

# **STAKEHOLDERS INTERVENTION IN OPTIMIZING VILLAGE BASED ON SUSTAINABLE TOURISM**

**(STUDY ON KUNGKUK TOURISM VILLAGE BATU CITY)**

## **UNDERGRADUATE THESIS**

**As Undergraduate Thesis Submitted for Bachelor Degree of Public  
Administration Brawijaya University**

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## MOTTO

“Mereka tertawa karena aku berbeda, tetapi aku tertawa karena mereka sama saja”  
(Kurt Cobain)

“Cepat selesaikan kuliahmu nak, mama ingin punya cucu” (Ibundaku tercinta)

“Kebahagiaan tidak bisa dibeli dengan uang, tetapi dengan uang kita lebih bahagia  
daripada tidak punya uang” (Anonym)



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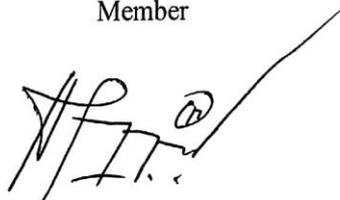
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Malang, March 1st 2018



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## SUMMARY

Johanes Christian Sawarso, 2018. **Stakeholders Intervention in Optimizing Village Based on Sustainable Tourism** (Study on Kungkuk Tourism Village Batu City). Dr.Sarwono, M,Si.

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This research was conducted to analyze: (1) Government intervention as the locus of this research as well as interventions of other parties such as managers and surrounding communities in optimizing the development of Kungkuk tourism village, (2) Supporting and inhibiting factors that influence the development of Kungkuk tourism village, and (3) giving Recommendation forward that might be given in optimizing the Kungkuk village development.

This research uses descriptive research type with qualitative approach. Sources of data in this study include: (1) Informants, (2) events, (3) documents. Data analysis in this research use Miles and Hubberman analysis method (2014) which include: (1) data collection, (2) condensation data, (3) data presentation, (4) drawing conclusion.

The results of this study indicate that: (1) Government intervention that is urban culture and tourism city of Batu more focusing to the development of infrastructure and facilities such as access road, building, billboard, other supporting facilities and improvement of quality of human resources to the manager as a provider of tourism services, (2) Managers as key stakeholders run the whole tourism village management independently such as marketing strategy, investor search, site management and maintenance with sustainable tourism orientation, (3) Analysis of supporting factors such as geographical location and access roads that complement and constraining factors such as limited funds , communication problems among stakeholders, lack of quality of human resources, and tourist village as a special interest tourism destination, (4) Recommendations can be given by designing a new cooperation system involving other tourist destinations and optimizing the utilization of media information and optimization of each stakeholder interaction.

Keywords: Stakeholders, Tourism, Sustainable.

## FOREWORD

Praise gratitude writer praying to the presence of God, who has bestowed grace and bless, so that the writer can complete this undergraduate thesis entitled **Stakeholders Intervention in Optimizing Village Based on Sustainable Tourism** (Study on Kungkuk Tourism Village Batu City).

This undergraduate thesis is the final task proposed to qualify in obtaining a Bachelor degree of Public Administration Sciences at the Faculty of Administrative Sciences Brawijaya University.

The author realizes that the preparation under this undergraduate thesis will not be accomplished without the help and encouragement of various parties. Therefore on this occasion the author expressed his gratitude to the honorable:

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With the limited knowledge and ability that the author has, the author realizes that this undergraduate thesis is far from perfect. Therefore, the authors are hoping for suggestions and constructive criticism for the perfection of this undergraduate thesis. Hopefully this thesis useful and can give a meaningful contribution for the parties in need.

Malang, March 1st 2018

**Author**

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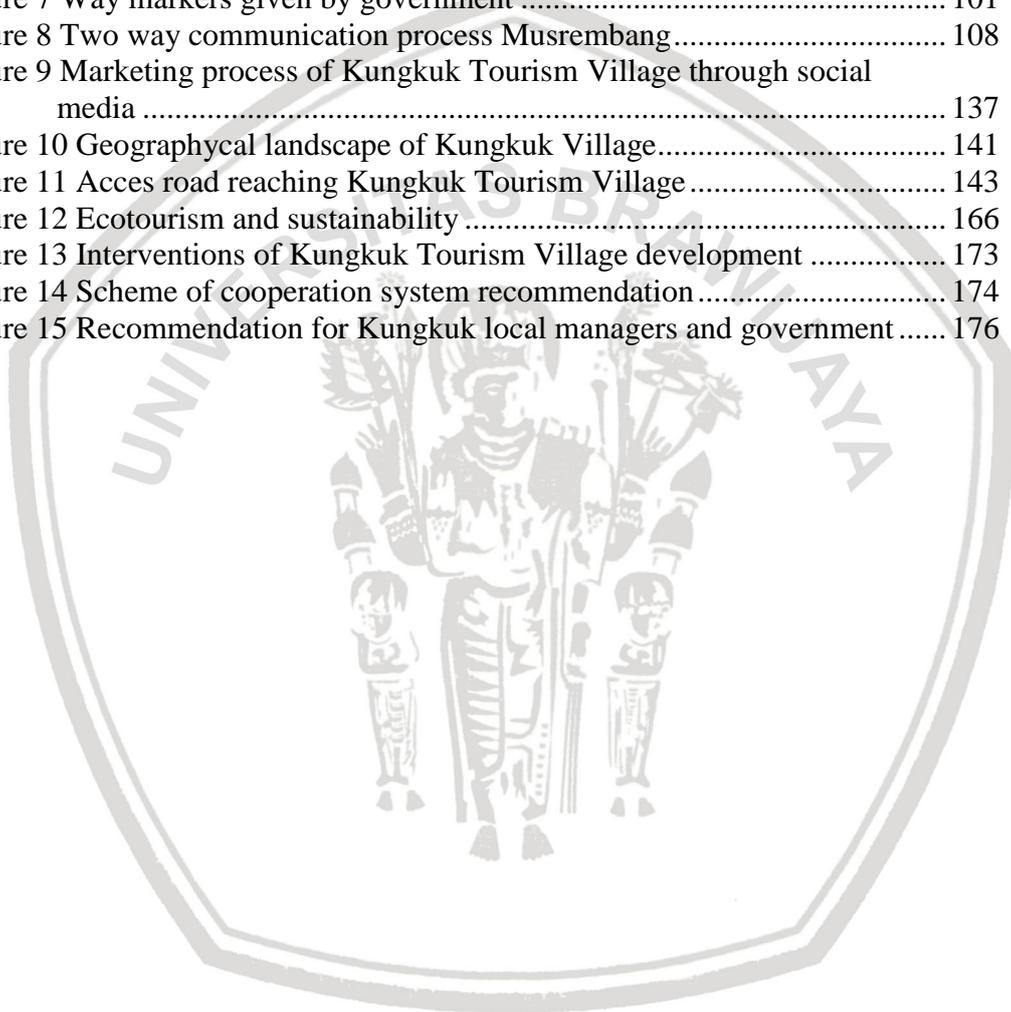
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## CHAPTER I

### INTRODUCTION

#### A. Background

Indonesia as a developing country is certainly needed development in every sectors. Sustainable development should be needed to promote the welfare of all layers of society as described in the preamble to the fourth paragraph of the 1945 Constitution which reads:

*“The Government of the State of Indonesia that protects the entire Indonesian nation and the entire Indonesian blood sphere, and to promote the common prosperity, educate the life of the nation, and participate in the implementation of a world order based on freedom, eternal peace and social justice.”*

The development context that focuses on the attainment of the goals and the general welfare of course is closely related to strategy, planning, and a good governance for the achievement of goals. Together with innovations from the government for a country to be competitive, it is necessary to create a renewal of economic concepts in many sectors, one of which is the tourism sector.

Tourism is a major industry in Indonesia, because the tourism sector has contributed considerable revenues to the Indonesian economy. Through the tourism sector it is also possible to create jobs, local income, attract investors, and improve the lives and welfare of the people. According to Yoeti, (2008, 3) the perspective of the influence of tourism on developing countries is as follows:

1. Tourists are interested in the growth of food and beverages that are local.
2. The development of small businesses that produce local souvenirs with the potential of international market share.
3. The development of cafes, bars, and local restaurants that tourists are interested in.
4. The emergence of groups that provide services guides and interpreters that nourish the growth of informal education of foreign languages in Indonesia.
5. The growing efforts of local tourism agents serving tourists.
6. The number of cultural events organized by local companies.
7. The development of tourism education institutions from an early age.
8. The development of hotel business, guesthouse, inn of local people.

One of the manifestations of tourism is the acceleration of the development process where the development of tourism brings significant impact for society. According to Tourism Minister Arief Yahya, tourism in Indonesia in 2016 has a target of 20 million tourism with foreign exchange of US \$ 20 billion, with a budget of about 8 trillion rupiah, and this figure exceeds the revenue from other sectors such as oil and gas. As one of the crucial sectors in providing acceptance to the country, the development of tourism in Indonesia is experiencing a dynamic change and now more and more new business models are born in the development of Indonesian tourism in the hope of attracting the tourists both domestic and abroad.

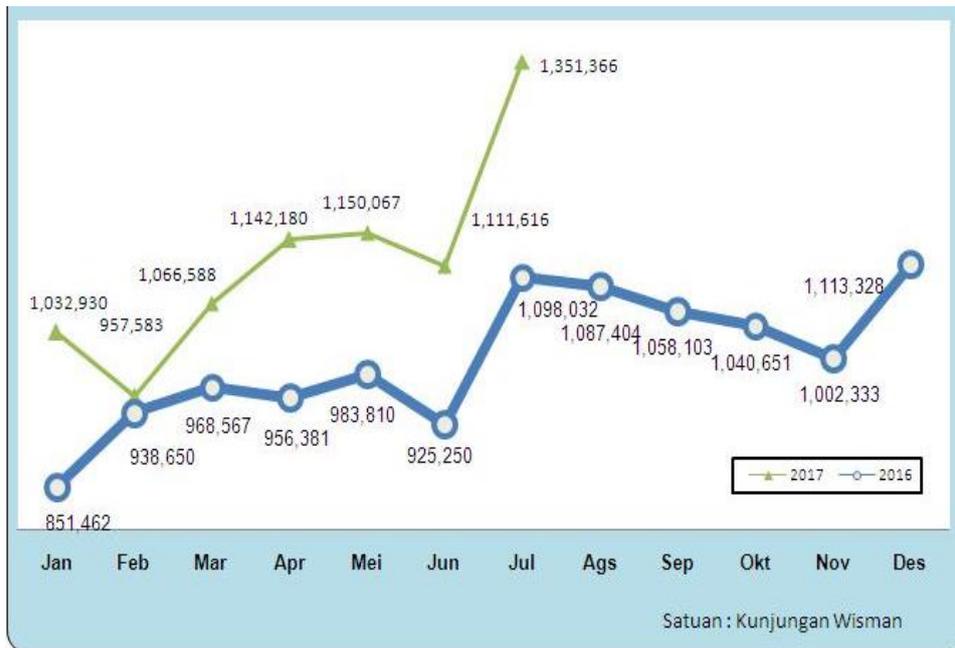


Figure 1. Monthly Overseas Tourists Visitation (Source: Indonesia Tourism Ministry, 2017)

Based on the above data we can observe that foreign tourist arrivals increasing every month. There are two graphs which show the dynamics of the number of foreign tourists in 2016 and 2017. Both years showed the achievement of the same number of tourists in February with a total of 938 650 foreign tourists numbered. The number of tourists showed at least in January 2016 with total foreign tourists amounted to 851,462. The number of foreign tourist arrivals has increased significantly in June 2017 with the total number of foreign tourists as much as 1.351.366. A phenomenon that has been presented by the Ministry of Tourism of Indonesia in the form of data tables can we manifest as a rate of movement of tourism development which will certainly continue to grow. Much of Indonesia's tourism potential which if

continuously explored and managed efficiently will improve the welfare of local communities, surely along with bringing in more visitors or tourists. According to Nugroho, (2011, 87) the development of ecotourism has the most important indicator is the visitor, and as a key driver in ecotourism, visitors from outside can inject the flow of the local economy and is expected to provide incentives for better management. In this case we can conclude that visitors both domestic and foreign are expected to provide material as a real contribution in the development of ecotourism. With the establishment of managers of available human resources not only improve services for tourists but also improve the internal conditions of the tourist attraction. In this case is expected to increase the index of tourist satisfaction in order to introduce Indonesia's tourism potential to the world.

