

IDENTIFICATION STUDY OF MANAGEMENT PERFORMANCE INDICATORS BY PANDANREJO TOURISM VILLAGE MANAGEMENT

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ARTICLE INFO	ABSTRACT
<p><i>Keywords:</i> Tourism Village, Management Performance, Pandanrejo, Pokdarwis</p> <hr/> <p>E-mail: brantas.brants@yahoo.co.id</p>	<p>The significant roles and functions of community participation in management are a critical basis for the urgency of reviewing the performance of tourism village managers. This study was conducted at the Pandanrejo Tourism Village (Dewa Pandan). Through the performance indicators of tourism village management, it can be studied how these indicators are applied to the Pandanrejo Tourism Village, to find out the strengths, weaknesses, and factors that influence the performance of the Pandanrejo Tourism Village Pokdarwis. The study was carried out descriptively with a qualitative approach. Based on observations, interviews, and secondary data collection, it was found that Dewa Pandan had implemented management performance indicators well. However, there are still weaknesses in institutional performance as well as conservation performance.</p> <hr/> <p>Copyright © 2023 Economic Journal. All rights reserved. is Licensed under a Creative Commons Attribution-NonCommercial 4.0 International License (CC BY-NC 4.0)</p>

1. INTRODUCTION

Sustainable tourism and community-based tourism uphold the empowerment of local communities through their participation in tourism activities that take place in their areas. Tourism activities are one of the non-oil and gas sectors that are expected to make a significant contribution to the country's economy [1]. The importance of the community is realized by the Ministry of Tourism and Creative Economy which is manifested in the first point of the Ministry of Tourism and Creative Economy's mission, namely "Improving the quality of Indonesian people" [2]. Community participation can be realized in various roles, such as tourism business actors or participating in tourism village management organizations. The village is a legal community unit that has sovereignty to carry out governance for community empowerment [3]. The importance of organizations or institutions managing tourist villages was underlined by the Ministry of Tourism and Creative Economy through the second point of policy direction, namely "Development of superior and competitive human resources and institutions". Community empowerment (human resources) is the main thing in achieving sustainable and community-based tourism [4]. Communities can be empowered through well-managed tourism activities. Therefore, good institutional competence is needed for managers of tourist villages, so that the potentials contained in these tourist villages can be used optimally and sustainably and other communities can be empowered. However, along with the development of the tourism village trend, there are not a few tourist villages whose tourism potential is not well managed [5], so that this potential is only a matter of pride but does not provide benefits and increase the welfare of the community. Therefore, the development of tourist villages needs to be supported by attractions, distance and location, village size, belief and community systems, and infrastructure availability [6].

Management The tourism village is a form of community empowerment that plays an important role in developing the benefits of the existing village potential [7]. According to [8] tourism village managers have significant roles and functions for the development of tourist villages. These functions and roles are marketing, developing and managing products, planning, implementing and evaluating tourism work programs, encouraging community participation, as well as tourism information sources for tourists and the public [5]. These significant roles and functions are a critical basis for the urgency of reviewing the performance of tourism village managers. Not a few tourist villages have stagnated in the development of village tourism, because village tourism grassroots institutions have not fully understood how to manage natural and cultural potential and human resources. Stagnation in the management and development of tourist villages as well as internal conflicts and conflicts of interest that tend to occur easily. Social capital is one of the main factors and keys to the success of developing a tourist village [9].

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The success of managing a tourist village can be seen from various indicators which include; increasing the welfare of local communities, local community economic development, commercial viability, education, social capital and empowerment, a sense of community ownership, collective benefits, environmental conservation, and tourism (Goodwin & Santili, 2009, in [9]). In addition, [9] offers performance indicators which include; institutions, partnerships, tourist attractions, accessibility, amenities, community participation, tourism marketing, and conservation. According to [9] describes performance indicators for managing Tourism Villages through the following table :

