

# Analysis of Stakeholders' Participation in the Development of Competency-Based Tourism Villages (Case Study in Sumberbulu Tourism Village, Karanganyar Regency)

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## ABSTRACT

The Covid-19 Pandemic condition does not undo people's intention to travel. One of them is by offering alternative tourism that provides a concept friendlier to nature and local communities, so that it becomes a trend for tourists. In order to accommodate this trend, the government is focusing on developing the potential of Tourism Villages in various parts of Indonesia, by promoting the uniqueness and local. Sumberbulu Tourism Village, which is located in Sumberbulu Hamlet, Karanganyar Regency, Central Java is a strategic tourism village that must continue to be developed considering that this area is still in the priority tourist area of Borobudur. The competencies possessed by tourism human resources determine the success of tourism development in Sumberbulu Tourism Village. A form of institutional strengthening strategy built through tourism and creative economy activities using the stakeholder participation analysis method. The impact of institutional strengthening carried out can have an influence on a stronger understanding of tourism awareness to local communities. In the end, the institutional strengthening strategy carried out succeeded in showing the relationship in tourism activities that institutionalize managers, business actors and tourists, so that the final result that is then felt is with an increase in the number of tourist visits.

## Keywords

*Human Resources; Tourism Villages;  
Participation Analysis*

## INTRODUCTION

The condition of the Covid-19 pandemic has not discouraged people from traveling. One of them is by offering alternative tourism that provides a friendlier concept to nature and local people, so that it becomes a trend for tourists. In order to accommodate this trend, the government is currently focusing on developing the potential of Tourism Villages in various parts of Indonesia, by promoting local uniqueness and local wisdom. The Minister of Tourism and Creative Economy said that during the Covid-19 pandemic, visitors to tourist villages experienced a significant increase of up to 30 percent amidst economic difficulties (Siagian, 2020). A tourist village is a community in the form of a village community consisting of residents. A tourism village is a rural area that offers a whole atmosphere that reflects the authenticity of the village itself, starting from social culture, customs, daily life, having architectural buildings and village spatial structures. that are unique and from socio-economic life or economic activities that are unique and interesting and have the potential to develop various tourism components, such as attractions, accommodation, food and drink, souvenirs, and other tourism needs (Soetarso & Mulyadin, 2013).

Tourism villages have unique and special characteristics to become tourist destinations, including natural environment, traditions and culture still held by the community, special food, agricultural systems, and kinship systems. The existence of human resources (HR) plays an important role in the development of tourism, including in tourist villages (Nabila & Yuningsih, 2016). Tourism HR includes tourists or as employment. The role of HR as workers can

be in the form of HR in government institutions, HR who act as entrepreneurs who play a role in determining the satisfaction and quality of workers, experts and professionals who play a role in observing, controlling and improving the quality of tourism as well as the community. around tourist areas that are not included in the above categories, but also determine the comfort and satisfaction of tourists visiting the area (Pajriah, 2018).

HR is one of the factors that play an important role in advancing the tourism sector. The importance of HR in the tourism sector is that people are a very important resource in most organizations. Particularly in service-based organizations, human resources play a key role in realizing successful performance (Setiawan, 2016). This tourism is a temporary journey undertaken by a person or persons to visit a certain place with the aim of learning the uniqueness of the attractions presented, seeking self-development or for recreation. Law Number 10 of 2009 concerning Tourism states that tourism is a variety of tourism activities that are supported by facilities and services provided by the government, businessmen, local governments and the community.

In general, tourism is done by visiting various destinations and also existing attractions (Thalia & Sugiyarti, 2011). One of the districts that has great tourism potential is Karanganyar Regency. The location of Karanganyar Regency, which is directly adjacent to the east of Surakarta City and is on the west side of the slopes of Mount Lawu, makes for tourism potential with its natural beauty (Karanganyar Regency Government, 2010). Karanganyar Regency has strategic tourism potential and must be developed with the principle of empowerment and creative economic development by involving the participation of the community in the region. Tourism potential in Karanganyar Regency needs to be developed to support regional development and tourism development in particular (Karanganyar Regency Tourism Development Master Plan 2016-2026).

