

IMPLEMENTATION OF THE TOURISM PARK DEVELOPMENT PROGRAM IN UNAMENDAA VILLAGE

Arafat Arafat*; Sasmita Nabila Syahrir; & Neks Triani

Universitas Sembilanbelas November Kolaka

*Correspondence Email: afatpascaunm@gmail.com

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Abstrak. *This research aims to explore and describe the implementation of the tourism park development program in Unamendaa Village. This research uses an inductive qualitative analysis. Inductive analysis is an approach that begins with field facts, analyzes them based on relevant theories and arguments, and ultimately yields a conclusion. The results show that implementing the Tourism Park development program in Unamendaa Village faces several significant obstacles related to communication, resources, disposition, and bureaucratic structure. Regarding communication, the Village Tourism Park program's socialization needs to be implemented optimally. Regarding resources, there needs to be more BUMDes Organizers in managing the Village Tourism Park. Concerning disposition, although the Village Government has entrusted development responsibility to BUMDes, there still needs to be clarity in the tax payment mechanism. Additionally, the suboptimal bureaucratic structure adds complexity to the obstacles, including issues of supervision, coordination, facility provision, and communication between the Village Government and the community, which collectively hinder the achievement of the Village Tourism Park development goals. Therefore, it is recommended that the Village Government improve communication effectiveness with the community through increased frequency and more innovative socialization methods to ensure that information about the Village Tourism Park development is evenly distributed to all community members. For BUMDes, it is suggested that resource deficiencies be addressed by training organizers in tourism park management and operations and clarifying the division of responsibilities between organizers and traders to prevent role overlaps. Traders are expected to cooperate more closely with BUMDes Organizers, especially regarding compliance with the established tax payment mechanism. The community is encouraged to actively participate in every process of the Village Tourism Park development, in aspects of planning, execution, and supervision, to create good collaboration between the Village Government, BUMDes, traders, and the community, aiming for the sustainable and beneficial development of the Village Tourism Park for all parties in the future.*

Keywords:
*Program Implementation;
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INTRODUCTION

In today's global era, tourism activities have emerged as a crucial pillar in the national economic development of various countries (Juntong, 2021). These activities not only play a role in increasing foreign exchange earnings but also significantly contribute to creating business opportunities and jobs. Thus, tourism has proven to be a promising and dynamic sector. Moreover, tourism helps promote a region's natural beauty and culture, which can spur local economic growth (Manik et al., 2017). It underscores the importance of the tourism industry in supporting inclusive and sustainable economic development.

Tourism is a highly prominent sector in the global economy (Genç, 2019). The development or decline of this sector can significantly impact a country's economic condition. This perspective indicates that tourism is not merely a recreational activity but also holds significant economic potential. Tourism can be a primary driver in generating national income and alleviating poverty in some areas (Akhirun & Septiady, 2022). This awareness has prompted countries to intensify efforts to develop the tourism industry as a significant source of revenue.

Fundamentally, the tourism industry has transformed from a mere subsector to a significant sector in economic development. This transformation is reflected in Bali, Indonesia, where the tourism industry has rapidly developed and become the dominant force in the local economy (Wardana & Adikampana, 2018). This rapid growth signifies the tourism industry's immense potential in building the national economy, especially for countries with limited natural resources. Therefore, developing the tourism sector requires comprehensive strategies, including optimizing existing tourism resources and potential (Kisusi & Masele, 2019).

Law Number 10 of 2009 provides a solid legal foundation for developing the tourism sector in Indonesia, aiming for broad goals. These goals include enhancing economic growth, improving public welfare, eradicating poverty, and reducing unemployment. Furthermore, tourism is expected to contribute to environmental conservation and cultural advancement, enhancing the nation's image. These objectives highlight that tourism plays a significant economic, social, cultural, and environmental role. Additionally, tourism serves a crucial function in fostering national pride, strengthening national identity, and enhancing international friendships. This affirms tourism's multifaceted role at both national and international levels (Kubickova & Smith, 2019).

Tourism development based on principles established by the law has shown significant positive impacts, boosting the economy and contributing to social and cultural well-being. Tourism has become essential for individuals, offering enhanced creativity, relaxation, and historical and cultural heritage awareness. However, despite progress, challenges must be addressed to increase awareness and understanding of

tourism among the general public and stakeholders (Kristiana & Nathalia, 2019). The government and local communities play a vital role in identifying, developing, and promoting tourism potential in their areas.

