Documenting and conducting scientific research**: Museums engage in documentation and research to deepen knowledge and understanding of their collections.
4. **Disseminating and equalizing knowledge**: Museums share knowledge widely and make it accessible to various groups in society.
5. **Introducing culture**: Museums play a role in presenting and promoting cultural values and traditions.
6. **Introducing and assimilating art**: Museums help the public understand, appreciate, and integrate art into their lives.
7. **Encouraging the development of spiritual values and devotion to God Almighty**: Museums also contribute to the cultivation of moral and spiritual awareness.

Museum tourism destinations serve as educational attractions that allow visitors to learn about history, art, and culture. They can also increase interest in tourism while supporting the preservation and dissemination of knowledge (Prasetyo & Nararais, 2023). According to (Daranca, 2023) Museum tourism destinations represent the management of cultural heritage with an ideology aligned with cultural tourism namely, conveying information and providing services to both the public and tourists about the function and meaning of specific artifacts or historical events. Museums, as an essential part of cultural tourism, need to be analyzed to enhance knowledge in order to promote sustainability (Higgins-Desbiolles, 2018; Orea-Giner et al., 2021).

According to Mcghie (2020) the core principles of the Sustainable Development Goals (SDGs) strongly align with the fundamental roles of museums, offering valuable opportunities for active involvement in initiatives that support both local and global communities while safeguarding the natural environment. These goals provide a framework that museums can easily adopt, allowing them to contribute meaningfully whether as individual institutions or through collective efforts. Museums are aware of their importance and responsibility toward their collections within society, where efforts to improve accessibility and implement preventive conservation have become an integral part of collection management (Zsuzsanna Fehér, 2023).

sustainability variables for museums according to Cerquetti & Montella (2021) consists of three dimensions:

1. Social dimension of sustainability is the aspect most closely related to the museum's mission, involving accessibility and inclusivity, equity and diversity, stakeholder engagement, and community development.
2. Economic dimension of sustainability relates to effectiveness and efficiency, encompassing public and private funding, partnerships and networks, employment opportunities, and salaries.
3. Environmental dimension includes resource management, such as reducing energy consumption (for example, energy efficiency in lighting and HVAC systems), the use of renewable energy, material and waste management, recycling, emission reduction, and eco-friendly building development.

According to Lambert et al., (2014) sustainability for museums consists of four variables:

1. Cultural variable, which includes dimensions such as the preservation of

cultural heritage, education that is essential for enhancing knowledge and insight, promotion and marketing of cultural heritage to increase visitors, and maintaining the quality of collections through proper documentation.

2. Social variable includes the dimension of community involvement in museum sustainability participation, as well as the dimension that states museums are intended for all groups, emphasizing inclusivity.
3. Environmental variable encompasses dimensions such as eco-friendly buildings and energy efficiency through the use of renewable energy.
4. Economic variable consists of dimensions related to sustainable funding, establishing partnerships or collaborations in funding policies, and effective and efficient financial management of the museum.

MATERIALS & METHODS

Type of Research

This research using methodology quantitative research according to Creswell (2018); Sugiyono (2019) is an investigation of social problems based on testing a theory consisting of variables that are measured numerically and analyzed using statistical procedures to determine whether the predictive generalizations of the theory are true. Respondents in this study amounted 17 stakeholders with various background with the saturation sampling the sample selection is similar to a census, where all members of the population are included as part of the sample (Sukwika, 2023).

This methodology using Multiaspect Sustainability Analysis (MSA) with exsimpro software. MSA Sustainability Analysis is utilized to determine the sustainability status, performance score, or activity index of locations, operations, organizations, or companies. It serves as a tool for self-assessment or condition evaluation to identify strategies that need to be implemented moving forward (Paulus et al., 2024). Some of the steps involved in conducting an MSA sustainability analysis include analyzing the aggregate status value, assessing the status value of various aspects, evaluating future condition values, performing status value ordination, determining aspect leverage factors, calculating uncertainty errors, validating results through random iterations, and developing policy priority scenarios.

RESULT

Based on the results of the random iteration, it shows that the validation status is 1.65, indicating a very low error rate and a high level of respondent consistency, as it is below 5% (Firmansyah, 2022).

Table 2. Random Iteration Result

Aspect Name	Status Validation
Economic	2.86
Social	1.57
Environment	2.17
Culture	0
Status Validation Random Iteration	1.65

Source: Data processed by the researcher (2025)

Based on table 3, show the economic dimension from leverage factors shows strong potential to support sustainability, though a significant gap exists between expected outcomes and actual implementation. Partnerships with private companies score high in potential but remain poorly realized, highlighting the need for improved collaboration, attractive incentives, and innovative programs. Government funding support performs better but still has room for enhancement through more inclusive policies and active involvement. Strengthening both private sector engagement and government participation is essential to achieving

effective and impactful economic sustainability.