Sumberbulu Tourism Village, which is located in Sumberbulu Hamlet, Karanganyar Regency, Central Java, is a strategic tourism village that must continue to be developed considering that this area is still in the priority tourism area of Borobudur (Tarmy, 2021). At the 2021 Indonesian Tourism Village Award (ADWI), the Sumberbulu Tourism Village won first place as the best tourist village in the souvenir category. Quoted from the Kemenparekraf Tourism Network, Thursday, January 20 2022, Sumberbulu Tourism Village has various tourist offerings, starting from the beginning, culture, educational tourism, agro-tourism, to rural tourism (Elmira, 2022). Currently Sumberbulu Tourism Village is included in the category of developing Tourism Village (Jadesta, 2022). Human resource development is a continuous effort to improve the quality of human resources in the broadest sense, through education, training and coaching (Yudanto & Kusumaningrum, 2009). HR competency indicators are as follows a) knowledge, b) skills, and c) abilities (Ardiana et al., 2010). These three things form HR competencies that will influence the resulting performance.

The competence possessed by tourism HR determines the success of tourism development at the Sumberbulu Tourism Office. The tourism human resources discussed in this study are human resources which include business actors and those who have direct contact with tourists, namely tour guides, homestay managers, souvenir sellers, food and drink facility providers and other business actors who are directly involved in providing services to tourists (Indriastuti, 2020). Based on the results of the pre-survey research, HR in the Sumberbulu Tourism Village have attended many trainings in order to improve HR competence. Therefore the purpose of this study is to provide an overview of the extent to which institutions in the development of competency-based tourism villages are owned by Tourism Human Resources in Sumberbulu Tourism Village in efforts to develop tourism in the village so that in the end it will produce recommendations on what education and training should be needs to be done to improve the competence of tourism human resources.

## **METHODS**

In this study, researchers used a descriptive qualitative method. For the sampling technique used in this study, namely the non-probability sampling method with sampling using a purposive sampling approach which in the process requires specific and in-depth information, respondents from certain groups (Sekaran & Bougie, 2017).

To obtain the data in this study, several data collection techniques were used, including: interviews, observation, literature study, and documentation study. As well as conducting in-depth interviews, the following participants were taken in this study: Sumberbulu Tourism Village Manager, Tourism Awareness Group (POKDARWIS) of Sumberbulu Village, tour guides, homestay managers, food and drink service providers, souvenir sellers, and other business actors. The interview guide is a completeness of the research which is prepared as a guide or reference for conducting interviews. This study uses an interview guide as a data collection tool (Ibrahim, 2015). In addition to the interview

guide, another data collection tool that will be used is the checklist. The checklist is used to obtain information and data about tourist attractions, accommodations, restaurants, shopping places, distance and time of visit of tourists.

Data analysis techniques in this study used qualitative data analysis techniques, namely data reduction, data presentation, and drawing conclusions (Ibrahim, 2015). In testing the validity of the data, the researcher uses a source triangulation technique so that the researcher can carry out examinations and compare data obtained from many sources. As for institutional/participatory analysis, namely planning which in its objective involves the interests of the people, and in the process involves the people (both directly and indirectly (Abe, 2002). In this study, Arnstein's level of participation theory is used. There are 3 levels of 11 participation, namely Citizen Power, tokenism, and non-participation (Wicaksono, 2010). However, in this study, 2 levels will be examined, namely the level of Citizen Power and Tokenism.

## **RESULTS**

### **Profile of tourists visiting Sumberbulu Village**

To get an overview of "Tourism HR Competence in Sumberbulu Tourism Village", the respondents in this study were Pokdarwis, Community Leaders, MSME Business Actors to Sumberbulu Village Tour Guides. This research was conducted to increase the ability and potential in managing community resources from various aspects by preparing proper homestays for guests to come with their local wisdom, preparing packaged tour packages if there are live-in guests or just visiting, preparing human resources who can make souvenirs to and culinary, this is done in order to develop HR competencies in the Sumberbulu Tourism Village.