Nirwandar, (2006: 1-2) Explain that tourism development is basically aimed at the unity of the nation, tackling poverty, sustainable development, cultural preservation, subsistence and human rights, improvement of industry and technology. Based on the above understanding, the development of tourism is expected to strengthen the unity of the nation given that the number of tourism potential in Indonesia is able to boost economic indicators. Nature and cultural tourism offered throughout Indonesia should be utilized and managed well through government, private interaction, and of course the participation of local people as the main wheel of a system of tourism objects on offer. Improvements in technology and industry are also one of the crucial things for tourism development. In providing services to tourists, some aspects such as

convenience, convenience, and the economic side become one of the main reference of the tourists both local and foreign, where the tourists always tend to seek tourist experience by promoting a practical perspective. With the development of technology in the development of tourism, ease in achieving access to attractions, tourist satisfaction both local and foreign, and the internal control and management functions of the manager will be more leverage. The development of local industry around tourism object with home industry base and creative economy with maximal governance and development of course bring positive impact to local society. In this case, the development of creative local industry becomes an economic indicator of society. With good management, sponsors and the role of government are expected to improve the welfare of local communities in the context of tourism development. In the context of maximizing tourism development should think about the aspects in detail, since tourism is a unitary activity is multidimensional and multidisciplinary exist as a manifestation of the needs of society and the state as well as the interaction between tourists both local and foreign tourists and the local community, fellow travelers, national and local governments, as well as private parties as stipulated in Law number 10 Year 2009 on Tourism.

The work in running a capriarchy system must also take into account aspects of environmental sustainability. Economic development in the context of tourism without taking into account the aspect of environmental sustainability will be a problem of development in the future given the environment and natural resources have limited capacity. The need for

intervention by all parties in preventing the occurrence of biodiversity degradation is an important point that must be taken into account. Therefore, the perspective in tourism development should be able to give birth to a tourism system that will give great impact not only to the present generation especially for future generations through the concept of sustainable tourism development. With the concept of sustainable tourism development is expected to boost the growth of tourism economy and local industrial production on a maximum scale. Factors such as social needs and cultural needs in the context of sustainable tourism development are expected to be able to create local production standards within the limits of environmental capabilities related.

Swinton in Asefa (2005: 15) draws the following policy guidelines to enhance the sustainability of both agriculture and natural resources in rural development:

1. Provide clear and strong property rights, since secured farmland tenure is important for increasing productivity and make the long term of investments necessary to conserve and improve natural resources.
2. Develop local institutions that support natural resources partnerships, such as community systems that enforce crop rotation and maintain soil fertility at modest levels.
3. Provides an efficient network of transportation, roads, and communication to support markets for agricultural inputs and commodities, as well as provide a system of credit. Without these

things, expected benefits from net investments in agriculture and natural resources will not even be established.

4. Enhance farmers capacity by providing quality education and training that includes conversations of agriculture and natural resources. This must be supported by access to investments in nonfarm enterprises or provision of subsidized credit.
5. Develop policies to the specific socioeconomic in which agriculture and resources in developing countries.

The concept of sustainable tourism development from the above description requires support for local communities such as farmers and ranchers. This is required in order to maintain the running of a development system without harming the next generation. The ease of supporting access such as transportation, roads, and communications enables the development of market share for the development of tourism object. While the role of government in this case is also very necessary. Policies or programs designed by the central government or local government are the demands of policy formers or program designers to propose concrete actions and contributions in view of a particular problem in the context of tourism development. According to Nugroho, (2011: 84) the government has a strategic role in developing policies in the ecotourism sector along with all its support where the policy includes strategic law such as conservation spatial arrangement to technical instrument concerning investment services, both from central government and

local government. The output of government intervention can be a policy of determining tourist areas, fiscal instruments, infrastructure and program design in support of potential excavation and running the management of tourism development system in the context of government intervention as stakeholders. According to Selviyana (2012: 43) the intended stakeholders are all internal and external parties that affect each other or influenced, is direct or indirect by the company.

Batu Town which is a city located in East Java has great tourism potential. Located ± 100 kilometers south of Surabaya City and geographically located between 7 ° 55'30 "to 7 ° 57'30" south latitude and 150 ° 7'0 "to 118 ° 19'0" east longitude, Batu City has an area of 151.37 km<sup>2</sup> and with a population of 159,617 inhabitants. Batu City has many attractions that are very interesting to visit. In the context of tourism development, Kota Batu itself has a grand design with the concept of Batu Tourism City where tourism industry becomes the biggest sector in Batu City development. The development of Batu City tourism sector is consistent with human development in Batu City where there is a continuous increase in the development index of Batu City people.

**Table 1: HDI of Batu City 2013-2015** (Source: IPM Kota Batu 2017)

IPM Components	2013	2014	2015
IPM	71,55	71,89	72,62

Index of life expectation	0,80	0,80	0,80
Index of Education	0,63	0,64	0,65
Index of Purchasing Power	0,72	0,73	0,74

The success of government programs in increasing HDI in Batu City is the utilization of existing facilities. Besides in the field of health, education, and economy, ecotourism utilization is a big contributor in IPM Kota Batu. In addition to the increase in HDI, in terms of the production approach of Batu City development process has achieved a brilliant achievement. This is seen from the growth of per capita income of Batu City.

**Table 2: GDP Progress Year 2010 Year 2013-2015** (source: BPS Kota Batu 2017)

Description	2013	2014	2015
PDRB ADHK (Billion)	8.018,0	8.573,4	9.145,9

PDRB ADHB (Billion)	9.078,4	10.250,3	11.510,4
PDRB/ Kapita ADHK (Thousand)	40.866	43.169	45.615
PDRB/Kapita ADHK (Thousand)	46.271	51.612	57.408
Economic Growth	7,28	6,93	6,69

Based on the above data, Batu City in 2015 has PDRB ADHB (at current prices) worth 11,510.4 billion. GDP growth in 2015 is slightly slower than in 2014 at 6.69%. This figure covers the entire sector in which the main industrial mover in Batu City lies in tourism activities.

Batu city which is an autonomous region has the potential and background that is very supportive to develop the tourism industry, including the city of Batu is located in the highlands and hills where the air is still cool, beautiful forest areas and beautiful scenery. The second is where Batu Town has agricultural potential in the form of fruit and vegetable crops that allow Batu City to become a city of agrotourism and also the potential of livestock such as cattle with good quality, it has been utilized by the community and

local government by establishing KUD (Village Unit Cooperative) and some agricultural tourism objects such as apple picking tours to support the local community's economy. The development of tourism object to support tourism in Batu Town such as coban raising tour, paragliding mountain, coriander hot water songgoriti, historical and cultural tourism (songgoriti temple, japanese cave, old church, etc.) brings the impact of the development of tourism industry and supporting services from economic potential of the community such as culinary tourism (restaurant), lodging, and travel agency and the emergence of typical food industry development of Batu such as apple chips.

Batu City is known as a capital-intensive industrial city. In this case the development of tourism in the city of Batu tends to use the help of sophisticated machines in the production process and began to leave things that are natural. Most of the capital-intensive industries in Batu City are owned and managed by large investors, this is also due to the low quality of human resources of local communities to manage Batu City which is capital intensive. The construction of infrastructure such as public facilities with good technology is directly proportional to the development of a manmade tourism industry. In this case as an example of the emergence of attractions Jatim-Park, Batu night spectacular (BNS), Transport Museum, and predators Fun Park. The object of the tourist industry that is manmade raises the problem because it tends to be preferred tourists to visit rather than natural attractions such as apple picking tours, tourist villages, and so forth. Here is a table of tourist visits in Kota Batu:

Tourism Object	Number of Tourists Visitation
Desa Wisata Sumberejo	574
Banyu Brantas Rafting	1.616
Sahabat Air Rafting	2.574
Wonderland Waterpark	3.490
Rafting Kaliwatu	5.666
Kampung Wisata Kungkuk	5.974
Vihara "Dammadhipa Arama"	8.124
Candi Songgoriti	15.763
Pemandian Air Panas Songgoriti	26.714
Kampoeng Kidz	28.928
Desa Wisata Tulungrejo	37.904
Petik Apel "Makmur Abadi"	40.427
Eco Green Park	46.900
Pemandian Tirta Nirwana	57.593
Jatim Park	106.316
Museum Satwa	124.525
Museum Angkut	204.625
Air Panas Cangar	211.549
BNS	248.701
Kusuma Agrowisata	282.873

Selecta	788.185
<b>Total of Visitation</b>	<b>2.249.021</b>

**Table 3: Visitors of Batu City 2015, Source: Dinas Pariwisata dan Kebudayaan Kota Batu**

 : Manmade Tourism Object  : Religion Tourism Object

Based on the above data we can conclude that the tourism industry that is manmade in Batu City more interested visitors. In 2015 the number of visitors selecta tourist attraction reached 788,185 tourists. This figure has a fairly far tip with tourists with the concept of a tourist village like Kampung wisata Sumberejo and Kungkuk. Inequality of visits between tourist destinations in the city of Batu a special attention for the government of Batu. Given the increasingly threatened tourist destinations with the base of local wisdom and some tourist destinations that are less desirable visitors. In this case refers to the higher interest of tourists on vacation to Batu City it will be directly proportional to the growing tourist destinations that are manmade and increasingly abandoned tourist destinations with the concept of ecotourism such as tourism village (Trade-off). Batu City Government has a good program concept in tourism development in Batu City, but in its implementation found many obstacles such as lack of tourism object development with ecotourism concept and agrotourism and lack of management in agricultural sector in order to advance its tourism sector as related to Strategic Plan (Renstra) Batu City Tourism Office 2012-2017. In this case, in other words, the development of

tourism potential in Batu City has not fully brought positive impact to the surrounding area.

