

TOURISM VILLAGE MANAGEMENT STRATEGY BASED ON SENSE MISSION AND SENSE OF COMMITMENT (Study of Community Empowerment in the Management of Teak Timber Hoarding into the Tourism Sector in Benculuk Village, Cluring District, Banyuwangi Regency)

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Wisata: Jurnal Pawirisata



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Received Date: 15 April 2023

Revised Date: 6 September 2023

Accepted Date: 2 Nopember 2023

Artikel Info

Keywords: Desa Wisata, Sektor Pariwisata, Undang-Undang Nomor 10 Tahun 2009.

Abstrak

Penelitian ini bertujuan untuk menggambarkan pengelolaan Desa Wisata yang berupa penimbunan kayu jati dan digunakan menjadi sektor wisata oleh pihak perhutani Desa Benculuk dengan memberdayakan masyarakat sekitar berlandaskan pada *sense of mission* dan *sense of commitment*. Pendekatan yang digunakan dalam penelitian ini adalah kualitatif deskriptif, dan metode pengumpulan data berupa wawancara yang dilakukan kepada informan yang berkepentingan dalam pengelolaan Desa Wisata Djawatan. Analisis data yang diperoleh dilaksanakan melalui pengumpulan data, verifikasi data, penyajian data dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa pengelolaan penimbunan kayu jati yang digunakan menjadi Desa Wisata pada praktek pelaksanaan berpacu pada teori ACTORS dan *Sense Of Mission* dan *Sense Of Commitment* dengan tujuan untuk meminimalisir angka pengangguran masyarakat sekitar. Perhutani mempunyai strategi khusus untuk melakukan pendekatan kepada masyarakat dalam mengelola kawasan penimbunan kayu jati agar menjadi desa wisata yang berkembang dan maju, sehingga masyarakat sekitar menjadi sejahtera, hidup bahagia, dan terhindar dari yang namanya kemiskinan.

Abstract

This study aims to describe the management of a tourism village in the form of teak wood stockpiling and used as a tourism sector by the Perhutani of Benculuk Village by empowering the surrounding community based on a sense of mission and a sense of commitment. The approach used in this research is descriptive qualitative, and the method of data collection is in the form of interviews conducted with informants who have an interest in managing Djawatan Tourism Village. Analysis of the data obtained was carried out through data collection, data verification, data presentation and drawing conclusions. The results of the study show that the management of teak wood hoarding which is used as a Tourism Village in practical implementation is based on the ACTORS theory and Sense Of Mission and Sense Of Commitment with the aim of minimizing the unemployment rate of the surrounding community. Perhutani has a specific strategy for approaching the community in managing the teak wood stockpiling area so that it becomes a developing and advanced tourism village, so that the surrounding community becomes prosperous, lives happily, and avoids poverty.

Keywords: Tourism village, Tourism sector, Law Number 10 of 2009.

INTRODUCTION

Community involvement in tourism management in Benculuk Village is still conventional. This means that there has been

no policy implementation carried out at the Djawatan teak wood storage site in Benculuk Village, Cluring District, Banyuwangi

Regency. Even though the Indonesian government has issued regulations regarding the management of tourist villages that are packaged in the tourism sector, namely Law Number 10 of 2009 concerning Tourism (Tourism Law) which is the legal basis for freedom to travel and use free time in the form of traveling which is part of human rights. Referring to the law on tourism, Perhutani, which owns land in Benculuk Village, took the initiative to empower the surrounding community and prioritize what is called a bottom-up approach and a top-down approach. The bottom-up approach is very close to initiatives in terms of tourism development originating from the community, while the top-down approach was initiated by the government (Hermawan, 2016). The concept of empowerment is the result of interaction at the ideological and practical levels. At the ideological level, this concept is the result of the interaction between top-down and bottom-up concepts, between growth strategy and people centered strategy. Meanwhile, at the practical level, interaction occurs through a battle between autonomy (Ghani, 2017). Thus, the concept of empowerment contains a context of pro-people who are below the poverty line. The management of teak wood hoarding to be used as a tourism sector is an effort by Perhutani to minimize the unemployment rate around tourist areas.

(Arivirtarta, 2019) said that the emergence of phenomena in the management of tourist villages based on a sense of mission and sense of commitment is considered to have a one-sided view of the community, especially related to the management of teak wood stockpiling which is unable to empower the community. Perhutani has a noble goal in managing this teak wood stockpiling area to be used as a tourism sector, so that Benculuk Village will become famous and develop. Management of Tourism Villages which is based on a sense of mission and sense of commitment prioritizes community participation with the aim of providing welfare so that they want to move together to build an advanced Tourism Village in terms of managing teak wood stockpiling areas (Hurotul'Aini, 2019).