### **Description of Sumberbulu Village Business Actors**

#### ***Homestays***

To improve the quality of human resources in the field of tourism, especially those related to the development of local inns (homestays), the management has created a training program for the community on procedures for providing services to tourists when receiving tourists to stay at people's homes, training on mastering English, training on room cleaning techniques, and how to package products and tourist attractions. With various training programs that will be carried out at Sumberbulu Tourism Village, it is hoped that it will provide satisfaction and comfort to tourists who stay overnight, so that the length of stay of tourists will be longer. Homestay standardization training, namely training in providing homestays in accordance with established homestay standards, such as comfort, facilities, tidiness, etc. This training begins with a gathering of homestay owners and an explanation of the training program. This training requires homestay owners to repair their homestays to a predetermined standard. In relation to local lodging (homestay) training, it is hoped that the community will have the skills to prepare their homes as places for tourists to stay, in terms of cleanliness, tidiness, layout, required facilities, sanitation/ hygiene.

Other inhibiting factors are also found in homestays. Not all residents are involved in renting their houses as homestays. The reasons that are usually put forward by residents are because they are busy and not ready. This is because making a home as a homestay must be able and ready to provide its own room for guests and must provide three meals a day for guests. There are various types of homestays but the pay is the same, so guests sometimes choose the homestay they will occupy. This makes some homestay owners jealous when guests choose for themselves.

#### ***Tour guide***

A tour guide is someone who is qualified to provide interpretations of social and natural knowledge in a tourist destination that he masters in a certain language. Currently, Sumberbulu Village already has 20 tour guides. This is also supported by the basics that have been obtained by the tour guides, including regarding the history of the Sumberbulu Tourism Village and the village's superior products, including Bio Gas, Jamu, and Sendang Bulu. Currently the tour guides in Sumberbulu Village do not have specific skills because the knowledge obtained by one individual tour guide is the same as the others. The knowledge obtained by the tour guide includes coming from community leaders in Sumberbulu Village as well as discussions with fellow tour guides. The tour guides were also late to attend various trainings that had been attended by tour guides including cultural tour guide training, from the Tourism Office, Photography Training from the Ministry of Tourism and Creative Economy, as well as destination management training from the Tourism Office. Currently, tour guides are used to accompanying guests who come to Sumberbulu Village. Scouting can be done individually or in groups. For example, if there are 40 guests who come for tracking, it means that there are four guides by dividing tourists into smaller groups of 10 people. However, if tourists come for

educational tours, such as seeing the process of making herbal medicine, usually a tourist group of 20–40 people can be served with only two tourist guides.

Nowadays, the weakness of the Sumberbulu Village guides is their foreign language skills, the guides can only guide in Indonesian and for the regional language, namely Javanese. The guides have also attended grooming training and learned techniques for introducing themselves to tours. As for feedback from tourists who say that the attitude of the guide is polite and friendly. Other services provided by tour guides are fun games and ice breaking which can be adjusted to the wishes of tourists who come to Sumberbulu Village. Sometimes the guides also have difficulty dealing with guests who want to go home first during the tour. Therefore, the guides must prepare the rundown properly and properly and coordinate with parties directly related to organizing the tour. Even if there is a change in the program due to something or the weather, the guides also prepare a plan B and provide understanding and explanation to tourists to avoid misunderstandings.

### ***Educational Tourism Entrepreneurs***

Business actors have been creative in running educational tourism businesses so that now there are several tour packages offered to visitors. Such as the experience package containing tours of making traditional herbal medicine, handicrafts, organic farming, and biogas. Education about making gas that can be used to make fires for cooking and also for lighting. Biogas itself is made from cow dung. Also, the traditional herbal medicine making class is an education on making traditional herbal medicine by explaining the production process, the materials used and how to pack it using basic ingredients which are still traditional and simple, but have a very delicious taste. This tour package can be collaborated with cultural elements in Sumberbulu Village.