Table 3. Actual Results and Optimization of Sustainability Factors in the Economic Dimension

No	*Factor*	*Good*	*Real*	Optimization of Sustainability Factors
Economic				
Optimization of Sustainability				
1	Partnership with Private Companies in Funding	**3**	**1**	**3**
2	Government Support in Funding Policies	**3**	**2**	**3**

Source: Data processed by the researcher (2025)

Based on the results table 4 show the leverage factors, priority factors that can drive museum sustainability in the social dimension reveal a significant gap between the optimal potential ("Good") and the actual realization ("Real") in the field for both factors analyzed. For the variable regarding museum facilitation for inclusive groups, the optimal potential reached a score of 3, but the actual realization was only 1. This indicates that museums are still unable to provide adequate facilities and services to support the needs of inclusive groups. Therefore, strategic steps need to be taken to improve accessibility and develop programs that actively involve these groups.

A similar situation is observed in the variable measuring the level of cooperation between museums and educational institutions for learning purposes, where the optimal potential scored 3, but the actual realization only reached 1. This shows that collaboration between museums and educational institutions remains very limited and has yet to make a significant impact. Optimization can be achieved by strengthening partnerships through joint educational programs, interactive learning activities, or collaborative projects that actively engage educational institutions.

Overall, these two variables require serious attention to enhance social sustainability. By improving inclusive services and fostering stronger cooperation with educational institutions, museums can contribute more effectively and broadly to social sustainability.

Table 4. Actual Results and Optimization of Sustainability in the Social Dimension

No	*Factor*	*Good*	*Real*	Optimization of Sustainability Factors
Sosial				
Optimization of Sustainability				
1	Museum Facilitation for Inclusive Groups	3	1	3
2	Level of Collaboration Between Museums and Educational Institutions for Learning Purposes	3	1	3

Source: Data processed by the researcher (2025)

Analysis from table 5 of the actual conditions and optimization of priority factors in the environmental dimension reveals a significant gap between the real situation ("Real") and the optimal potential ("Good"). For the factor of museums utilizing digital technology to support sustainability, the optimal potential is rated at 3, but actual realization only reaches a score of 1. This indicates that museums have not fully maximized the use of digital technology in supporting sustainability. To address this, museums can enhance their use of digital technology across various areas, such as energy efficiency, environmental conservation, and technology-based educational programs.

A similar situation is seen in the factor of museums using renewable energy (solar panels), where the optimal potential is 3, but

actual realization is only 1. This suggests that the use of renewable energy in museums is still minimal. Optimization can be achieved by increasing the capacity and application of solar panels, as well as integrating renewable energy more comprehensively into museum management systems.

Overall, these two factors require special attention to bridge the gap between potential and realization. By focusing on the implementation of digital technology and renewable energy, museums can improve operational efficiency and make a more significant contribution to environmental sustainability.

Table 5 Actual Results and Optimization of Sustainability in the Environment Dimension

No	Factor	Good	Real	Optimization of Sustainability Factors
Environment				
Optimization of Sustainability				
1	Museums Utilize Digital Technology to Support Sustainability	3	1	3
2	The museum has already implemented the use of renewable energy, such as solar panels.	3	1	3

Source: Data processed by the researcher (2025)

Analysis of the actual conditions and optimization of sustainability in the cultural dimension reveals a gap between the optimal potential ("Good") and the actual situation ("Real") for both factors analyzed. Regarding the main strategy of the museum to ensure the sustainability of historical and cultural collections, the optimal potential holds the highest value of 3, while the actual realization is at 2. This reflects that the strategies implemented, including those by Museum Prasasti, are fairly effective in preserving cultural and historical collections, but their execution still requires improvement. Optimization can be achieved by strengthening collection preservation strategies, involving the community in conservation efforts, and expanding collaboration with various external parties to support cultural sustainability more comprehensively.

Similarly, the factor concerning museum programs as educational tools for all ages in cultural understanding also shows an optimal potential of 3 with an actual realization of 2. This indicates that educational programs run by museums, including Museum Prasasti, are good but have not yet reached their full potential. Optimization can be done by enhancing the quality of educational programs, tailoring them to be more relevant for different age groups, and leveraging technology to broaden educational access for a wider public.

Overall, Museum Prasasti and other museums have demonstrated good efforts in maintaining cultural sustainability, but there is still room for improvement. By reinforcing preservation strategies, improving educational programs, and expanding collaboration with communities and external partners, Museum Prasasti can strengthen its role as an institution supporting the preservation of history and culture, while also increasing public awareness of the importance of safeguarding cultural heritage for future generations.