In addition to the above, another phenomenon that occurred in the Benculuk Village area, especially in the Djawatan area, was the crowding of the surrounding

community when there was a truck loaded with teak wood to be moved and stockpiled in Djawatan and it was carried out in droves by the community, with the hope that they could become porters. They deliberately do this every day because these people do not have steady jobs or are unemployed. So there is no other way to get work and wages to make a living, they are willing to become porters every day. However, this teak wood stockpiling area belongs to Perhutani, so the area is a legal area and is protected by regulations in the form of a law contained in article 46 of Law Number 41 of 1999 which has contents regarding forestry, implementation of forest protection, forest area and its environment can be sustainable. Then when there is damage to the area or area of Perhutani land that is used as a place for storing teak wood, this then leads to Law Number 18 of 2013 concerning the prevention and eradication of forest destruction.

Based on this, the management of teak wood hoarding tourist villages or commonly called Djawatan still faces challenges, especially to overcome poverty in order to develop human resources who are aware of changes towards a prosperous life. Poverty is the biggest challenge around this Tourism Village area. Based on data obtained from Perhutani, there are 17 heads of households and a total population of 52 people who have a place to live around this Djawatan. The Banyuwangi Regency Government has also issued Regional Regulation Number 1 of 2017 concerning Tourism Villages related to the management of tourist villages. It is hoped that various regulations related to land use to become a tourist village concept can be implemented properly, especially those carried out by the Regional Government, Perhutani and the surrounding community.

RESEARCH METHOD

1. The theory of ACTORS

Taking into account the description of the mainstream development theories, it can be concluded that people's economy, in which humans (individuals and society) must become the subject of development. Empirical tests show that theories that favor the role of the wider community are more successful in development in developing countries. The theory that solely relies on capital and natural resources has become obsolete. On the other

hand, human-oriented theories are getting better and tend to develop, one of which is the "ACTORS" theory.

The ACTORS theory of empowerment put forward by (Sarah Cook and Steve Macaulay, 1997) views society as a subject that can make changes by freeing a person from rigid control and giving that person the freedom to be responsible for their ideas, decisions, and his actions. Empowerment intended by Cook and Macaulay is more directed at delegating socially and ethically/morally, including: (a) encouraging fortitude; (b) delegating social authority; (c) regulate performance; (d) developing the organization (both local and external); (e) offer cooperation; (f) communicate efficiently; (g) encouraging innovation; and (h) resolve the problems that occur. The empowerment framework can be seen from the acronym "ACTORS" which consists of:

A = authority (authority) by giving trust
C = confidence and competence (confidence and ability)
T = trust (belief)
O = opportunities (opportunities)
R = responsibilities (responsibility)
S = support (support)

2. Sense Of Mission dan Sense Of Commitment

Sense Of Mission and Sense Of Commitment is a very recent paradigm in terms of management of teak wood stockpiling tourism areas. According to (Zakaria, F., & Suprihardjo, R. 2014), there are several principles that are used to become a firm grip on an implementation of Sense Of Mission and Sense Of Commitment. These principles include:

- a. Support in terms of the development of community ownership in a tourism.
- b. Develop a quality that is owned by a community.
- c. Mutual respect for cultural differences and dignity.
- d. The existence of a fairness in terms of distribution of benefits in the community.
- e. There is community participation in every activity or aspect.

The above principles can be described in a management principle of Sense Of Mission and Sense Of Commitment namely, the principle of member participation, a principle of cultural sustainability, and the

principle of protecting the surrounding environment or the living environment. In the Sense of Mission, namely the management is targeting how to minimize unemployment and how to make efforts to create a prosperous society. Meanwhile (Komariah, N., Saepudin, E., & Yusup, P. M. 2018) views that Sense of Commitment is the desire of the manager to target commitment from the community when tourism has been built, and mission commitments or goals have been achieved.

Data collection in this paper is done in three ways, namely; 1) Observations in Benculuk Village and recording community activities there to obtain research data, 2) In-depth interviews with local residents, Pokdarwis, Perhutani, and Village Government, and 3) Literature study is used to obtain secondary data including books, archives, images in the form of photos, and manuscripts that are relevant to the purpose of completing the previous data collection. Data Processing Techniques as follows; 1) after the data is collected from literature studies, observations, in-depth interviews with local residents, Pokdarwis, Perhutani and Village Government, then the data is compiled and reduced based on the objectives and what is needed in this paper, 2) data that has been edited and then sorted then analyzed according to the research objectives, and 3) the data is presented and then interpreted by interpreting the data to get conclusions. The data analysis used in this paper is descriptive qualitative.