The rich natural resources and good governance capability of Batu City certainly contributes mainly to attracting tourists who want to visit Batu Town. There are many choices of attractions offered by the city of Batu, where one of them is a tourist attraction Kampung Kungkuk. Kampung Kungkuk tourism is located in the hamlet of Kungkuk, Puntan Village, Bumiaji District, Batu City, located at an altitude of 950 mdpl with an area of 14 hectares and an arel of forest area of 125 hectares. The concept of a tourist village established since 2007 is one of the growing tourist offer and is still active to date. Kampong Kungkuk tourism located in the village of Puntan and Kungkuk hamlet is a tourist destination that most offer tours with the concept of agro tourism, where visitors are offered several packages such as educational tour of citrus citrus, animal education and milk dairy, traditional dance, traditional lumping horse dance, biological cultivation, typical souvenir, outbound, rose rose educational, horse riding, camping and so forth. With village institutions such as karangtaruna, PKK, cooperatives and BUDES (Badan Usaha Milik Desa) are still active. In the optimization of its development, Kungkuk tourist village encountered a number of problems such as brief exposure in the author's personal interview with Mr. Wito as chairman of Kampung Wisata Kungkuk from surrounding communities as follows:

*“Konsep kampung wisata di Kota Batu ada banyak, namun salah satu yang paling aktif adalah kampung Kungkuk ini. Salah satu masalah dalam pengembangan objek wisata kampung ini adalah dimana dari segi*

*pemerintah dalam hal ini merupakan dinas pariwisata Kota Batu sering menjanjikan pelatihan pengembangan objek kampung wisata sebagai implementasi program pengembangan potensi wisata yang dicanangkan pemerintah pusat, mengingat akan rendahnya kualitas SDM kami. Namun, sampai sekarang janji pelatihan tersebut belum ada tindak lanjutnya. Bantuan dari pemerintah yang sudah kami rasakan hanya berupa bangunan infrastruktur seperti gapura dan toilet umum saja”.*

(Interviewed with Mr Wito as chairman of Kampong Wisata Kungkuk, 12 October 2017).

Based on the above explanation is quite clear that the role of government according to local communities has not provided a crucial impact for the development of Kampung Kungkuk own tourism. Limitations of education, skills and working capital of each individual manager certainly affect the quality of human resources as the driving force of a tourism village system, especially for regional economic development. According to Marpaung (2006), the pillars of regional economic development are based on balanced interventions from local governments (public), private sector, and local communities in managing resources optimally and synergistically. The absence of follow-up from the Batu City government in terms of training the development of tourist village objects to the manager becomes a separate problem in optimizing the development of Kungkuk tourist village.

The development of tourism potential in Kampung Kungkuk tourism surely through the intervention of a number of parties including the government, in this case is Batu City Tourism Office and the managers in this case is PODARWIS (*Kelompok Sadar Wisata*) and the participation of surrounding communities create a synergy in order to achieve objective objectives in the development tourist attraction Kampung Kungkuk in the

context of regional autonomy as it commanded in law number 6 year 2014 about Village.

## **B. Problem Formulation**

Based on the background description of this study, then the problems in the study formulated in the question as follows:

1. How are the interventions from each stakeholders in developing Kungkuk tourism village object?
2. What are the supporting factors and factors inhibiting the synergy of government interventions with others in developing Kampung Kungkuk tourism object?
3. how is the recommendation forward in the effort to optimize the development of the village tourism?

## **C. Research Objectives**

The expected objectives achieved in the implementation of this research are:

1. To study and describe the interventions from each stakeholders in developing Kampung Kungkuk tourism object.

2. Studying, describing and giving recommendations on supporting factors and inhibiting factors of government intervention with other parties in developing Kampung Kungkuk tourism object.
3. Studying, describing and giving recommendations forward in the effort to optimize the management of the village tourism

#### **D. Research Contribution**

1. For researchers to enrich the insights, especially in the development of Kampung Kungkuk tourist attraction.
2. As an input for the surrounding manager in the development of Kampung Kungkuk tourist attraction.
3. For consideration and input from the government in the development of Kampung Kungkuk tourism object.
4. As a consideration of subsequent related research.

#### **E. Systematics Writing**

To facilitate and deepen this thesis, systematically described as follows:

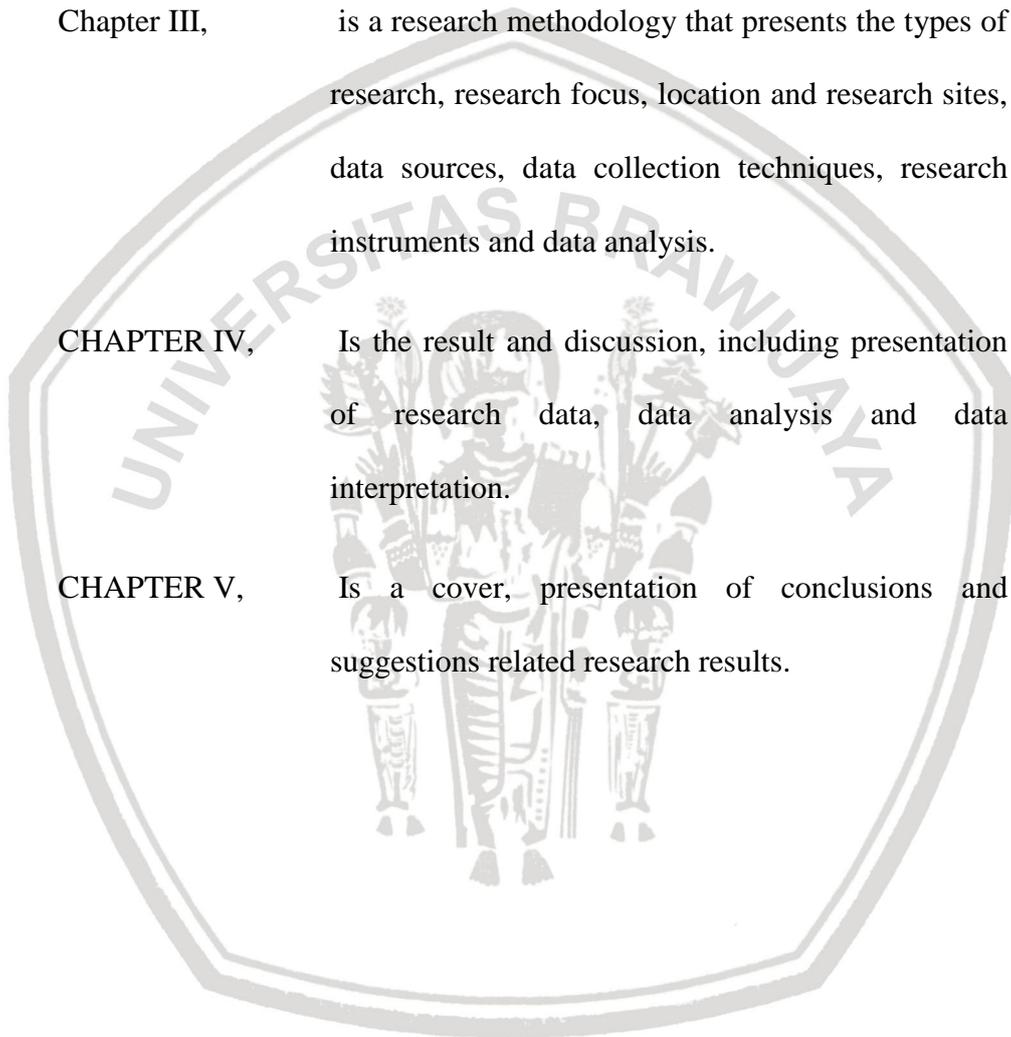
CHAPTER I, is an introduction that outlines the background, problem formulation, research objectives, research benefits and systematic discussion.

CHAPTER II, Is a literature review that contains the theories that support in this research such as Public Administration, Sustainable development, and Tourism.

Chapter III, is a research methodology that presents the types of research, research focus, location and research sites, data sources, data collection techniques, research instruments and data analysis.

CHAPTER IV, Is the result and discussion, including presentation of research data, data analysis and data interpretation.

CHAPTER V, Is a cover, presentation of conclusions and suggestions related research results.



## CHAPTER II

### LITERATURE REVIEW

#### A. Public Administration

##### 1. Definition of Public Administration

The concept of public administration is a concept that has been born since the era of neoclassical theory and is a concept of the old theory. Some experts conceptualize the theory of public administration and state administration in dictotypes. Some scholars define the concept of public administration theory such as Chandler and Plano in Pasolong (2010: 7) argue that public administration is the art and science used to regulate public affairs and perform tasks that have been determined. The purpose of public administration as a discipline is to solve public sector problems through improvement, on the organizational, human and financial fields. Another expert opinion proposed by Jhon and Robert in Pasolong (2010: 7) argues that public administration is:

*“(1) Includes the implementation of government policies established by political representative bodies, (2) Coordination of individual and group efforts to implement government policies. This is the day-to-day work of the government, (3) A process concerned with the implementation of government policies, the direction of skills and infinite techniques, giving direction and purpose to a number of people”.*

Felix A. Nigro and L. Loyd G. Nigro in Pasolong (2010: 8) also define public administration as:

1. Cooperation within governmental environmental groups.

2. Includes three branches of government: the executive, the legislature and the relationships between them.
3. It plays an important role in the formulation of government policy, and therefore as a political process.
4. Closely related to the private sector and individuals in presenting services to the public.
5. On its placement in some respects different from that of the sole proprietorship.

There is also another opinion put forward by Henry in Pasolong (2010: 8) that defines public administration as a complex combination of theory and practice, with the aim of promoting understanding of government in relation to the governed society, and also encouraging public policy to be more responsive to social needs. Some definitions of the experts can be deduced that public administration is a synergy of all government affairs in carrying out its duties to meet the needs of the public well.

## **2. Definition of Development Administration**

Development administration includes two meanings, namely the notion of administration and development. Siagian (1983: 2) says that the administration is the implementation of the process of the decisions that have been taken and the implementation is generally done by two or more human beings to achieve certain goals. While development is defined as a business or business series of growth and planned changes made consciously by a people, state and government, to modernity in the framework of national building.

According to Soekanto (2007: 358) added that development is a process of change in all areas of life are done deliberately based on a particular plan. While the development administration itself according to Siagian (2012: 5) is the whole business undertaken by a country, a nation that is growing, developing, and changing consciously and planned in all aspects of life and livelihood of the nation concerned in order to achieve its ultimate goal.

Development administration itself is very important for the development of the nation, especially in the development of small and medium enterprises where the government is working to improve the lives of its people through the small and medium enterprises.

### **3. Paradigm and Development Strategy**

Before going to the development context, we will first discuss about understanding paradigm and strategy. According to Suryono (2010: 114) paradigm is a perspective in which there are a number of certain assumptions. While the strategy according to Suryono (2010: 114) is a thing that consistently evolves and innovates, especially matters relating to the development of technology use. In principle, strategies relate to the policy of implementation, the determination of common goals, and the determination of ways and methods in the use of such means. Suryono in his book also explains that strategy analysis in general using SWOT analysis (Strength, Weakness, Opportunity, Threat).

Korten in Suryono (2010: 117) describes several sustainable development concepts supported by human development approach. In

developing countries like Indonesia, the human development approach focuses more on social and environmental development in order to support economic growth with sustainable development strategies described by Suryono in his book as follows:

*“Development of dimensioned social services directed towards the target group through the fulfillment of basic needs in the form of social services in the health and nutrition, sanitation, education and income sectors for improving the welfare of the community, (b) Development aimed at social development such as realizing equity, culture, and creating peace, (c) Human-oriented development to do (human as the subject of development) through human centered development and enhancing human empowerment (promote the empowerment people.”*

Human centered development perspective. Korten in Suryono (2010: 18) explains that its development leads to support for equity and growth in the framework of global development.