### ***Food and Beverage Seller***

The herbal medicine business actor is an example of a leading MSME. Until now, there are 19 flavors of herbal medicine typical of Sumberbulu Village. Marketing of Jamu Celup souvenirs can be purchased online via the Instagram *Ambu\_store*, Jamu sales can be sent outside Java. Tourists can relax and enjoy traditional food typical of Sumberbulu Village. They can visit *Toya Wening*, which is the right restaurant to enjoy coffee and traditional menus. The main menu served is *wedang jahe*, *bandrek* (hot ginger) and *sego bancakan* (rice).

### ***Souvenir***

There are various kinds of business field, including fashion products from Batik Tulis to T-shirts that can be directly painted by tourists. For crafts, the people of Sumberbulu Village can make watches, mugs, key chains, photo frames and other decorations using bamboo-made products. There are also wayang kulit made from bamboo shavings, priced from two hundred thousand rupiahs to millions of rupiahs. This art object was born from the creativity of the people of Sumberbulu Village. But until now sales are still being done offline. There needs to be guidance for the souvenir actors from Sumberbulu Village in the form of marketing materials to the benefits of using social media for promotion.

## **Analysis of Participation Levels**

### ***Citizen Power***

In citizen power there are three sub-levels, namely the lowest is partnership, delegated power and citizen control. The level of partnership means that there is a partnership between authorized officers and the community in development programs. Then the level of delegated power means that the government gives authority to the community to take care of their own needs in a development program. Finally, the level of citizen control means that the community is given the authority independently to control a program from formulation, implementation to evaluation. The lowest level of citizen power is the partnership ladder, it can be said that the degree of community participation has reached this level of partnership. POKDARWIS and the government have established partnerships with the community. POKDARWIS Tourism Village and the community establish partnerships by forming associations or working groups (working groups) and forming KSM (Social Self-Help Groups) to invite people who want to develop themselves and innovate, especially to support the development of Sumberbulu Tourism Village. The second sub-level of the Citizen Power level is Delegated Power. In the delegated power sub-level, it can be said that the degree of participation of the Kandi community has also reached this level. The government has given authority to the community to take care of their needs in the development of the Sumberbulu Tourism Village, because this Tourism Village was formed by the community itself, it is the community itself who knows what is needed in this Tourism Village. The government only conducts training and issues policies. At the citizen control sub-level, this means that

the community controls public policies starting from formulation, implementation, to evaluation. It can be said that the level of community participation in the development of Sumberbulu Tourism Village is already at the level of citizen control. In this Tourism Village the policy controller is POKDARWIS, but this POKDARWIS also involves the community outside the administrators to become controllers in the policies of the Sumberbulu Tourism Village.

### **Tokenism**

Tokenism is the level at which communication occurs between the government and the public. Tokenime is subdivided into three tiers. Starting from the level of information, consultation and placation. The first thing that is the lowest level in the level of tokenism is information, which means that there is one-way communication from the government to the public. The communication that occurs is expected to be able to help provide an overview to the community about the development of Sumberbulu Tourism Village. One-way communication has been carried out by the government, such as giving announcements when exhibitions will be held, training or socialization for Sumberbulu residents the announcement is made when there are regular meetings held in each RT or RW in kelurahan. Not only information through announcements, the government has also made leaflets about Tourism Villages so that the community is better prepared to become a participatory community in the development of Sumberbulu Tourism Village. Furthermore, the second level of tokenism is consultation, namely two-way communication, in the form of meetings with the community to find out the development of activities that have been carried out. This meeting was conducted by the authorities on activities that support the development of Sumberbulu Tourism Village. Sumberbulu Tourism Village A one-month meeting is held for meetings of all POKDARWIS administrators, while the three-month meeting is attended by the management of POKDARWIS, RT, RW, Lurah, Sub-district, the Karanganyar Regency Culture and Tourism Office, as well as residents of the Sumberbulu Village community to discuss the activities to be carried out and also discuss the evaluation of activities that have been carried out previously. Not only regular meetings, in Sumberbulu Tourism Village FGD (Forum Group Discussion) was also held to discuss the development of Sumberbulu Tourism Village and discuss what will be done in the future. The highest ladder at the tokenism rate is placation. What is meant by placation here is to involve citizens to become committee members in the program but the right to decide remains in the hands of the power holders. In Sumberbulu Tourism Village, small committees have been formed to support the development of Sumberbulu Tourism Village The committees that have been formed are pokja (working group) and KSM (Non-Governmental Group).