RESULTS AND DISCUSSION

Djawatan Tourism Village Development

The people around Benculuk Village, precisely in Djawatan tourism, have a passion in terms of helping the management of the teak wood stockpiling area to become a tourism spot. Before carrying out development in this area, Perhutani visited residents' homes to explain the management of this area so that it could develop and improve the people's economy. So that the life of people who used to say enough or poverty can live in peace and prosperity. Perhutani, the Benculuk Village government, and assisted by the residents did a clean-up of the environment first from every corner. The cleaning was carried out for 3 days, because the area is about 3.7 hectares.

After everything was clean, the Perhutani, village government, and residents began to build huts to stop over. There are

about 7 huts for layovers built. On the other hand, the construction of a tree house was also carried out. There are 2 tree houses that have been built, and the results are very good. After all, about 1 month apart, a very nice garden was built again, with a Green Garden decoration that was very united in this Djawatan area. In Banyuwangi there is a typical jargon, namely "Jenggirat Tangi" which means Rise Up. This is considered successful in encouraging local governments, including the Benculuk Village government and Perhutani to participate in the development of tourism areas in Banyuwangi.

Regulation of the Minister of Tourism and Creative Economy of the Republic of Indonesia Number 12 of 2020 has a very dominant role and purpose in efforts to develop the management of teak wood stockpiling areas to become tourist attractions. In order to promote existing tourism throughout Indonesia, the ministry of tourism set up a strategy related to the development of tourist villages. Learning from Regulation of the Minister of Tourism and Creative Economy of the Republic of Indonesia Number 12 of 2020, the Perhutani party and the Benculuk Village government have a goal of eliminating poverty and advancing or developing Benculuk Village so that it becomes an area known to many people and becomes the prima donna of all of them.

ACTORS Strategy for Tourism Village Management Based on Sense of Mission and Sense of Commitment

Perhutani has a special before and after approach in terms of developing a tourism hoarding area. Before the development of this tourism area, it was dominated to become a tourist village. The Perhutani party made visits to the residents in terms of socialization regarding this development, where when the construction was carried out they would be assisted by the residents. From this we can see that the contributions and aspirations of the community or local residents are very large because they know who cares about their condition for the sake of progress. In the strategy of developing a teak stockpiling area into tourism, we are also racing against Regional Regulation Number 13 of 2012 which contains content regarding tourism development planning.

Regulation of the Minister of Tourism or Permenpar No 9 of 2021, contains contents regarding tourism guidelines. So when tourism development is carried out it is necessary to consider the things around it such as environmental conditions. We can analyze that the environment is the biggest impact in a development. When a tourism area that features a tourist village has been built, the next step taken by Perhutani is to form an organizational structure for the management within it. This area also introduces various MSMEs in the community such as banana chips, decorations made of woolen threads and every week there are dance arts such as gandrung, kebo-keboan, barong dance and others.

From here, before determining the strategy, Perhutani and Benculuk Village looked at the location first, geologically this place was quite strategic, easily accessible by 2 or 4 wheeled vehicles, in Benculuk Village it is also strong with regional arts, close to the city center. When you already know all of this, it turns out that there are drawbacks, namely that even though it is close to the city center, many local people are confused when looking for a job, causing the unemployment rate around Benculuk Village to increase and cause poverty.

Perhutani established a management structure for the tourism sector which at the same time leads to the formation of the Tourism Village sector. When the area that used to be a place for storing teak wood has now turned into a tourism area. Poverty and unemployment will vanish, that is the hope of Perhutani and Benculuk Village. From the data that has been obtained, Perhutani will only have to give or share the proceeds to people who are classified as poor. People are now living happily when the tourism area has been fully developed and becomes a field for them to increase MSMEs, introduce regional dances, and a place to make money to rise from adversity.

In terms of the strategy for managing the teak wood stockpiling sector which is used as a tourism site, it started with the concept that was sparked by (Istiyanti, 2020), which started with the management of tourism resources. The management of teak wood stockpiling resources to be used as a tourist spot in the future has a noble goal, namely minimizing the unemployment rate in order to

improve the economic system that exists around the people around Benculuk Village. So the researchers argue that an approach to tourism introduction planning can neutralize the relationship of a tourism product in the form of an increase in MSMEs.