Some reasons to be considered such as social learning, empowerment, capacity, and institutional building. According to Korten in Suryono (2010: 18) that the characteristics of development strategies where development as a strategy oriented to:

1. Improving the quality of social services by bringing the basic needs of the poor closer.
2. Agriculture as a priority sector of the economy and lending of credit, information, inputs, and market infrastructure for the poor.
3. Growth of all sectors as an indicator of development.
4. Emphasis on social, economic aspects.
5. Developing labor-intensive and efficient technologies.

Tjokrowinoto in Suryono (2010: 120) presented a comparison map of the characteristics of three development strategies namely: growth strategy, basic needs strategy, and human-centered strategy.

Table 4: Comparison Map Characteristics of Three Development Strategies

Characteristics	Strategies		
	Growth	Basic needs	People Centered
Focus	Industry	Service	Human
Value	Industry-centered	Human-centered	Human-centered
Indicator	Macro economy	Indicator of social	Human interrelation with source
Role of Government	Enterpreneur provider	Service	Facilitator
Main Source	Capital	Administrative abiliy and budget	creative and commit
Problems	Concern and marginalisation	Limited budget and incompetence of apparatus	Unsupporting structures and procedures

Source: Tjokrowinoto in Suryono (2010:120)

## B. Optimization

According to Kamus Besar Bahasa Indonesia (KBBI) (2008, 986) optimization is a process, a way and actions to make the best, the highest size, and so on. In this research is the optimization in order to develop the tourism potential in the region. Optimization in the context of development refers more to the process by which the implementation in achieving certain goals in the era of modernity in order to maximize the achievement to be achieved. The process of development that is consciously executed also in order to maximize the living standard of society and economy require optimization in order to run an effective and efficient system.

Many also mean that optimization is a measure where all needs can be met from the activities undertaken. According to Winardi (196: 363) optimization is the measure for achieving a goal. In general optimization is the search for the best value of some of the functions described in a particular context. In the optimization of program implementation according to Winardi (196: 363) there are some substance of substance of optimization that is:

- 1) Planning in detail, referring to the change of long-term strategic plan into short-term technical plan and organizing the sources.
- 2) The division of tasks that refers to the change of technical plans into practical plans, and the subsequent objectives of the division of tasks and resources.
- 3) Implementation of monitoring function which means that implementation and progress of task implementation should not be related to practical plan. In this case it is necessary to check the results achieved.
- 4) Review that refers to the report on the results of activities, analysis of the implementation of tasks, re-examination and preparation of the implementation timetable later in the report that is expected the suggestions and improvements if found any errors.

### **C. Local Government Intervention**

#### **1. Definition of Local Government**

In accordance with Law Number 23 Year 2014 regarding regional government explains that local government is the implementation of

government affairs by local government and regional parliament based on the principle of autonomy and duty of assistance with the principle of autonomy as widely as in the system and principle of the Unitary State of the Republic of Indonesia as referred to in the Law -The Basic State of the Republic of Indonesia Year 1945.

Nurcholis (2007: 26) explained that local government is a government organized by freely chosen regional bodies while still recognizing the supremacy of national government. This government is given the power, discretion in the context of decisions and actions established or performed by government officials to address the concrete problems faced in governing governance in terms of legislation where given the choice, not set, incomplete or unclear, and the existence of government problems . So local government is an organization of government affairs within the scope of social, cultural, economic and all aspects within the period of the territory gets controlled large power that is responsible to the central government.

According to De Gurman and Taples in Nurcholis (2007: 26) there are several elements in local government that is:

- 1) Regional government is a political subdivision of the sovereignty of the nation and state.
- 2) Local government is governed by law.
- 3) Local government has a government body selected by the local community.
- 4) Local government organizes activities based on laws and regulations.

5) The local government provides services within its jurisdiction.

In developing countries, decentralization focuses on regional structures, roles and functions in achieving the effectiveness of central power and the benefits of decentralization of authority to local government agencies in promoting economic and social progress for the benefit of society (Kusumasari, 2014: 57).

## **2. The Role of Local Government in Tourism Development**

Based on Law no. 23 of 2014 on local government, that local governments have responsibility in terms of tourism development. Such responsibilities are contained in the Appendix Dossiers of Concurrent Government Affairs between the central government, provincial and district / city governments. Explained that the development of tourism is an affair of local governments covering the problem of development of tourism destinations, the fulfillment of tourism facilities, tourism marketing, and human resource development in order to improve the economy.

According to Pitana and Gayatri (2005: 95), argued that local governments have a role to develop tourism in the region as:

- 1) Motivators, on tourism development, the role of local government is needed as a motivator of a tourism system still running. Investors, communities, and entrepreneurs in tourism are the ones who need to be motivated to keep the wheels of tourism going.

- 2) The facilitator, as the facilitator of tourism development, the role of the government is to provide the necessary facilities in the course of the tourism process. In this case the government can also hold private parties or others.
- 3) Dynamic, in the pillars of good governance, the ideal development required a good synergy between government, community and private parties. Government as a stakeholder role to synergize all parties to be mutually beneficial in tourism development.

In the development of tourism potential in this case the government as a stakeholder in the development of tourism potential, local government should be a motivator, facilitator, and also a dynamicator for the development of tourism potential can be maximized effectively and efficiently.

#### **D. The Concept of Program**

##### **1. Definition of Program**

Program is defined as a basic framework of an activity implementation. According to Westra in the Son (2014: 36), the program is a formula that contains a general description of the work to be performed along with instructions on how to implement it. Meanwhile, according to the exposure of United Nations in Zauhar (1993: 2) presented the following definition of the program:

“Programme is taken to mean form of organized social activity with a specific objective, limited in space and time. It often consist of an interrelated group of projects and usually limited to one or more an going organizations and activities”.

Definition of the program contained in RI Law no. 25 of 2004 on national development planning system is a policy instrument containing one or more activities implemented by government agencies or institutions to achieve the goals and objectives and obtain budget allocation, or community coordinated by the agency.

Based on several definitions that have been presented, it can be deduced that the program is the basis of an implementation of activities to solve existing problems in society. The design of program implementation followed by strategy with clear target. In the United Nations in Zauhar (1993: 2) that a program can be implemented properly if it meets the following criteria:

- 1) Clear objectives are formulated.
- 2) Used the best equipment in the implementation.
- 3) Consistency of interrelated policy or project framework in achieving program objectives selectively.
- 4) Measurement between cost and profit to be gained.
- 5) Related to other activities in development that are not independent.
- 6) Various efforts in the field of management including the provision of personnel, financing to run the program.

## **2. Implementation of Program**

According to the Webster dictionary in Sabu (2012: 39) the definition of implementation is formulated briefly where in the implementation process refers to the presentation of tools to implement and cause impact or result to something. According to Mazmanian and Sabaiter in Sabu (2012: 39) that there

are two views in the analysis of implementation, namely the views of public administration and the views of political science. In the view of public administration, implementation was initially seen as a proper and efficient implementation of the policy. But at the end of the second world war it was said that public administration agents were not only influenced by official mandates, but also the pressures of interest groups, members of the legislature and various factors in the political sphere. The perspective of political science has the support of the approach of the system of political life. This approach seems to want to discard the views of the organization in public administration and begin to speak of intervention from outside the administrative space, such as administrative provisions, public preferences. This view focuses on the question in the implementation analysis, ie how far consistency between the output of the policy and its provisions.

In the process of implementing a program, Van Meter and Van Horn in Sabu (2012: 34) describes six variables in the implementation process:

- 1) Policy standards and targets that must be clear and measurable so that they can be realized. If there is a problem in the standard and policy goals, it will be an implementation error and easily lead to conflict between the implementation agents.
- 2) Communication between organizations and the strengthening of activities in the implementation of the program should be supported and coordinated by other agencies. Cooperation is considered important in the implementation of a program.

- 3) Implementing agents that have certain characteristics. Coverage in bureaucracy, norms, and patterns of relationships within the bureaucracy all affect the course of implementation.
- 4) Variable social, economic and political conditions. The scope of these variables is the economic and environmental resources that can support the implementation of a program, to what extent the interest groups can provide support for implementation, support or rejection, public opinion in the environment and whether political elites support in implementation.
- 5) Disposition of the implementor covering the implementationor's response to the policy, cognition, and intensity of the disposition of the implementor.
- 6) Availability of supportive resources.

The overall elements that have been described above is a standard implementation program that is expected to facilitate the process of program implementation. The emergence of public opinion or the response of the community can determine to what extent the program succeeds in datau in this case assist the implementer in carrying out the responsibilities. Analysis in social, economic and political variables helps policy agents to manage how programs are to be implemented. For example, a program will be implemented in a geographical area with a low economic indicator, then the policy agents will implement the program by prioritizing the economic value and of course raising the target population welfare.

## E. Stakeholders

### 1. Definition of Stakeholders

According to Sumarto (2009: 29) stakeholders are defined as individuals, groups of organizations whether men or women who have interests, are involved or influenced either positively or negatively by a development program activity. In the stakeholder concept there is a reciprocal relationship of business, government and society. Steiner and Steiner (1991: 6) describes the relationship of bail lead in the concept of stakeholders as follows:

- 1) Government includes a series of activities from institutions throughout the country. The government is described as an institution that moves in society and is a process that through certain policies of a general nature, and regulations are legally made by the public.
- 2) Business includes a set of actions from individual pursuers to the work of large corporations.
- 3) Communities have influence in the stakeholder concept. Individual components in society are constantly moving and acting to produce a change. Fundamental concepts established by the community that must be involved include ideas or beliefs, institutions and material things.

This is also reinforced by Steiner and Steiner's exposure in Sedarmayanti (2007: 4) which classifies stakeholders in government elements into three parts:

- 1) Governments that have the function of creating a conducive political and legal environment, including political institutions and other public sector institutions.
- 2) The private sector works to create jobs and income includes private companies engaged in various informal market sectors. The private sector has an influence on political, social, and economic obligations that can create a more conducive environment for related markets and companies.
- 3) Communities both individually and in groups play an active and positive role in terms of social, economic, and political interaction with formal or informal rules.

Based on the explanations of several theories already described earlier, we can conclude that in the context of the stakeholders of the three parties both from the perspective of governance, private, and individual create a synergy in terms of cooperation to achieve a predetermined objective. The three sides are related to each other.

## **2. Stakeholders Identification**

Identification of stakeholders is a basic step that must be resolved first in stakeholder analysis related to development policy (Iqbal, 2007: 94). Analysis can help in finding the priority of a particular group in society that is needed in the implementation that is expected to be able to bring the benefits of social welfare oriented. According to Son in Suharto (2008: 25) that stakeholders can be determined in three major groups, namely:

- 1) Key stakeholders who are legally authorized stakeholders in decision-making where key stakeholders include executive elements at their respective levels relating to all institutions that play a role in the implementation of development programs.
- 2) Primary stakeholders who are stakeholders with a direct interest to a policy, program, and project. In this case is generally involved in the decision-making process by knowing the aspirations of the people. These stakeholders include layers of society, other personalities and public institutions responsible for decision-making.
- 3) Secondary stakeholders who are stakeholders who have no direct relationship with a policy, project or program but take part in government decisions because of their own concerns. This stakeholder consists of a group of critics, non-governmental organizations, and other community organizations.