Village tourism has emerged as an innovative strategy in community-based tourism development. This trend aligns with the growing interest in ecotourism, emphasizing sustainable travel experiences that appreciate natural beauty, cultural heritage, and local traditions (Sangchumnong & Kozak, 2018). Village tourism offers unique potential by showcasing authentic village life, from natural beauty to traditional culture and livelihoods. Successful village tourism development requires a deep understanding of the village's characteristics and active involvement from the local community. This shows that sustainable tourism development can provide extensive benefits for visitors and local communities, emphasizing sustainability, authenticity, and community participation.

Community-Based Tourism (CBT) has emerged as a concept emphasizing the active participation of local communities in tourism development (Vafadari & Say, 2021). This approach aims to empower communities by involving them directly in the planning, managing, and developing tourist destinations. The goal is to create sustainable tourism that provides economic benefits and preserves cultural and environmental integrity. Thus, CBT improves residents' welfare and quality of life while maintaining a tourist destination's unique cultural and environmental values.

The CBT concept allows local communities to become primary actors in the tourism industry (Zielinski et al., 2021). It is a crucial step in democratizing tourism benefits, where communities are not merely spectators or objects of tourism but also active participants and organizers. CBT can effectively empower communities through this approach, benefiting them economically and socially. Moreover, CBT offers an alternative to conventional tourism models, dominated by large-scale business actors, by providing opportunities for local communities to energise the tourism economy.

The development of village tourism based on CBT recognizes the unique value of rural areas, from natural beauty to local wisdom rooted in community traditions. Empowerment processes in this context focus on economic aspects and enhancing community capacity to manage resources sustainably. This approach emphasizes the importance of community capacity and dignity, especially for impoverished and backward people. Thus, developing village tourism based on CBT creates attractive tourist destinations and strengthens economic democracy principles, where local communities become active subjects in inclusive and sustainable tourism development (Darmawan & Anwar, 2021).

With all its potential, village tourism offers significant local economic development opportunities and improves community welfare. Initiatives like those in Unamendaa Village, where the village government decided to build a village tourism

park to achieve these goals, exemplify community empowerment efforts through the tourism sector. The village tourism park program outlined in the Village Medium-Term Development Plan (RPJMDes) 2019-2024 reflects the village government's commitment to optimizing the local potential for collective welfare. With facilities like gazebos, kiosks, and fishponds, it is hoped that local communities can seize this opportunity to participate actively in tourism economic activities.

The development of the tourism park in Unamendaa Village, funded by the 2019 village revenue budget, demonstrates significant resource allocation for tourism development. The construction of infrastructure like kiosks and gazebos aims to beautify the village and provide facilities for local communities to engage directly in tourism economic activities. However, it is essential to note that the success of the tourism park development depends not only on physical construction but also on community involvement and interest in utilizing the facilities optimally (Carius & Job, 2019).

Despite village government efforts to develop the tourism park as a source of Original Village Revenue (PAD), challenges exist in its implementation. Observations indicate that the physical development of the tourism park still needs to be completed, and local community interest in trading within the park needs to be higher. Factors like low visitation and unclear management act as barriers. This situation requires evaluation and strategy adjustments to enhance community participation and make the tourism park a profitable economic and social activity center for the village. A holistic approach involving all stakeholders will be vital to overcoming these challenges and optimizing the tourism park's potential for community welfare in Unamendaa Village.

Based on the description above, this research aims to explore and describe the implementation of the tourism park development program in Unamendaa Village. This research provides insights into the planning, execution, and challenges of developing the tourism park. Additionally, the research aims to identify factors influencing the effectiveness and sustainability of the village tourism park development to enhance community welfare and develop local potential.

METHOD

This research uses a qualitative approach to understand groups of people, objects, situations, conditions, ongoing events, and even thought systems (Whitney, 1960). This research is conducted in Unamendaa Village, Kolaka Regency. This research utilized both primary and secondary data sources. Data was collected through interviews with key informants, field observations, literature study techniques, and document analysis concerning the implementation of the village tourism park development program. The acquired data was then analyzed using inductive qualitative analysis. Inductive analysis is an approach that begins with field facts, analyzes them based on relevant theories and arguments, and ultimately yields a conclusion (Neuman, 2003).

RESULTS AND DISCUSSION

Implementing the concept of decentralization in Indonesia, which grants autonomy to regions and villages, has enabled independent governance. This autonomy allows villages to manage and address the local community's needs according to their specific conditions and requirements (Bachmid, 2022). The authority enables villages to plan, implement, and evaluate village infrastructure development by involving active participation from all community elements. Community involvement in every stage of village development strengthens the sense of ownership and responsibility for the development outcomes and ensures that the development aligns with local aspirations and needs.