Table 1. Performance Indicators for Tourism Village Management

Performance	Definition	Indicator
Institutional	Institutions include management and administration (Darwanto, 2018).	1). Organizational structure, 2). AD/ART, 3). Financial transparency, 4). Tourist database, 5). Master plan, and 6). Local guide.
Partnership	Collaborative integration of each pentahelix element (Guidelines for Tourism Villages, Edition II, 2021)	1).Partnership external, 2). Partnership internal, 3). Partnership contribution, and 4). Partnership sustainability
Tourist Attractions	Tourism product components (Middleton, 2001)	1). Natural Tourism, 2). Cultural Tourism, 3). Artificial Tourism, 4). Tour Packages, 5). Creative Industry, 6). Social Life, 7). Periodic Events 8). Unique Selling Point
Accessibility		1). Directions, 2). Road Access, 3). Area Map, 4). Street Lighting, and 5). Disability Services.
Amenities		1). Food and drink facilities, 2). Secretariat office, 3). Souvenir outlets, 4). Internet network, 5). First aid facilities, 6). Electrical network, 7). Clean water, 8). Parking area, 9). Open land, 10). Religious facilities, 11). Toilets, and 12). Homestay
Participation	The principles of the CBT concept include community involvement, promotion of community ownership, environmental and cultural conservation (Suansri, 2003).	1). Participation in management, 2). Participation in capital, and 3). Community empowerment
Tourism Marketing Consevation		1). Have an MoU, 2). Digital Marketing, 3). Direct Promotion 1). Conservation policy, 2). Preservation institutions, 3). Preservation Facility, 4). Routine Cultural Training, 5). Waste Management, and 6). Disaster Mitigation

Source: [9]

The significant roles and functions of community participation in management are a critical basis for the urgency of reviewing the performance of tourism village managers [10]. This study was conducted at the Pandanrejo Tourism Village (Dewa Pandan). Dewa Pandan is an accomplished tourism village, in a relatively short period of time (2020-2021) Dewa Pandan has become the runner up of the Pilot Tourism Village at ADWI (Indonesian Tourism Village Award) in 2021. In 2023 Dewa Pandan already holds the Tourism Village category 'Forward' [11]. This achievement shows as a whole that Dewa Pandan has a progressive movement forward as a Tourism Village. Through the performance indicators of tourism village management, it can be studied how these indicators are applied to the Pandanrejo Tourism Village, to find out the strengths, weaknesses, and factors that influence the performance of the Pandanrejo Tourism Village Pokdarwis. In addition, this study can be correlated with the achievements already owned by Dewa Pandan and the basis for the development of Dewa Pandan in the future.

2. METHOD

This study was designed using descriptive research methods with a qualitative approach by observation, interviews and secondary data collection on Pokdarwis Desa Wisata Pandanrejo. According [12] qualitative research methods are a method that rests on the philosophy of postpositivism, qualitative

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research methods are used for research that focuses on natural object conditions, used for research that focuses on natural object conditions. Meanwhile, through this type of descriptive research, an overview of the actual conditions of the performance of Pokdarwis Desa Wisata Pandanrejo management can be obtained.

3. RESULT AND DISCUSSION

Pandanrejo Village is a village which is located on the border with the Province of the Special Region of Yogyakarta (DIY), precisely in Kaligesing District, Purworejo Regency, Central Java, consisting of two hamlets, namely Klepu Hamlet and Pendem Hamlet. This village with an area of 270.4 ha is inhabited by as many as 1,088 people/community [13] with the main livelihoods from the livestock and agriculture sectors. Pandanrejo Village is a center for buying and selling PE goats of the Kaligesing race which has changed and was designated as a Tourism Village [14] in 2020 with a Decree on Designation of a Tourism Village by the Regent of Purworejo on April 27 2020. Pandanrejo Tourism Village was born as a community empowerment strategy considering that almost all elements in Pandanrejo Village are available and have great potential for development [14]. Pandanrejo Tourism Village is also known as Dewa Pandan with several tourist attractions, namely Seton Market, Mount Gajah Peak, Sebutrong Hill, Kotakjati Beauty Village, PE Goat Race, Kaligesing Education, Educational Tourism, and Cultural Tourism. Pandanrejo Tourism Village is currently managed by the Pandanrejo Tourism Village manager who is under the guidance of the Tourism and Culture Office of Purworejo Regency and its management comes from the Pandanrejo Tourism Village community itself. The Dewa Pandan Tourism Awareness Group (Pokdarwis) has the following organizational structure:

Table 2. Management of Pokdarwis Dewa Pandan

Department	Department Holder
Coach	Department of Tourism and culture of Purworejo Regency
Protector	Purworejo Village Head
Advisor	BPD/LPMD/LMDH
Manager	Bumdes
Chief	
Vice Chair Man	
Secretary	
Treasure Multimedia & Mng	
Production Division Broadcasting	Pandanrejo Village Tourism Driving Society
MSME Division	
Legal Division	
Development Division	
Homestay Division	
Arts and Culture Division	
Public Relations Division	

Source: [14]

The organizational structure of the management of Dewa Pandan is a basic indication that the performance of the management of Dewa Pandan is quite good. To review comprehensively, findings through observation, interviews, and secondary data collection on how management performance indicators are applied, will be described in the following table:

Tabel 3. Implementation of Performance Indicators for Tourism Village Management

Performance	Dewa Pandan Implementation
Institutional	Dewa Pandan already has all indicators of institutional performance; Financial transparency and tourist data collection are carried out through a 'one door' system; The master plan is prepared in partnership and applies the penta helix concept.
Partnership	Dewa Pandan partnered with the whole party on the penta helix concept.
Tourist Attractions	All available tourist attractions are under the management of Dewa Pandan, and are integrated into tour packages.
Accessibility	Facilities and infrastructure related to access can be easily found and used
Amenities	Complete tourism support facilities, owned by the local community and connected to Pokdarwis Dewa Pandan

Participation	All Dewa Pandan administrators are local people, the scope of community participation is continuously maintained and expanded.
Tourism Marketing	Dewa Pandan has partnered with various institutions that can market, and has an active marketing team, but in terms of direct promotion it is still relatively weak.
Conservation	Cultural training, waste management and disaster mitigation are points in the village development master plan, but a separate institution that focuses on preservation has yet to be found.

Through the table it can be seen that overall, Dewa Pandan has good management performance with each indicator running. However, some deficiencies can still be found. Weaknesses can be found in institutional performance, as well as conservation. From an institutional performance perspective, in general it can be said that Dewa Pandan has performed well, but there are deficiencies or problems that arise from the implementation of the financial system and one-stop tourist data collection. This system creates social conflict in the form of suspicion from certain parties regarding financial arrangements and tourist lodging points. Conflict suspicion or prejudice can lead to social jealousy [15] and other conflicts. Conflict situations can be based on a mismatch between social values and social structure [15] in the case of Dewa Pandan it can be said that there is an incompatibility between several parties regarding the system used. Dewa Pandan can anticipate the development of conflicts through the alignment of information and the aims and objectives of implementing the system carried out by related parties, conducting reviews related to the system and creating deliberations to resolve problems.

The conservation performance of Dewa Pandan has weaknesses because a special conservation institution has not been established. This weakness is a minor weakness because Dewa Pandan itself already has groups of cultural and natural tourism actors. Through this grouping, conservation strategies can be implemented. Of the 8 management performances, there are two performances that have weaknesses, institutional performance shows weaknesses that can become a major threat while conservation performance shows minor weaknesses. Overall Dewa Pandan showed good performance in implementing management performance indicators. The implementation of good management performance has a positive correlation with the achievements of Dewa Pandan, good management performance can also encourage the expansion of community participation in tourism, anticipate conflicts in tourism and other negative impacts of existing tourism activities in the village. Dewa Pandan also shows progressivity in which the classification of tourism villages continues to increase in category, from 2020-2021 as a 'pilot' tourist village, then in 2022 it becomes a 'developing' tourist village, and in 2023 it becomes an 'advanced' tourist village [11].

4. CONCLUSION

Based on the results of the study it was found that Dewa Pandan had implemented performance indicators for managing tourism villages well. Of the 8 management performances, there are two performances that have weaknesses, institutional performance shows weaknesses that can become a major threat while conservation performance shows minor weaknesses. The application of good performance indicators is directly proportional to the process of development and progress of a tourist village, so that this study can be used as the basis for a comparative study for pilot category tourism villages to develop into developing, advanced and independent tourism villages.

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