With the design of several types of stakeholders is used to find out how much contribution and role of each type of stakeholders in the business being undertaken both in the formulation process or the implementation of policies and programs. The interconnection and interference of each type of stakeholder is not a coercive authority in the relationship. The similarity of purpose becomes the main indicator in the formation of synergy of all parties. The purpose of cooperation which is the main goal of the synergy of all parties is the objective in the partnership that has been established by each stakeholder.

### 3. Managing Stakeholder

All stakeholders have different interests, needs and perspectives and must fulfill good managerial aspects in their efforts to achieve certain goals. According to Friedman and Miles in Wakka (2014: 51) explained that there are seven principles in the management of stakeholders, among others:

- 1) In every decision-making there should be recognition and attention to the interests of each stakeholder.
- 2) Establishment of open and transparent communication related to the interests of stakeholders and the existence of risk analysis that may occur.
- 3) Adopt the manner of behaving and the ability of each stakeholder.
- 4) Recognition of interdependence and efforts to achieve the distribution of justice principles and the benefits and burdens between stakeholders with consideration of risk analysis of each party.
- 5) Recognition of potential conflicts resulting from stakeholder roles and responsibilities, and address them through open communication or through third party mediation.

From the previous explanation, the researcher can conclude that government cooperation as stakeholder in the management of village development with the tourism base in Batu Kungkuk tourism village is expected to have good cooperation in optimizing the development of the village in terms of tourism. However, on the second point related to open and transparent communication and the calculation of all risk factors is good if less

attention. As with the scientific problem described in chapter 1 before, that the absence of follow-up from the government's promise as stakeholders in this case is Batu City tourism office is one of the things to be considered. Synergy between the manager and the government as a stakeholder can be said to be well established, but should be more maximized. From the side of the hometown tourist manager can already accept the recognition of the dependence of all parties, both managers, communities and stakeholders. In fact, the existence of internal problems in government as a stakeholder can be predicted. This is a problem in government intervention as a stakeholder.

## **F. The Concept of Village**

### **1. Definition of Village**

Based on the Village Act no. 6 Year 2014 the understanding of the village is a village and an adat village or called by another name, hereinafter referred to as the village is a legal community unity that has territorial boundaries with the authority to regulate and manage government affairs, the interests of local communities based on community initiatives, traditional rights recognized and respected within the government system of the unitary state of the Indonesian republic. The village has the right of origin and traditional rights in regulating the stewardship of the government for the benefit of the local community and realize the ideals of the Unitary State of the Republic of Indonesia based on the 1945 Constitution. In the concept of the Republic of Indonesia, the village should be developed in various forms with

the empowerment to be strong, development towards a just, prosperous and prosperous society.

## 2. The Concept of Tourism Village

A village concept based on tourism has many manifestations. Definition of tourist village refers to the state of the facility, activities that are based on the culture and traditions that have existed in the village from generation to generation. Village situation with the concept of tourism as an object of the concept of tourism. The life of a tourist village with the purpose of the village as a tourism activity and all social and cultural activities is an implementation of various tourism activities that are expected to present various offers related to tourism and the potential that exist in the village to spoil the tourists both locally and internationally. The synergism of intervention between local government, manager and community determines the continuity of tourism activities in the village.

Hereinafter referred to as the tourist village according to Tourism The People (PIR) in Hadiwijoyo (2012: 68) is a rural area by offering an overall atmosphere that reflects the authenticity of the countryside both from socio-economic life, social culture, customs, daily life, with architecture and a characteristic spatial structure of the village, and uniquely unique economic activities and the potential for the development of various tourism components such as performances, accommodation, special food and other tourism needs.

Based on the definition of village concept that has been exposed, the development of village potency based on tourism will be able to influence for

the village that has potential in other tourism sector. Some of the basic tourism in the village concept tourism include the following:

- 1) Have good accessibility, so that the tourists can reach the object easily.
- 2) The potential of interesting objects in the form of natural beauty offered, art, legend, special food, and so to be developed.
- 3) Mutually receive and support village development between communities, officials, and local governments and visiting tourists.
- 4) Good security system.
- 5) Good quality accommodation, telecommunication, and human resources.
- 6) Good climate.
- 7) Have a relationship with other tourism objects that have been known to the public.

In the course of a tourism village concept system in the context of administration is the existence of cooperation in terms of achieving the goals that have been determined. In this case the development of village-based tourism has the following objectives:

- 1) Support program from government in tourism development with alternative tourism object.
- 2) Potential villages that continue to be explored in the development for the welfare of village communities.

- 3) Provision of more employment for the surrounding community in order to increase the welfare and quality of life of surrounding communities in order to achieve equitable economic development.
- 4) Persuasive action against the urban community to attract the urban community interest.
- 5) Reduced urbanization to keep the village people's human resources available.
- 6) Strengthening the relationship of all levels of society.
- 7) Counters will be disintegrated in the context of national unity.

In principle, the development of a tourist village as an alternative tourism product that is still natural encourages rural development that is expected to occur in a sustainable manner by utilizing local facilities and infrastructure, benefiting villagers, reciprocal relationships among local communities by involving all levels of society, some other criteria as follows:

- 1) Availability of facilities and infrastructure owned by local communities to encourage community participation in the development of tourism village concepts.
- 2) Increased village income from agriculture, livestock and all that is traditional.
- 3) The effective and crucial role of local people in the decision-making process.
- 4) Encourage the development of local entrepreneurship (Sastrayuda, 2010).

### 3. Village Government

The village government is an organization of government affairs and interests of the local community in the system of government of the Unitary State of the Republic of Indonesia within the scope of the village. The village government is the village head or other name assisted by the whole village apparatus as the village administration. The implementation of village government, community, village development and community empowerment is based on Pancasila, 1945 Constitution, and Bhineka Tunggal Ika. As the implementation of village government is regulated in Law no. 6 Year 2014 on the Village, Article 24 with the nomenclature:

- a. *Legal law certainty;*
- b. *Orderly Governance;*
- c. *Orderly of Public Interest;*
- d. *Transparency;*
- e. *Proportionality;*
- f. *Professional;*
- g. *Accountability;*
- h. *Efektivty and efisien;*
- i. *Local wisdom;*
- j. *Universality; and*
- k. *Participative*

As a village head has the task of organizing village governance, with the implementation of village development, village community development, and village community empowerment. The authority of a village head is regulated in Law no. 6 Year 2014 on Village, Article 26 paragraph (2) with nomenclature:

- a. *To lead the implementation of village administration based on the policy established with BPD;*
- b. *Submitting village regulation draft;*
- c. *Establish village regulations that have been approved by BPD;*

- d. *Prepare and propose village regulation draft on APBDes to be discussed and set together with BPD;*
- e. *Fostering the life of the village community;*
- f. *Fostering the village economy;*
- g. *Coordinate village development in a participatory way;*
- h. *Representing his or her village inside and outside the court and may appoint a legal representative to represent it in accordance with the laws and regulations; and*
- i. *Carry out other authorities in accordance with the laws and regulations.*

#### **4. Village Autonomy**

The autonomy of the village which is a right, authority and obligation to regulate and manage the governmental affairs and interests of the community based on the right of origin and social-cultural values that exist in the community to grow and develop following the development of the village. All governmental affairs authorized to organize village administration, the affairs which are the authority of the district or city administration are handed over to the village. The implementation of the rights, authority and freedom of village autonomy requires the responsibility in maintaining the integrity, unity and unity of the nation in the unity of the Unitary State of the Republic of Indonesia and the responsibility to realize the people's welfare implemented in the corridor of the prevailing laws and regulations as described by Widjaja (2001: 166) .

Based on the above explanation we can conclude that a village is given its own flexibility and power in creating and innovating in its development and all household affairs based on local customs, habits, needs, and aspirations. So it is fitting for optimal village development is a good synergy between the

village governance apparatus, BPD, and all the elements that contribute to create and innovate in order to realize the development of village potential optimally. Independent villages also contribute to the concept of village autonomy to be fully implemented. It is not necessary to close the power of a village government with the institutions above it, the control and oversight functions of the institutions above the village administration are still necessary to realize an innovation in the context of transparent and accountable village autonomy.

## **G. The Concept of Sustainable Development**

### **1. Definition of Sustainable Development**

Sustainable development according to (Emil Salim, 1990) has a goal to improve the welfare of the community, meeting the needs of human aspirations. In essence, sustainable development is aimed at creating an equitable distribution of intergenerational development in the present and future. According KLH (1990) development based on the economy can be measured sustainability based on three criteria, namely:

- 1) Without waste in the use of natural resources;
- 2) No pollution and adverse environmental impacts;
- 3) In its activities must be able to increase the useable resources and replaceable resources.

This is reinforced by the exposure of Sutamihardja (2004) that the goal of sustainable development includes efforts to realize several things:

- a) Equity sharing of intergeneration equity generation results meaning that the utilization of natural resources for the sake of growth needs to consider reasonable limits in ecosystem or environmental systems control and is directed to replaceable natural resources and emphasize as low as possible the exploitation of unreplaceable natural resources.
- b) Safeguarding the sustainability of existing natural resources and the environment and preventing ecosystem disturbances in order to ensure a permanent quality of life for future generations.
- c) Utilization and management of natural resources solely for the purpose of pursuing economic growth for the sake of equitable distribution of sustainable use of natural resources between generations.
- d) Maintaining the sustainable welfare of society both present and future.
- e) Maintain the benefits of development or management of natural and environmental resources that have long-term or sustainable long-term benefits.
- f) Maintaining the quality and quality of human life between generations in accordance with their habitat.

From economic point of view according to Fauzi (2004) there are at least three main reasons why economic development should be sustainable. First because it involves moral reasons, where the present generation uses goods and services produced from natural resources and the environment so it is morally necessary to consider the availability of natural resources for future generations. The moral obligation is expected not to cause negative impacts

that damage the environment that affect future generations can not enjoy the same thing. Second concerning ecological reasons, for example, biodiversity has high ecological value where its economic activity should not be directed to utilization activities that ultimately only undermine ecological functions. The third is the economic reason, which is still in debate because until now whether economic activity has met the indicators of sustainability or not. The sustainable economic dimension as we know it is quite complex, so ultimately the aspect of sustainability in economic concepts is only based on measurements on the general welfare of generations. The following is the essence of sustainable development according to Brundtland (1987), namely:

- a) Fair treatment;
- b) Conservation of biodiversity;
- c) Integrative as an approach method;
- d) Long-term oriented;
- e) Current needs met without jeopardizing the need for future generations with the link that economic development must be balanced with environmental conservation;
- f) Implementation of development is expected to reduce environmental pollution;
- g) Implementation of development based on humanitarian values and morals prevailing in society, and able to expand employment;
- h) Implementation of development should have both fundamental and ideal properties both short and long term;

- i) A balanced focus between the physical environment and its social environment.

Based on the above explanation we can conclude that a concept of sustainable development has a focus of substance where economic, social and environmental sustainability is a solid pillar of sustainability. The three pillars can also be an indicator in designing the fulfillment of needs not only in the present, but also in future generations.