Community involvement in village development is vital to creating inclusive and equitable development (Handayani, 2021). Village meetings are a crucial platform for village heads and the community to exchange information, discuss issues, and formulate solutions (Kurniawan et al., 2020). Through these meetings, adequate information flow occurs between the village government and the community, building the community's capacity to participate actively in the development process. This highlights the importance of open and transparent two-way communication in building trust and cooperation between the village government and its community.

Developing a village tourism park as part of the global development agenda requires a sustainable approach. Every development effort must consider balancing economic, social, and environmental needs (Muis, 2022). Sustainable development principles in the tourism sector should encourage local community participation, ensuring that tourism development is economically beneficial and preserves social, cultural, and environmental values. Therefore, to ensure the implementation of the tourism park development program in Unamendaa Village, we will detail several aspects, covering communication, resources, disposition, and bureaucratic structure, in the following discussion.

A. Communication

Successfully implementing organizational policies depends on clearly understanding the established objectives and goals. It is essential to ensure that everyone involved in achieving these goals has this understanding to prevent misunderstandings that could lead to deviations in policy execution. Therefore, every organization member must have accurate and complete information about what is expected of them.

Communication within an organization is a process that requires precision and patience, given the complexity and potential for misinterpretation (Kuswaya & Ma'mun, 2020). Every member must understand their responsibilities and roles in executing essential decisions. It necessitates an effective and efficient communication system that guarantees the consistent dissemination of information

to all relevant parties. With clear communication, the policy implementation process can be successful and effective.

The development of village tourism parks exemplifies the importance of community understanding and participation in policy implementation. Villages with tourism potential must be aware of their strengths and weaknesses to maximize existing potential. Empowering local communities is vital, allowing them to participate actively in developing and managing village tourism parks. Socialization and education for local communities are crucial steps to foster awareness and care for their village's tourism potential (Yulianto et al., 2021).

The tourism park in Unamendaa Village is an attractive destination for visitors and an essential instrument in empowering local communities to improve their living standards. Establishing a village tourism park aims to strengthen the community's active role in developing the tourism industry, contributing directly to the local economy. The collaboration between village communities and other stakeholders in this development is evident through the socialization efforts made by the Village Government regarding the construction of the Village Tourism Park. In this context, Sabtiar Gadjang stated:¹

"In constructing the Village Tourism Park in 2019, we previously discussed it with the Village Government and the community through the Musrenbang. We designed this program and included it in the Village Development Program by considering the condition and potential of the village. Moreover, the Village Tourism Park helps the community, especially regarding welfare and empowerment, as it permits residents to trade within it, provided they comply with the applicable regulations."

Similarly, Dwi Indah Permatasari mentioned:²

"The main goal of implementing the Village Tourism Park is to enhance village ecotourism and improve the village community's economic sector, especially regarding welfare. We discussed this in Musrenbang to ensure the community understands the purpose and objectives of developing the Village Tourism Park."

Regarding the readiness of the Village Government to execute the program, Muh. Amin Makka conveyed:³

"Concerning the construction process of the Village Tourism Park, the former Village Head appointed me as the Executive Chairman, with the Village Head overseeing the project. In the construction process, the workers consistently coordinated with the Village Government, particularly regarding the concept and theme to be developed for the Village Tourism Park."

¹Interview Results with the Head of Unamendaa Village, Sabtiar Gadjang, on December 17, 2020.

²Interview Results with the Organizer of Unamendaa Village-Owned Enterprise, Dwi Indah Permatasari, on December 18, 2020.

³Interview Results with the Executive Chairman of the Unamendaa Village Tourism Park Development Activity, Muh. Amin Makka, on December 18, 2020.

Interviews with the Unamendaa Village Government revealed that the local government held the Village Development Planning Meeting (Musrenbang) in 2019 to present the plan to the community. This initiative aimed to develop the village's tourism potential and increase the community's economic income through trade activities related to the tourism object. As the primary person responsible, the village head emphasized the importance of community awareness of this program to achieve the construction goals optimally. The community's deep understanding of this development program is vital to maximizing the function of the Village Tourism Park as a new attraction that brings economic benefits to the residents of Unamendaa Village. However, Kasriati stated:⁴

“Not all village community members know about the Village Tourism Park program, especially during the planning and construction stages. Only a part of the community attended the previous Musrenbang; only a few came. However, information about the program was circulated among those present at Musrenbang. As a result, the Village Tourism Park program proceeded without broad knowledge from the community.”