The sympathy of the village government and Perhutani for the surrounding community is so great. Then from here there is a special strategy from Perhutani and the Village government, namely through, 1) environmental verification; 2) establishment of the management structure of the tourism sector by Perhutani; 3) improving the social quality of society through debriefings. Then there is such a thing as tourism resource management which is based on a sense of mission and a sense of commitment in the form of an activity plan carried out to open up new opportunities

for people who want to join this tourism sector in Benculuk Village, namely named Djawatan. From resource management we move on to crisis management which can be used in terms of identifying and limiting the impact on an organization. In this management, the village government and Perhutani focus first on the existing budget. When all the teak wood has been transported and moved to where it is stored, they all work hand in hand, work together to build this tourism area. There are those who carry out cleaning activities, make tree houses, hut houses, swings and others. This is where the spirit of development emerges, such as self-respect, self-confidence and self-reliance, which in turn can create community empowerment. The opinion of this researcher can be seen through the mapping below:

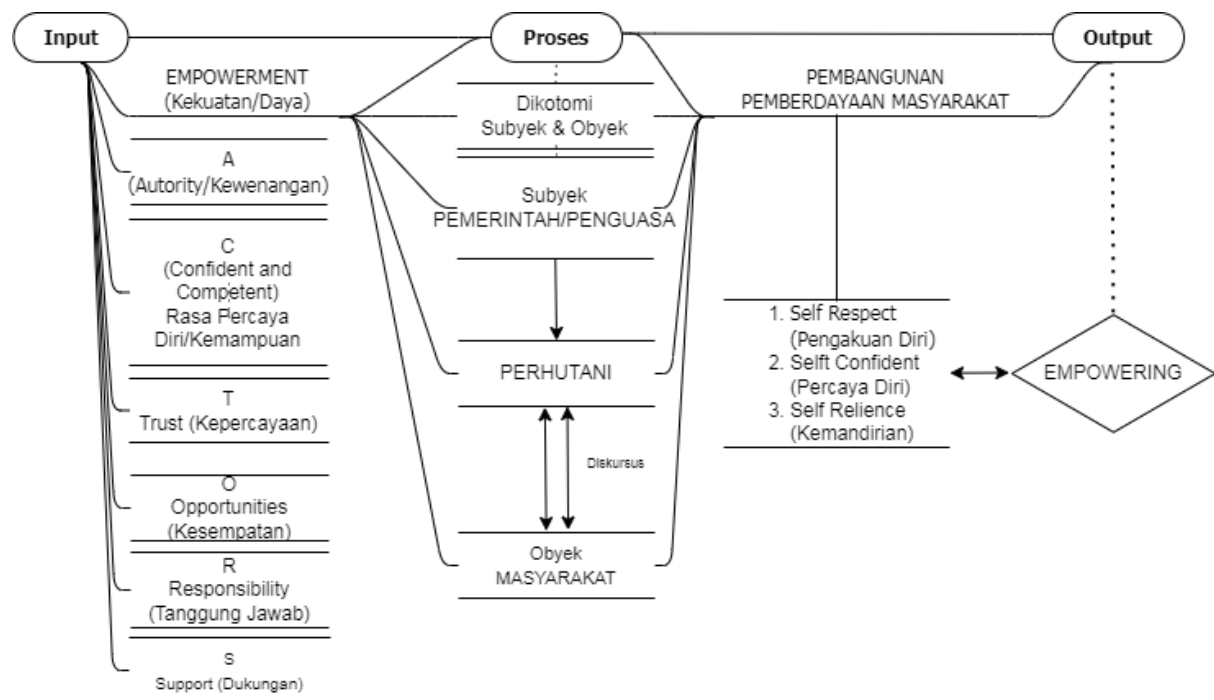


Figure 4.1 Tourism Village Management Strategy
Source: Processed by Researchers, 2023.

CONCLUSION

The teak wood stockpiling area which has been converted into the tourism sector and also leads to the management of the Tourism Village has a very very good impact in the future, namely reducing or minimizing the unemployment rate around this area. In addition, the MSMEs of the surrounding community have also increased and regional dances can be recognized by foreign and local

tourists who visit this Djawatan which is located in Benculuk Village, Cluring District, Banyuwangi Regency. Construction was carried out beyond expectations with a very fast timeframe. Formerly this Djawatan was a place for storing teak wood which was later converted into a tourism sector by Perhutani and the Benculuk Village government. The development strategy carried out by Perhutani

together with the Benculuk Village government was very precise and amazing.

ACKNOWLEDGMENTS

Sepecial thanks go to the ministry of education and culture of the republic of indonesia in connection with the merdeka campus competition program (PPKM). Thans also to the rector of Muhammadiyah University Muhammdiyah Jember. Gratitude is extended to those who assisted in the implementation of the reserch

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