Table 6. Actual Results and Optimization of Sustainability in the Culture Dimension

No	*Factor*	*Good*	*Real*	Optimization of Sustainability Factors
Culture				
Optimization of Sustainability				
1	The main strategy of this museum to ensure the sustainability of historical and cultural collections	3	2	3

2	Museum programs as educational tools for all ages in cultural understanding focus on creating inclusive and engaging learning experiences.	3	2	3

Source: Data processed by the researcher (2025)

The Sustainability Value shows a significant improvement after optimization across four main aspects: economic, social, environmental, and cultural. Overall, the average sustainability score increased from 61.78 (categorized as Sustainable) to 78.47 (Very Sustainable). In the economic aspect, the initial score of 66.86, which was already good, rose to 81.14 following optimization, indicating that strengthening collaboration with the private sector and government greatly supports economic sustainability. Meanwhile, the social aspect improved from 52.43 to 71.57, reflecting successful efforts to enhance social sustainability through community participation, inclusive programs, and partnerships with educational institutions.

The environmental aspect showed a significant rise from 49.83 to 72.17, underscoring the important role of renewable energy adoption, digital technology utilization, and environmentally friendly practices in supporting sustainability. The cultural aspect, which initially had the highest score of 78, increased to 89 after optimization, demonstrating effective preservation of cultural and historical collections as well as strengthened cultural education programs that reinforce cultural sustainability.

In summary, while the initial sustainability status was already in the Sustainable category, optimization elevated it to Very Sustainable. This improvement highlights the importance of collaborative efforts, technology implementation, environmental conservation, and cultural education in supporting comprehensive sustainability. These strategies serve as a reference for ongoing improvements in various sustainability aspects moving forward. The Sustainability Value results can be visually represented in a radar chart as shown below.

Table 7. Sustainability Value

No.	Aspect	Existing	Optimization of Sustainability Factors
1	Economic	66.86	81.14
2	Social	52.43	71.57
3	Environment	49.83	72.17
4	Culture	78	89
Total Average		61.78	78.47
Status Sustainability		Sustainable	Very Sustainable

Source: Data processed by the researcher (2025)

DISCUSSION

The results of this study reveal significant improvements in the sustainability values across economic, social, environmental, and cultural dimensions after implementing targeted optimization strategies. This finding confirms that strategic interventions in these areas are crucial for enhancing museum sustainability, as supported by previous research (Lambert et al., 2014).

In the economic dimension, the increase from 66.86 to 81.14 highlights the importance of strong partnerships between museums, private sectors, and government bodies in securing funding and promoting financial sustainability. This aligns with the conclusions of Ebejer et al., (2020) ,who emphasized that multi-sector collaborations are key to building resilient cultural institutions. Strengthening such partnerships can help museums overcome funding challenges and improve operational efficiency.

The social dimension saw an improvement from 52.43 to 71.57, reflecting enhanced community participation and inclusivity programs. These results correspond with the findings of Mayer (2019), who noted that

social sustainability in museums depends heavily on engaging diverse audiences and fostering inclusive environments. The increased collaboration with educational institutions further supports informal learning and community involvement, which are critical for long-term relevance (Yudhawasthi, 2022).

Environmental sustainability demonstrated the most significant gain, increasing from 49.83 to 72.17. This underscores the effectiveness of adopting renewable energy technologies such as solar panels and integrating digital tools for better resource management. According to Pisolkar (2024), eco-friendly practices and technological innovation are becoming essential in cultural heritage management to reduce environmental impacts and improve efficiency.

Culturally, the dimension improved from 78 to 89, indicating that efforts to preserve historical collections and deliver educational programs are effective and well-received. This is consistent with, who highlighted tha Lambert et al., (2014) maintaining cultural heritage and enhancing educational outreach are foundational for sustaining museums' cultural roles. These programs not only safeguard heritage but also increase public awareness and appreciation of cultural assets.

Overall, the transition from a "Sustainable" to a "Very Sustainable" status illustrates the importance of a holistic approach that integrates economic, social, environmental, and cultural strategies. This who argue that cross-dimensional collaboration fosters resilience and sustainable growth in museums. Future efforts should focus on continuous monitoring and adaptive management to sustain these gains and address any emerging challenges.

These findings provide practical insights for museum managers and policymakers aiming to enhance sustainability. Emphasizing partnership development, inclusive programming, green technology adoption, and cultural preservation can serve as a comprehensive model for museums worldwide. Further research could examine long-term impacts and potential barriers to implementation to refine sustainability strategies.

CONCLUSION

The sustainability analysis of the museum across economic, social, environmental, and cultural dimensions reveals significant improvements following targeted optimizations. Strengthening collaborations with private sectors and government entities has notably enhanced economic sustainability. Social sustainability benefitted from increased community participation and inclusive programs, while environmental sustainability improved through the adoption of renewable energy and digital technologies. Cultural sustainability remains strong, supported by effective preservation strategies and educational initiatives. Overall, the shift from a “Sustainable” to a “Very Sustainable” status underscores the importance of integrated efforts in collaboration, technology adoption, environmental stewardship, and cultural education to ensure long-term museum sustainability. These findings provide a strategic framework for continuous improvement and serve as a model for other cultural institutions aiming for holistic sustainability.

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