Sumarni also expressed:⁵

“Regarding the Village Tourism Park program information, the community generally received information after the Village Musrenbang was conducted. However, not all community members fully understand the purpose and objectives of the Village Tourism Park's development. The community's involvement in trading within the Village Tourism Park is limited; only a few people trade.”

Furthermore, Sitti Subaedah stated:⁶

“Regarding the socialization or provision of information by the Village Government to the community about the Village Tourism Park program, not all community members are aware of this program. Only a few community members traded within even after the Village Tourism Park was inaugurated and began operations. This is due to the need for more information dissemination conducted by the Village Government.”

Interviews with the Unamendaa Village community revealed that not all community members knew the Village Tourism Park program, especially during the planning and construction stages. It indicates that the Village Government's socialization and outreach to the community should be optimal. Most community members obtained information from indirect participation, such as from individuals who attended the Village Musrenbang. It created a situation where information could have been more evenly spread among the community, leaving many unaware of the purpose and objectives of the Village Tourism Park's development.

⁴Interview Results with the Unamendaa Village Community, Kasriati, on December 20, 2020.

⁵Interview Results with the Unamendaa Village Community, Sumarni, on December 20, 2020.

⁶Interview Results with the Unamendaa Village Community, Sitti Subaedah, on December 20, 2020.

Moreover, this lack of information impacted community participation in the Village Tourism Park program. Although the park has been inaugurated and operational, the number of community members trading within it differed from expected. The lack of information dissemination by the Village Government was cited as a significant factor in the minimal community involvement. It indicates that the effectiveness of communication between the Village Government and the community has yet to be achieved, leaving many community members feeling uninvolved or uninterested in the development program.

Overall, despite the construction and inauguration of the Unamendaa Village Tourism Park, the program still faces challenges in terms of communication and socialization with the community. Providing clear and equal information to all community members and actively involving them in every stage of the program is vital to enhancing community participation and support for the sustainability of the Village Tourism Park (Putra, 2021).

B. Resources

Resource support, both human and non-human, is a primary determinant in the success of policy implementation (Asmah et al., 2022). This success hinges on how these resources are utilized. Human resources, as the most crucial asset, play a vital role in every policy implementation step. The quality of the human resources assigned must meet the job requirements set out in the policy, which must be carried out with political neutrality (Douw & Aedah, 2021). Moreover, financial aspects and time management are also critical, as these factors form the foundation for planning and executing any policy (Romdonih, 2019).

The availability of policy resources, including funds and incentives, is a vital element that supports the administrative process in policy implementation. Adequate funding and attractive incentives can facilitate the implementation process, whereas often, lacking these aspects becomes a significant obstacle to failure. These resources must be organized to allow all administrative processes to run smoothly, ensuring that each implementation stage can be carried out efficiently.

Information, as another crucial resource, must be available in two primary forms: technical guidelines for policy implementation and data supporting compliance with applicable regulations. A lack of information can directly impact the inefficiency of implementation, where responsible individuals become less accountable or even absent in their duties. Therefore, it is essential for organizations and individuals involved to adhere to existing regulations and ensure that every resource, including the necessary authority and facilities, is available and accessible to support policy implementation (Kasransyah, 2021).

The case of Unamendaa Village's implementation of the Tourism Park program demonstrates the importance of cooperation among all involved parties. This cooperation creates a transparent environment and reduces the potential for errors in execution (Rahma, 2020). Unamendaa Village's success in providing a Village Tourism Park as part of the village development program enhances the village's attractiveness and contributes to the community's economic improvement. In this regard, Abdul Majid stated:⁷

"The RPJMDes for the fiscal year 2019 outlines the Village Tourism Park program. Besides enhancing Unamendaa Village's tourism appeal, the program's goals include boosting the village community's economy. We, from the Village Government, have provided this facility as a Village Tourism Park. The park is managed directly by the Village Government through the BUMDes."

Furthermore, Anton Beba mentioned:⁸

"The total budget for this construction is IDR 161,966,000, designated specifically for the village's tourism facilities and infrastructure. In connection with the Village Tourism Park program, we, from the Village Government, have appointed BUMDes as the organizer."