## **2. Principals of Sustainable Development**

A concept of sustainable development contains many manifestations, since this is a simple yet complex concept and contains multi-interoretation elements. According to Heal in Fauzi (2004) that the concept of sustainability contains the first two dimensions is the dimension of time, because a sustainability concerns something that happens in the future. Second is the concept of interrelation between economic system and natural resources and environment. Pezzey (1992) looks at the aspect of sustainability from a different side where sustainability is static and dynamic. Static sustainability is the exploitation of natural resources with constant technological pace, while dynamic sustainability is the exploitation of natural resources with a growing rate of technology.

Since the concept of sustainability has many manifestations, it is agreed upon by the adoption experts of the Brundtland commission which describes that sustainable development is a development that meets the needs of the present generation without losing benefits for future generations. Two things

that become the focus in the concept tersebut is the first concerning the importance of paying attention to constraints of natural resources and environment to the pattern of development and consumption. Second, insinuating on the welfare concerns of future generations. According to Hall (1998) states that the assumption of sustainability at least lies in the three basic axioms are:

- 1) Present and future treatments that place positive value in the long run.
- 2) Recognize that environmental assets contribute to economic wellbeing.
- 3) Know the constraints due to the implications of environmental assets.

This is supported by a statement by Perman et al (1997) that attempts to explore an ongoing concept of exposure:

- 1) Something that is said to be sustainable if the utility the community gains does not diminish over time and consumption does not decline forever.
- 2) Sustainability is a condition where natural resources are processed in such a way as to sustain future production.
- 3) Sustainability is where the condition of natural resources can last all the time.
- 4) Sustainability is where the production of natural resources can be maintained over time, where there is a balance and endurance of the ecosystem.

Furthermore, the exposition is also complemented by the statement of Daly (1990) which has developed the operational definition of sustainable development, among others, for renewable natural resources similar to the production rate should be equal to the rate of regeneration. In the context of environmental problems where the rate of waste disposal should be equivalent to the capacity of environmental assimilation. Then for non-renewable energy sources should reduce the rate of depletion by creating substitution energy.

Furthermore, after the above operational definition, Haris (2000) sees that the concept of sustainability can be broken down through three things:

- 1) An economic sustainability can be defined as a development that is able to produce goods and services consistently to maintain the sustainability of the government and avoid the occurrence of sectoral imbalances that undermine agricultural and industrial production.
- 2) Environmental sustainability which is a sustainability system that must be environmentally capable of maintaining stable resources, avoiding the exploitation of natural resources and environmental absorption functions. This concept also insinuates about the maintenance of biological wealth, air space stability, and other ecosystem functions that do not belong to the category of economic resources.
- 3) Social sustainability where it concerns a system capable of achieving equality, available social services that include health, education, gender, and accountability.

## **H. The Concept of Tourism**

### **1. Definition of Tourism**

In general, tourism is an activity carried out by a person or group within a certain period of time visiting a or more objects in order to meet recreational needs. According to Damanik and Weber (2006: 1) the definition of tourism is a phenomenon of movement of human, goods, and services complex. Associate with organizations, institutional and individual relationships, service needs, service providers, and so on. Similarly, according to Marpaung (2002: 13) explained that tourism is temporary transfers made by humans with the aim of exit from routine activities and residence. Activities are carried out during their stay at the intended location and facilities are made to meet their needs.

Based on RI Law no. 10 Year 2009 on tourism explained that tourism is a variety of tourism activities with the support of various facilities and services provided by the community, businessmen, government and local government. Thus, tourism is an activity outside of routine activities towards an object by fulfilling recreational needs.

### **2. Understanding of Tourism Potential**

According to Sukardi (1998: 67) tourism potential is all that is owned by a tourist attraction and useful for developing the tourism industry in the area. Meanwhile, according to Damardjati (2001: 35) tourism potential is all things in the real good and can not be touched and worked, arranged and provided in such a way that can be useful and utilized, is realized as the ability factor and

the necessary elements or determine the development of tourism, both in the form of atmosphere, events, objects or services or services.

Based on the above exposure it can be concluded that the potential of tourism is a development of a region in the form of natural, cultural and human potentials in it to attract tourists in the context of tourism.

### **3. Shape and Type of Tourism**

According to Pendit (1999: 42) Type of tourism is as follows:

- 1) Cultural tourism which is a journey undertaken on the basis of a desire to broaden one's view of life by making visits or visits to other places or international travel, learning about the state of the people, customs, way of life, culture and art. Along this same journey is united by taking the opportunity to take part in cultural activities such as art exposition or welfare-motivated activities and so on.
- 2) Maritime or marine tourism is a type of tourism related to water sports activities such as in lakes, beaches, bays, or sea such as fishing, sailing, diving, surfing competitions, rowing races, viewing the marine park with beautiful scenery below sea level as well as various water attractions that are mostly done in the maritime area or country.
- 3) Nature reserve or conservation parks, which are usually recreated by agents or travel agencies specializing in tourism to places or areas of nature reserves, protected parks, mountain forests and so on where their preservation is guaranteed by law. Nature tourism is mostly done by fans and nature lovers in relation to activities photographing

animals or animals and trees that are protected by the government and the community.

- 4) Convention tour is a type of tourism adjacent to the type of political tourism. Various countries today are building convention tours by providing building facilities with meeting rooms for participants of a conference, deliberation, convention or other meetings both national and international.
- 5) Agricultural or agro-tourism tour where travel arrangements are undertaken in agricultural projects, plantations, nursery fields and so on where travelers can visit and observe for study purposes or travel around while enjoying the freshness of diverse crops and the nursery surrounding.
- 6) Tourist hunt is a type of tourism that is mostly done in a country that does have an area or forest where hunting which is justified by the government and managed by agents or travel agencies. This hunting tour is organized in the form of hunting safari to the area or forest that has been set by the government of the country concerned such as Africa.
- 7) Pilgrimage tourism is a type of tourism related to the practicality of religion, history, customs and beliefs of people or groups in society. Pilgrimage tourism conducted by many individuals or entourage to a place that is considered sacred, the tomb of a great man or an exalted

leader, hills or mountains are considered sacred, the tomb of a character who is considered magical and legendary.

- 8) Sports tourism is a tourist activity with a trip aiming to exercise or indeed deliberately to take an active part in a sporting party somewhere.
- 9) Political tourism is a tour activity undertaken to visit or take an active part in the event of political activities both domestically and internationally such as the celebration of Independence Day.
- 10) Social tourism is all the travel arrangements are cheap and easy in giving the opportunity of low economic class society in traveling.
- 11) Industrial tourism such as travel activities undertaken by a group of students or students to an area or place of industry where there is a factory or a large workshop with the intent and purpose of conducting observation or research.
- 12) Commercial tour which is a journey with the aim to visit commercial sights such as exhibitions, bussines expo and others.
- 13) Health tour where a traveler or group of travelers travel for physical and spiritual purposes. The tourist object is an example of hot springs, a place with a healthy climate and fresh air or a place that provides health facilities such as hospitals or other health centers.

Based on the above explanation that the objects or tourist attractions available to tourists is very diverse. Each type of tour depends on the needs and

circumstances of each traveler. From the selection of tourism is expected to meet the needs or recreational desires of every tourist.

#### **4. Objects and Attraction of Tourism**

One of the reasons why travelers choose to spend time for a tour is because of the existence of an interesting tourist attraction. According Suwantor (1997: 19) explained that the tourist attraction is also referred to as the potential that encourages the visit of tourists to a tourist destination. Meanwhile, according to Muljadi (2009: 57) explained that the business in an object and tourist attraction includes activities to build and manage objects and attractions that already exist.

Based on the aspect of its exploitation, Muljadi classifies tourist objects and attractions into three kinds, namely:

- 1) The exploitation of natural tourist objects and attractions which is the business of utilization of natural resources and environmental order which has been established as the object and the tourist attraction to be targeted tourist destination. The concept of objects and natural tourist attraction can be served together with the implementation of art and cultural performances that can add value in the natural attractions attraction offered.
- 2) The exploitation of cultural attractions and attractions in which the existence of art and culture is an asset of the nation that has been equipped as an object and a tourist attraction to be a tourist destination.

- 3) The exploitation of objects and attractions of special interest which is the development of the utilization of natural resources and cultural arts of the nation to be targeted for tourists who have special tourist interest.

In the case of the process of development and management of an object and tourist attraction of course oriented to the satisfaction of the tourists. Satisfied the tourists certainly can attract and become a separate marketing strategy for a tourist object to bring more tourists who make the object as a tourist destination.

#### **5. Understanding the Tourism Development**

Based on Muljadi's explanation (2009: 40) the development of tourism is an effort to develop and utilize the tourist attraction that manifests, among others, in the form of abundant natural wealth, biodiversity, artistic and cultural traditions that are plural, as well as historical and archaeological relics. According to RI Law no. 10 of 2009 on tourism Article (4), tourism Indonesia has the following objectives:

- a. Increased economic growth;
- b. Increased people's welfare;
- c. Poverty eradicated;
- d. Resolved unemployment;
- e. Sustainable natural and environmental resources;
- f. The advanced culture;
- g. Raising the image of the nation;

- h. Fostering the love of the homeland;
- i. Strengthen national identity and unity;
- j. Strengthen friendship among nations.

Based on the above exposure we can conclude that the development of tourism is needed to develop and utilize the existing tourist attraction in each region. It is expected to improve the economy in the tourist target area. Steps taken in the implementation of the development of a tourist destination is an important process in achieving common goals.

## **6. Tourism Development Efforts**

The effort of tourism object development is a crucial step that must be taken in the management and development of tourism object object in this case is good system management, facility development, facilities and infrastructure, development of tourism access and so on. The development of tourism objects and appeal according to Yoeti (1996: 177) in the development of a region to become a tourist destination, to be attractive to be visited by tourists in various sectors, it must have three conditions, namely:

- 1) Something to see which means in a tourist object object must have objects and attractions that have characteristics with other objects.
- 2) Something to do which means if we are in the object, make sure there are interesting tourism activities to do, must also be available recreational facilities that make tourists feel comfortable.
- 3) Something to buy which means there are places to shop in the target area, especially handicrafts and souvenirs for souvenirs for tourists.

The three things that have been described above is a standart of action in a tourism development effort. These three things can be said as an indicator in the development of a target area tourist object. This is related to tourists who visit the target tourist destination.

Tourism facilities in this case is a company that provides services to the tourists either directly or indirectly and its life depends on the intensity of the tourists. Tourism facilities is an important thing that must be considered in developing the object of tourism both in terms of quality and quantity. According to Yoeti (1997: 179) means of tourism is divided into three, among others:

- 1) Main Tourism Suprastructure, which is a company whose life is very dependent on the arrival of people who travel.
- 2) Supplementing Tourism Suprastructure, is a leisure and facilities company whose function not only complements the main means of tourism, but the most important thing is to make the tourists stay longer, in the target destination area.
- 3) Supporting Tourism Suprastructure, which is a supporting company of basic facilities and complementary means of facilities that are needed by tourists, especially tourism business that serves to make the longer tourists stay in the visited area to spend more or spend their money in the target destination.