### **Analysis of the Role of Stakeholders in Sumber Bulu Village**

Based on the results of research in the field, results can be obtained in the form of a matrix regarding the role of participation among stakeholders in Sumberbulu Village. All the programs that have been implemented have also been able to move the community to be seen as active in every program planned. The village government, in this case, carries out the task of making regulations which are assisted by the aspirations of the people directly. From the community point of view, it can be seen that tourist villages can provide new job opportunities, but the training of human resources in Sumberbulu Village needs to be considered so that the community can contribute more optimally. Local entrepreneurs in Sumberbulu Village can share the profit as a percentage with the village government to help village programs. Cahyana et al., (2019) explained more briefly in the following table:

**Table 1 Analysis of the Role of Stakeholders in the Sumberbulu Tourism Village**

<b>Roles / Stakeholders</b>	<b>Government</b>	<b>Businessman</b>	<b>Local people</b>
Active Aspect	Facilitator/ regulator	Investors	Participator
Status	Head of Sumberbulu Village	Local entrepreneur have a tourism business	Sumberbulu Village Community
Right	Get retribution from activities in Sumberbulu Village	Able create businesses related to the tourism sector and can support the economy of Sumberbulu Village	Communities have rights and are involved in making any decisions
Obligation	Create village regulations related to tourism, facilitate all forms of information, and follow up on programs from the district government	Give retribution that has been agreed with the village government and the community, empowering the community to participate in the tourism business created	Give convenience and security for tourists and support everything tourism activities

Source: Researchers (2022)



### **Driving and Inhibiting Factors of Community Participation in Sumberbulu Tourism Village**

The driving factors are community knowledge of the program, and external factors (Disbudpar: Issuing policies, conducting training, conducting outreach, conducting coaching. POKDARWIS: giving opportunities for people to participate in Pokja, being a bridge for the community to empower existing potential. Mass Media: assisting in promoting Sumberbulu Tourism Village)

The inhibiting factors are community work, education, and external factors (Disbudpar: less innovative in carrying out training so that people are bored and reluctant to participate. POKDARWIS: administrators have high individualism and egoism and prioritize personal interests, lack protection in inviting participation, no recruiting younger and more competent administrators and administratively the data regarding the number of tourists has not been recorded validly.

### **CONCLUSION**

The management of human resources in the Sumberbulu Tourism Village, namely the community management process must be carried out in collaboration with the village community and involve resource persons to provide motivation as well as training to all members of the community who are involved in the course of activities in the Sumberbulu Tourism Village, career development and training must be carried out right on target for the sustainable Sumberbulu tourism village. In terms of human resources, ordinary people with training through empowering the community, the villagers have the skills, knowledge and experience to improve the tourism village which was originally an ordinary village to become a village that is beautiful, clean and has local wisdom. Many packages are offered, such as educational packages, cooking classes, animal husbandry, agriculture and outbound.

From the results of this study it can be concluded that there are inhibiting factors in HR management in Sumberbulu Tourism Village divided into two, internal factors include (1) there are two administrators who are not active in management, with reasons due to their busy work, (2) there are differences in management due to tenure management is limited to two years and a maximum of two terms. While external factors include (1) Not all of the community is involved, (2) Not all of the people of Sumberbulu village have made their homes into homestays, (3) Lack of education regarding foreign languages for tour guide actors. The form of community participation in Sumber Bulu Tourism Village in development is pseudo-participation. From the results of this study, it can be concluded that there are two relations established by the Sumberbulu tourism village, namely relations with the village community and relations with outside communities or institutions. Relationships that exist with the village community are relations with homestay owners, youth, mothers, children and the entire village community. Relationships that are established with outside communities or institutions, namely relations with the Central and Regional Governments, relations with farmers, relations with Environmental NGOs (Non-Governmental Organizations).

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