In constructing the Unamendaa Village Tourism Park, the Village Government showed serious concern and commitment to improving community welfare through the tourism sector. Based on the interviews above, it is revealed that the program is part of the RPJMDes with a fund allocation of IDR 161,966,000 for facilities and infrastructure. The management of the Village Tourism Park is entrusted to the Village-Owned Enterprise (BUMDes), which is also responsible for managing the revenue from a trader tax of IDR 5,000 per day. This step is expected to not only increase the PAD from the tourism sector but also have a positive impact on reducing poverty and unemployment rates, which is in line with the goals outlined in [Law Number 10 of 2009](#). Furthermore, Dwi Indah Permatasari stated:⁹

"In managing the Village Tourism Park, the Unamendaa Village Government has entirely entrusted BUMDes with the responsibility for developing the Village Tourism Park and collecting taxes imposed on each trader. Besides aiming to increase PAD, the revenue from this tax is also allocated for the development and addition of facilities and infrastructure within the Village Tourism Park."

Amriadi then added:¹⁰

⁷Interview Results with the Hamlet Head in Unamendaa Village, Abdul Majid, on December 23, 2020.

⁸Interview Results with the Head of Planning and Development Affairs of Unamendaa Village, Anton Beba, on December 27, 2020.

⁹Interview Results with the Organizer of Unamendaa Village-Owned Enterprise, Dwi Indah Permatasari, on December 18, 2020.

¹⁰Interview Results with the Hamlet Head in Unamendaa Village, Amriadi, on December 28, 2020.

“The Tourism Park in Unamendaa Village is intended for local tourists and aims to improve the community’s economy. This is done by using the tourist site as a trading area. Managing the Village Tourism Park is entirely entrusted to BUMDes Organizers, especially in park maintenance and tax collection. The Village Government and BUMDes manage the revenue from this tax to increase PAD and meet the facilities and infrastructure needs at the Village Tourism Park site. This includes facilities for traders and visitors, making the Village Tourism Park more attractive and economically valuable.”

However, Yuni stated:¹¹

“The Unamendaa Village Government and BUMDes should manage the Village Tourism Park. However, from our observation, the implementation could have been better executed while trading here. Since the opening of the Village Tourism Park, we traders often feel the need to monitor conditions within the park, including maintaining cleanliness. The management should provide cleaning staff to keep the park environment clean.”

Similarly, Muh. Ansar Said expressed:¹²

“Regarding managing the Village Tourism Park, we, the traders within the park, rarely encounter BUMDes personnel coming to the site. Moreover, we traders often take the initiative to maintain parks and environmental cleanliness. The management should provide specific cleaning staff to maintain cleanliness within the park. Additionally, the availability of waste bins is minimal; we traders sometimes have to add them ourselves.”

Based on comprehensive interviews conducted with various parties involved in the Tourism Park development program in Unamendaa Village, several significant findings related to resource management were identified, particularly in aspects managed by the Village Government and BUMDes. Statements from the Hamlet Head, Head of Planning and Development Affairs, BUMDes Organizer, and the trader community reveal several shortcomings in the management of the Village Tourism Park, which could potentially hinder the achievement of the development goals of the Village Tourism Park to enhance the village’s attractiveness and economy.

Regarding management, Hamlet Head emphasized that the Village Tourism Park is intended as a tourist attraction and a medium to improve the village community’s economy. Effective management is expected to accommodate the needs of traders and visitors, thus providing economic added value. However, the reality on the ground, as reported by the trader community, shows that BUMDes’s involvement in the Village Tourism Park’s management, maintenance, and cleanliness could be more optimal. Traders feel the need to take over these responsibilities, which should be the authority of the management.

¹¹Interview Results with the Trader Community at the Unamendaa Village Tourism Park Location, Yuni, on December 30, 2020.

¹²Interview Results with the Trader Community at the Unamendaa Village Tourism Park Location, Muh. Ansar Said, on December 30, 2020.

Furthermore, in terms of infrastructure, as conveyed by the Head of Planning and Development Affairs, a sufficient budget has been allocated for the construction and management of the Village Tourism Park. However, the trader community's statements indicate a gap between planning and actual realization. Basic facilities like waste bins, which should be easily provided and managed, result from the management's need for more attention to the cleanliness and comfort aspects of the Village Tourism Park.

Overall, there is an indication that the management needed help managing the available resources, both the Village Government and BUMDes. It affects the quality of the Village Tourism Park to improve the village's economy and visitor satisfaction. To achieve the sustainable development goals of the Village Tourism Park, an evaluation and improvement in management involving all relevant parties are necessary, with an emphasis on enhancing infrastructure and management services (Alfian et al., 2021).