While the infrastructure according to Yoeti (1994: 344) is a facility that allows the economic process can run smoothly in such a way, so as to facilitate

human to meet the needs of tourism. Those included in the tourism infrastructure are:

- 1) Economic infrastructure that includes transportation, communication, financial banking system, and included in utility groups such as electricity and water sources.
- 2) Social infrastructure, which as a supporter of tourism activities such as health services, officers who directly serve tourists, guides, security, and so forth.

Based on the above exposure with the availability of basic facilities, complementary facilities, as well as tourist support facilities then it can be a special attraction for tourists who will visit, as well as all access to achieve tourist destinations and improvement of a grand-system duly executed as possible.

The next thing that is not less important is where there is a concept of marketing to the sustainability of tourism. According Krippendorf in Yoeti (2002: 1) tourism marketing is defined by a system and coordination that must be done as a policy for tourism group companies, both private and local, within the scope of local, regional, or international in satisfying tourists with reasonable profit . According to Wahab (2003: 148) marketing is as a policy of tourism development has four functions, namely:

- 1) Formulation of the market both real and potential and a deep assessment of cultural analysis and consumer tastes;

- 2) Good communication to lure demand by convincing tourists that available tourist destinations have attractions, facilities and services that will satisfy travelers.
- 3) Good supervision in terms of evaluation, measuring, and calculating both the results and the income earned.

Based on the explanations and descriptions that have been described in this chapter in the context of literature review, then will be explained about the concept of methods that will be used in this method in the third chapter of research methods. Research methods used by researchers in supporting the research process on the intervention of government programs in the development of tourist village area.

### **I. Stakeholders Interventions**

According to Fajarianto (2010, 88) explains that the intervention derived from English dictionary software series 2.04 is as "intervene". In relation to urban environmental development planning, interventions are interference actions undertaken by stakeholders. Furthermore, as described by Fajarianto (2010, 89) intervention by stakeholders directly aims to develop the potential of local environmental areas and the acceleration of economic growth of urban environment communities. Therefore, some of the explanations from the stakeholders intervention program are:

1. It is a partnership program between the government and the private sector.
2. It is one form of policy instrument formulated by the local government that contains intervention activities.
3. The existence of the nature of direct intervention by the stakeholders.
4. Specific programs conducted at the point of intervention location.
5. Programs intended to develop local potential of environmental areas and accelerate economic growth of environmental communities.

With regard to social development and community empowerment, social science is known as a community-based intervention method called community intervention. As explained by Adi (2008, 115) there are various terms used within the scope of social science in the context of community intervention where some communities have scopes that can be applied as follows:

1. Grass root which is the perpetrator of change that intervenes against community groups residing in the area.
2. Local agencies and inter-agency work in which actors change interventions against organizations that have a basis at the local, provincial or wider level, along with relevant government and non-governmental organizations taking part.
3. Regional and national community planning work where actors of change intervene on issues related to economic development or environmental planning issues that have a wide range of discussions at the local level.

The government, especially at the local level, has a role as a local agency providing routine activities in order to provide welfare to the community, especially through the development aspect. Implementation of development activities should take advantage of government and community involvement. The government provides subsystems in the form of provision of policies to be applied to the development areas below them. Policies regulated in legislation are created in such a way as to be implemented by other stakeholders. Interventions given by local governments in regional development apart from the authority of other stakeholders have objective in overcoming various problems that occur.

Furthermore, from the policies established by the government as Stakeholders, those implementing the development program will work on the program in accordance with their knowledge, experience, and skills. In providing these services, they should put the public or the public as a whole, not focus on each individual. Although as we know, in society there are certainly individuals. What is meant here is the person who has the same problem. For example, the problem of market conditions that are less comfortable to held sale and purchase transactions. Policymakers and implementers should work together and find the best solution for society at large.

The last concerned people is the goal of development itself, which is the object of a plan. They are communities, community groups, or individuals who share the same problems. They are a measure of the success of a plan, because

they are the ones who will give an assessment of the program that has been done.



## CHAPTER III

### RESEARCH METHODS

#### A. Type of Research

Based on the background of the problem which is the reason for the research that will be undertaken, the writer chose to use descriptive research with qualitative approach. In this case research aims to describe and explain about social phenomena that occur in the object of research in a systematic, factual and empirical to be analyzed carefully and accounted for objectively. According to Denzim and Lincoln in Moleong (2014: 5) qualitative research is a type of research that uses a natural background, with the aim of explaining the phenomenon that occurs and is carried out by involving existing methods. Further described by Moleong (2014: 11) that the descriptive is a report containing a number of data citations to illustrate the presentation of reports in which the data comes from manuscripts, interviews, field notes, photographs, videotapes, personal documents, notes or memos, and other official documents.

From the above understanding we can conclude that descriptive research with qualitative approach is a research that aims to interpret or describe the phenomenon that occurs by using a scientific background, interpretation of phenomena obtained from a number of texts, interviews, and other official documents presented in the form of data.

## B. Research Focus

The focus of research allows writers in conducting research. In this case the focus of research makes it easier in decision-making related to the data to be explored as needed in the study. With the focus of research is expected to facilitate the processing of data to be the conclusion of research that will be done.

Based on the understanding and problems that have been described previously, there has been some focus of research include:

1. Government intervention as the locus of this research as well as interventions of other parties such as managers and surrounding communities in optimizing the development of Kungkuk tourism village:
  - a. Intervention of Batu's tourism and cultural office which include infrastructure development in the form of facilities to support tourism activities and human resources development for managers in providing services to tourists according to the development plan related
  - b. Intervention of managers as key stakeholders which include place management, finance, marketing strategy, and tourism service delivery
2. Supporting and inhibiting factors that influence the development of a tourist village:
  - a. Supporting factors in development of Kungkuk Tourism Village

1. Supporting geographical conditions
2. Supporting acces road
- b. Inhibiting factors in development of Kungkuk Tourism Village
  1. Limitations funds in development effort
  2. Problems in communication between stakeholders related
  3. Kungkuk Tourism Village as specific interest travel destination
  4. Quality of human resource that less than maximum
3. Recommendation forward that might be given in optimizing the Kungkuk village development:
  - a. Recommendation system cooperation with other tourism destination
  - b. Recommendation for local managers and government

### **C. Location and Research Site**

In a process of data collection and processing, the determination of research location is very influential. The location of the research is the place where researchers will conduct research so as to get accurate data. In this case the research location is a Kungkuk tourist village located in the village area of Punten, Batu.

While the research site is a place where the authors are expected to get the relevant data and information to answer the problems in accordance with the research focus studied. In this case, the research site is the Kungkuk tourist village and the Department of Culture and Tourism Batu City.

#### D. Data Source

Several types of data in this research are:

##### 1) Primary Data

According to the statement Sugiyono (2013: 62) primary data source is a source of data that directly provide data to data collectors. Primary data can be obtained through observation, interviews, and documentation. In this study the primary data obtained from interviews with several people involved, including:

- a. Parties from the Department of Culture and Tourism Batu City in this case is the Chairman of Tourism Object Tourism and Culture Tourism City of Batu
- b. The management of Kungkuk tourist village object in this case is Mr. Wito as chairman PODARWIS and the manager of the village tour
- c. One of the visitors rides village tour

##### 2) Secondary Data

According to Sugiyono's explanation (2013: 62) secondary data sources merupakan data sources that are not directly given to data collectors, such as through others or documents. The data were obtained not from direct observation but through official documents and reports from parties related to the research. In this case secondary data source is a formal and non formal document owned by the manager of Kungkuk tourism village and Culture and Tourism Office

of Batu City related to organizational structure, taxes related to the existence of kampung wisata, contract, development of facilities and infrastructure, general picture, and social responsibility which is given to the surrounding community.

NO.	Type of Data	Variable	Data Source
1.	Primary Data	Government's Program intervention in optimizing kampung Kungkuk	1. Department of culture and tourism
		Local citizens role in optimizing kampung Kungkuk	2. Mr Wito as leader of PODARWIS
2.	Secondary Data	1. Monthly Overseas Tourists Visitation	Indonesia Tourism Ministry
		2. IPM of Batu City	IPM Batu City
		3. Batu GDP Progress	BPS Batu City
		4. Batu Tourism Visitation	Department of culture and

			tourism of Batu City
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**Table 5: Variable and Data Source in Type of Data Source: Processed by researcher**

**E. Data Collection Technique**

In obtaining some data needed in this research, researcher use three technique in collecting data according to research type that is descriptive research with qualitative approach, that is:

1) Interview

According Estenberg in Sugiyono (2013: 72) interview is a meeting of two people to exchange information and ideas through question and answer, so it can dikonstruksikan meaning in a particular topic. So it can be concluded that the interview is a meeting between two or more people to get some necessary information. Interviews conducted by researchers is an interview with the chairman of PODARWIS as the head of Kungkuk tourism village manager, Mr. Wito and also from the Department of Culture and Tourism Batu City that are Mr. Syaiful Rochani and Mrs. Rubiati.

2) Observation

Data collection techniques with observation is a direct observation in the field to see firsthand what the object of research. Observation done before and at the time of interview is done so that researcher can compare actual situation with result of interview got to get valid data.

The results of the observation activities are presented in the form of words which are further developed in the form of reports. In this research, observation is done by reviewing the condition directly at Kungkuk Batu tourism village.

### 3) Documentation

Documentation according to Loflan in Iskandar (2009: 119) is additional data that supports the main data that researchers get from seeing, listening and asking. This method is used as a complement of interviews and observation methods so that data that has been obtained previously become more complete and more accountable. Documentation is done by using the mobile phone as a tape recorder and as a means of taking pictures of Kampung Kungkuk.

## F. Research Instrument

Research instrument is a tool used by researchers in the process of collecting data in the form of facilities or objects and can affect the quality of data research results. According Sugiyono (2013: 59) research instruments in the form of tests, guidelines, interviews, observations and questionnaires.

Furthermore, according to Sugiyono (2013: 59) that in qualitative research, the instrument or research tool is the researcher himself. Related to that matter, hence instrument used in this research to get accurate information that is:

- 1) Researchers themselves with the help of others who are the main data collection tool;

- 2) Interview guide which is a series of planning that have been made and used for interview;
- 3) Field note is the result of research that can be heard, seen, and thought to obtain relevant information;
- 4) Recording device in the form of mobile phone to record interview conversation and capture the picture;
- 5) Stationery and notes to help write important information in the field.

### **G. Data Analysis**

According to Sugiyono's presentation (2013: 91) in thinking of research data analysis done at the time of data collection took place, and after completion of data collection in a certain period of time. In this study, data analysis techniques performed are interactive models Miles and Huberman who have three stages of data analysis ie data condensation, data presentation, and conclusion.

In analyzing qualitative data according to Miles and Huberman and Saldana (2014: 31) can be through the flow of activities that include:

#### **1) Data Collection**

In the data collection stage researchers use interview techniques, observation and documentation. In an interview conducted by researchers with the Department of Culture and Tourism Batu City and head of Kungkuk tourist village management. Data collection

through observation and documentation is also done to support the data that have been obtained from the interview.

## 2) Data condensation

Condensation of data conducted in the next stage is data reviewed after data collection. A number of basic data have been obtained then the process of selection, library, simplification and transformation of data into a summary, tables and drawings. The transformed data into tables, summaries, and images is then adjusted to the focus of this research. At this stage the researcher ignores a number of data that are irrelevant to the problem and focus of the study.