C. Disposition

The effectiveness of public policy implementation is significantly influenced by the disposition of the organizers, which includes characteristics such as commitment, honesty, and a democratic nature (Yulianti et al., 2019). A cheerful disposition towards the policy allows for more enthusiastic task execution. Conversely, differences in perspective between organizers and policymakers can create obstacles in the implementation process. Policymakers, who bear direct responsibility in policy enforcement, play a crucial role in determining the success or failure of a program. Their attitude towards the policy, which could be acceptance, rejection, or modification during execution, becomes a critical factor in determining the direction and outcome of the implementation (Surjana, 2018).

Full support from the leaders of organizations or institutions is critical in achieving successful policy implementation. This support can take various forms, including prioritizing the policy, selecting suitable and supportive implementers, and considering the balance and diversity of demographic aspects (Ginting et al., 2015). Providing adequate funding for program implementer incentives motivates them to support and exert maximum effort in task execution. These factors influence the implementers' ability to adopt and implement policies effectively and efficiently.

The acceptance or rejection of the policy by implementers significantly impacts the implementation outcome. It is especially relevant in public policies, which are often designed with a top-down approach, where policymakers may need help understanding the needs, desires, or challenges those on the ground face (Anggariani et al., 2020). This difference in perception can lead to a gap between the policy's goals and the reality of its implementation, increasing the

risk of failure in achieving the desired outcomes (Sari & Sudarti, 2021). In this regard, Pasirio Mase stated:¹³

“The main goal in developing the Village Tourism Park is to increase the PAD. The implementation process is entirely run by the BUMDes, appointed directly by the Village Government through a mutual agreement. Meanwhile, the Village Government, through the village head, only monitors the development process from the initial to the final stages.”

Furthermore, Abdul Majid responded:¹⁴

“BUMDes entirely handles the management and development of the Village Tourism Park. This is done through direct appointment by the Village Government based on a joint decision. In its management, BUMDes must also coordinate with the Village Government continuously. This is important so that problems can be jointly resolved if they arise. The entire responsibility for developing and managing the Village Tourism Park lies with the Village Government. The village head constantly supervises these activities directly.”

Dwi Indah Permatasari also mentioned:¹⁵

“In managing the Village Tourism Park, the Unamendaa Village Government has entrusted us, the BUMDes, with developing the Village Tourism Park. We from BUMDes are grateful to the Unamendaa Village Government for giving us trust and responsibility in developing the Village Tourism Park.”

The development of the Unamendaa Village Tourism Park has been directed to enhance the PAD by actively involving BUMDes in its management and development. Based on a mutual agreement, management is entirely entrusted to BUMDes. At the same time, the Village Government, under the supervision of the Village Head, ensures the smooth development progress from start to finish. In practice, each business operating in the park area is subject to a daily tax of IDR 5,000, which is expected to increase PAD. However, there are challenges in the effectiveness of traders' tax collection, indicating a need for improvement in the management system and coordination between BUMDes and the Village Government to maximize revenue potential from this tourism sector. In this regard, SURIANTY stated:¹⁶

“Indeed, traders at the Village Tourism Park location are subject to a daily tax of IDR 5,000. However, sometimes we need help with problems when we want to pay the tax to BUMDes Organizers; they refuse to accept it, suggesting it is better to hand the tax directly to the Village Government. Usually, we pay this tax every week.”

¹³Interview Results with the Secretary of Unamendaa Village, Pasirio Mase, on December 17, 2020.

¹⁴Interview Results with the Hamlet Head in Unamendaa Village, Abdul Majid, on December 27, 2020.

¹⁵Interview Results with the Organizer of Unamendaa Village-Owned Enterprise, Dwi Indah Permatasari, on December 18, 2020.

¹⁶Interview Results with the Trader Community at the Unamendaa Village Tourism Park Location, SURIANTY, on January 4, 2021.

Interviews with various parties involved in the Development of the Tourism Park in Unamendaa Village revealed that several critical aspects affect the smooth running of the program. The disposition or characteristics of the organizers, such as commitment, honesty, and democratic nature, play a vital role in the effectiveness of program implementation.

In managing the Village Tourism Park, the Unamendaa Village Government has entirely entrusted the responsibility for development to BUMDes. This trust shows the Village Government's commitment to BUMDes as the organizer. However, this also demands high responsibility and commitment from BUMDes to carry out the mandate as best as possible.

This responsibility includes effective management and coordination, including tax collection from the trading community at the Village Tourism Park location. Challenges arise when there is ambiguity in the tax payment mechanism, where a discrepancy occurs between traders' weekly tax payment habits and BUMDes Organizers' preference for direct payments to the Village Government. This situation creates confusion and potential conflict between traders and organizers.

This case indicates a need for more communication and coordination between BUMDes, traders, and the Village Government. Clarity in procedures, transparency, and open dialogue among all parties are crucial to ensure the continuity and success of the Village Tourism Park development.

Overall, BUMDes must strengthen its commitment to fulfilling its responsibilities, enhance honesty in every transaction, and ensure democratic involvement from all related parties (Setiawan, 2021). It will create a conducive environment for the growth and development of the Village Tourism Park, ultimately increasing the PAD of Unamendaa Village.

D. Bureaucratic Structure

The bureaucratic structure plays a crucial role in policy implementation across various sectors, not just within government scope but also in private organizations and educational institutions (Wijaya & Aprilia, 2020). The characteristics, norms, and relational patterns within a bureaucracy determine how policies are enacted and how interactions among positions within an organization are structured. Bureaucracy often forms the backbone of policy implementation, providing a framework that allows organizational activities to be conducted orderly and systematically. The success of a bureaucracy in carrying out its duties depends on how effectively this structure facilitates communication and cooperation among organizational members.

In developing the Tourism Park in Unamendaa Village, bureaucracy becomes crucial. Supervision and evaluation conducted by leaders are essential components ensuring the program's smooth operation (Ningsih et al., 2022). The active

involvement of leaders in the supervision and evaluation process ensures that the program runs according to plan and helps identify obstacles and challenges that may arise during implementation. This effort is vital in ensuring the development program can be sustainable and meet the local community's needs.

Improving the performance quality of the Tourism Park organizers in Unamendaa Village is one of the main objectives of this development program. It contributes to the success of the government's policy program and the improvement of the village community's quality of life. An efficient and effective bureaucratic system must support efforts to enhance performance quality, allowing for smooth information and resource flow. In this regard, Pasirio Mase stated:¹⁷

"The Village Government constantly supervises the development process of the Village Tourism Park up to the stage of its utilization. From the community's use of the park for trading within the Village Tourism Park to the Village Government's monitoring of visitor activities. The Village Government has provided facilities within the Village Tourism Park, such as gazebos, trading kiosks, and a fish pond. However, we from the Village Government always urge the entire community to take care of the facilities within the Village Tourism Park."

Furthermore, Anton Beba stated:¹⁸

"In the Unamendaa Village Government's readiness to construct the Village Tourism Park, we from the Village Government always supervise, especially in the construction process. Likewise, in the utilization stage, we always coordinate with the BUMDes Organizer, as they are entrusted with managing the Village Tourism Park. We also check the availability of facilities and infrastructure within the Village Tourism Park to ensure no damage. Additionally, we directly visit the Village Tourism Park location in the village office complex, so we constantly monitor activities within the Village Tourism Park."

Regarding the management of the Village Tourism Park and the monitoring conducted by the Village Tourism Park organizers, Dwi Indah Permatasari stated:¹⁹

"The form of supervision we conduct on the Village Tourism Park, considering the Village Government entrusts us to handle it, includes maintaining cleanliness and urging all community members within the Village Tourism Park to always take care of and utilize the facilities correctly to maintain the park's condition. Currently, visits to the Village Tourism Park fluctuate; busy and quiet times exist. Nonetheless, we urge all visitors to properly care for and utilize the provided facilities. In the future, we, along with the Unamendaa Village Government, plan to add facilities within the Village Tourism Park, such as additional gazebos, and rearrange the Village Tourism Park to make it look more attractive."

¹⁷Interview Results with the Secretary of Unamendaa Village, Pasirio Mase, on January 7, 2021.

¹⁸Interview Results with the Head of Planning and Development Affairs of Unamendaa Village, Anton Beba, on January 7, 2021.

¹⁹Interview Results with the Organizer of Unamendaa Village-Owned Enterprise, Dwi Indah Permatasari, on January 10, 2021.

In the efforts to develop the Unamendaa Village Tourism Park, the bureaucratic structure plays a vital role in supporting the smooth implementation and supervision of the program. The Village Government strictly oversees the construction stage of the park's utilization by the community, including maintaining facilities such as gazebos and fish ponds to enhance the park's quality. Coordination between the village government and the BUMDes entrusted with the park's management shows a joint effort to ensure the availability and maintenance of facilities and infrastructure. Although facilities have been provided and supervision conducted, challenges are still faced, especially in attracting the interest of the local community and tourists. In this regard, SURIANTY stated:²⁰

"Visitors to the Village Tourism Park are few; it is more common to be quiet. There are only three traders here. Previously, many community members had registered to trade here, but the provision of trading places by the Village Government needed to match what was promised during the last Musrenbang. We, the traders, are the ones who prepare more necessities at the Village Tourism Park location, such as tables and chairs for visitors. Meanwhile, during the last Musrenbang, the village government conveyed that for trading kiosks, the village government would fully prepare them so that community members wanting to trade could occupy them directly."

Furthermore, Sitti Subaedah also made a statement:²¹

"Indeed, many community members had approached the village head to request permission to trade at the Village Tourism Park location. However, after the Village Tourism Park was completed, many chose to trade at their homes. This is due to the tranquil visitor conditions compounded by the tax imposed on traders. Additionally, the trading places provided by the Village Government at the Village Tourism Park did not match what was conveyed during the Musrenbang at the village office. Eventually, traders had to prepare their crates to store their goods, as bringing them home after trading was considered tiring and troublesome."

Interviews with various parties involved in developing the tourism park in Unamendaa Village revealed that various challenges are related to a bureaucratic structure that still needs to be optimally functioning. These issues include supervision, coordination, facility provision, and communication between the Village Government and the community.

The Village Government, through the Village Secretary, claims to have conducted supervision and provided facilities during the construction process up to the park's utilization stage. However, this claim is out of sync with the reality traders face on the ground. Traders need help providing trading places that do not match the promises made during the Musrenbang and other meetings at the village office.

²⁰Interview Results with the Trader Community at the Unamendaa Village Tourism Park Location, SURIANTY, on January 12, 2021.

²¹Interview Results with the Unamendaa Village Community, Sitti Subaedah, on January 12, 2021.

Furthermore, the Head of Planning and Development Affairs emphasized the importance of coordinating with the BUMDes Organizer to supervise and check facilities. Although coordination efforts have been made, interviews with the BUMDes Organizer and the trader community show that this coordination still needs to produce practical solutions to existing problems, such as facility availability and maintenance and handling fluctuating visitor interest.

In particular, the trader community expressed dissatisfaction with the realization of the provision of a trading place. Although the Village Government had promised ready-to-use trading kiosks, traders had to prepare their supporting infrastructure, such as tables and chairs. It caused inconvenience and added to the traders' workload and costs.

Overall, there appears to be a gap between the planning and realization of the Unamendaa Village Tourism Park development program. This gap can be attributed to the weak bureaucratic structure regarding coordination, communication, and fulfilling commitments. This issue negatively impacts the traders' business continuity and the potential of the Village Tourism Park as a new attraction in Unamendaa Village. Therefore, all related parties need concrete efforts to improve coordination and communication within the village's bureaucratic structure so the Village Tourism Park development program can run well and benefit the community (Achsa et al., 2020).

CONCLUSIONS AND SUGGESTIONS

Based on the results and discussion, implementing the Tourism Park development program in Unamendaa Village faces several significant obstacles related to communication, resources, disposition, and bureaucratic structure. In terms of communication, although the Musrenbang has been conducted, the Village Tourism Park program's socialization needs to be optimally carried out. Regarding resources, there needs to be more BUMDes Organizers in managing the Village Tourism Park, which is exacerbated by traders taking over tasks that should be the responsibility of the organizers. Concerning disposition, although the Village Government has entrusted development responsibility to BUMDes, there still needs to be clarity in the tax payment mechanism. Additionally, the suboptimal bureaucratic structure adds complexity to the obstacles, including issues of supervision, coordination, facility provision, and communication between the Village Government and the community, which collectively hinder the achievement of the Village Tourism Park development goals.

Based on the conclusions above, it is recommended that the Village Government improve communication effectiveness with the community through increased frequency and more innovative socialization methods to ensure that information about the Village Tourism Park development is evenly distributed to

all community members. For BUMDes, it is suggested that resource deficiencies be addressed by training organizers in tourism park management and operations and clarifying the division of responsibilities between organizers and traders to prevent role overlaps. Traders are expected to cooperate more closely with BUMDes Organizers, especially regarding compliance with the established tax payment mechanism. The community is encouraged to actively participate in every process of the Village Tourism Park development, in aspects of planning, execution, and supervision, to create good collaboration between the Village Government, BUMDes, traders, and the community, aiming for the sustainable and beneficial development of the Village Tourism Park for all parties in the future.

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