## 3) Data Presentation

At this stage the researchers present data containing a collection of information in the form of reports obtained from the research site. Presentation of data followed by data analysis, data presented then reviewed and compared with various theories and regulations relating to the problem and focus of research.

## 4) Conclusion

The last stage is drawing conclusions. Based on the stages of data presentation, researchers sought the meaning of the data that has been analyzed and presented. After the researchers tried to find the meaning of each research problem, the researcher can draw conclusions based on the explanation of configuration, causal path, and proposition.

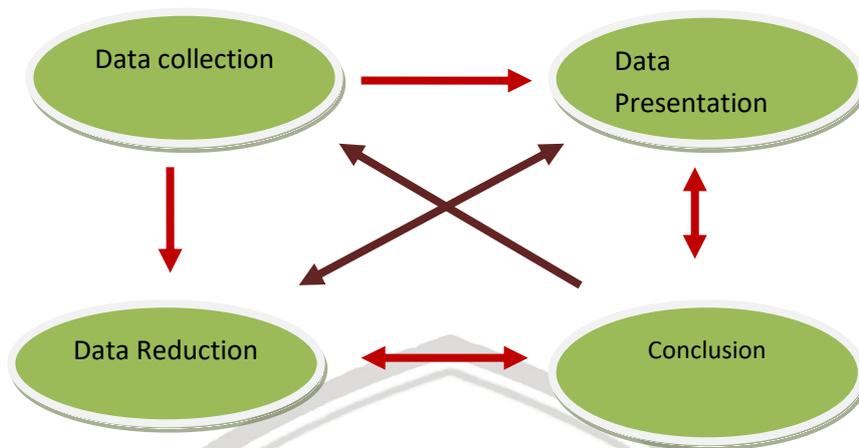
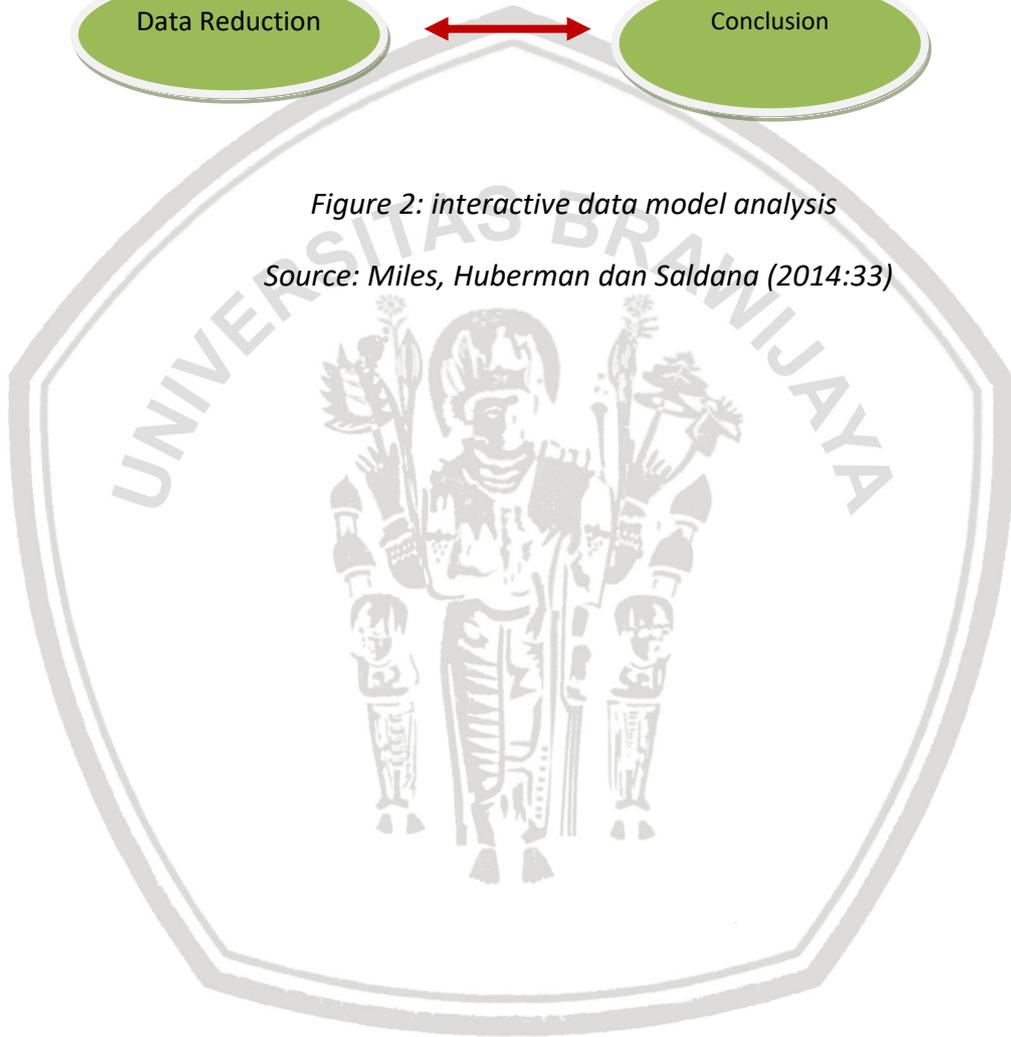


Figure 2: interactive data model analysis

Source: Miles, Huberman dan Saldana (2014:33)





Previous Kota Batu is part of Development Area Sub Unit 1 (SSWP 1) North Batu. Batu City area is located on a plateau at the foot of Mount Panderman with a height of 700 to 1100 meters above sea level (batukota.go.id, September 4, 2017). As one of the new Autonomous Region, the City of Batu will face many tasks and challenges in developing the future development, especially in the era of regional autonomy. Currently the City of Batu has entered fifteen years. In the fifth year of this Batu city has progressed very rapidly. In 2016, Batu still divided into 3 sub-district, namely: District Batu, District Junrejo and Bumiaji (batukota.go.id, September 4, 2017).

#### **a. History of Batu City**

Since the 10th century, the Batu City and surrounding area has been known as a resort for the family kingdom, because the area is a mountainous area with cool air that is comfortable, is also supported by the beauty of the natural landscape as a hallmark of the mountains. At the time of the reign of King Sindok, a senior named MPU Supo Kingdom ruled King spoon to build kingdom family getaway in the mountains that are nearby springs. With the efforts , Supo MPU eventually find an area that is now known as Tourism Songgoriti region. The approval of the king, who is said Supo MPU also magic powerful it began building Songgoriti region as a resting place of kingdom family as well as the construction of a temple called the Temple Supo. As the desire King, the resting place there is

a water spring that flows cold and cool as all the springs in the mountainous region. Cold springs are often used to wash the auspicious *keris* as heirlooms from kingdom Sendok. Hence springs that are often used to wash objects of kingdom auspicious and have supernatural powers (Magic) which is most terrible, finally springs that originally was cold and cool eventually become a source of hot water. And hot springs, and even then until now become a perennial source in tourism areas Songgoriti (batukota.go.id, September 4, 2017).

Territory Batu located on a plateau at the foot of Mount Panderman with a height of 700 to 1100 meters above sea level, based on the stories of parents and document existing and trace its existence, until now unknown certainty about when the name "BATU" began to be called to name the resort area tersebut. Through some local leaders had indeed been related that Batu designation comes from the name of Prince Diponegoro followers of a cleric named Abu Ghonaim or referred to hereinafter Kyai Wind Gubug local people familiar with the call Mbah Wastu call. Javanese culture of habits that often shorten and shorten the title name of someone who is too long,

A little look back on the history of the existence of Abu Ghonaim as the embryo as well as those who are known as community leaders who started tripe and used as inspiration from the

title Batu area, in fact Abu Ghonaim itself is derived from Central Java. Abu Ghonaim as faithful followers of Prince Diponegoro, deliberately leaving his native region of Central Java and migrated at the foot of Mount Panderman to avoid the pursuit and arrest of Dutch soldiers (the Company) (batukota.go.id, September 4, 2017).

Abu Ghonaim or Mbah Wastu which started life poor along with pre-existing community and share that sense, knowledge and teachings gained during a follower of Prince Diponegoro. Finally, many residents and surrounding areas and other communities came and settled down to sit, study and study theology Mbah Wastu. They began to live in groups (communities) in the area Bumiaji, comb and finally slowly Temas the greater community and many well as being a bustling community. As befits a region whose territory lush mountains, Batu and surroundings also have a beautiful Nature Panorama and tube cool, of course, it will attract other people to visit and enjoy Batu as a mountainous region has a special attraction. For that reason in the early 19th century Batu developed into a tourist destination, especially the Netherlands, so the Dutch people and even then build places Resorts (Villa) even lived in Batu. Site and Dutch heritage buildings or during the Dutch East Indies government too is still a trace even be an asset and Tourism visits to date. The Dutch are so admiration for the beauty and elegance Batu, so that the Dutch

align Batu area with a country in Europe, namely Switzerland and give the title as De Klein Switzerland or Swiss small Java.

#### **b. Geographical conditions Batu City**

City of Batu can be divided into four types of soil. The first type of soil andosol, form the most fertile of land covering an area of 1831.04 ha Batu subdistrict, District Junrejo an area of 1526.19 ha and Bumiaji an area of 2873.89 ha. Both types of soil kambisol, such as type of soil is quite fertile covers an area of 889.31 ha Batu subdistrict, District Junrejo an area of 741.25 ha and Bumiaji an area of 1395.81 ha. The third kind of alluvial soil, such as soil less fertile and calcareous covers an area of 239.86 ha Batu subdistrict, District Junrejo an area of 199.93 ha and 378.48 ha area Bumiaji. And the fourth is Latosol soil cover 260.34 ha Batu subdistrict, District Junrejo Covering an area of 217.00 ha and 408.61 ha area of Bumiaji (batukota.go.id, September 4, 2017).

Judging from astronomy, Batu located between  $122^{\circ} 17'$  up to  $122^{\circ} 57'$  east longitude and  $7^{\circ} 44'$  up to  $8^{\circ} 26'$  South Latitude (Batukota.go.id, September 4, 2017), The boundaries of the City of Batu is as follows:

North : Mojokerto and Pasuruan

East: District Batu

South: Blitar regency and Batu District

West Side : District Batu.

### c. Conditions of Batu City Government

In 2014, Batu divided discharged into 3 districts, namely Batu subdistrict, Bumiaji and District Junrejo. In addition Batu divided into 24 rural / urban, *RW* 238 and 1,127 *RT*. The number of villages / sub majority owned by the subdistrict Bumiaji respectively 9 rural / urban, while the number of *RW* and *RT* majority owned by Batu subdistrict. A large number of villages / sub-owned does not automatically become the region with the highest number of *RW* and *RT* as well (batukota.go.id, September 4, 2017).

Proven *RW* and *RT* highest number in Batu subdistrict respectively and 457 *RT* 96 *RW*. Next Bumiaji 59 *RW* and 430 *RT* and the rest are in Sub Junrejo. National development that have been implemented so far would not be succeed if rural / urban as the smallest unit of government was never touched by development. In 2014, the results of the development in Batu been perceived (batukota.go.id, September 4, 2017).

It is suspected of a number of villages in Kota Batu status that has reached the level of self-sufficiency as many as 24 villages / wards. This shows that all communities / villages in Batu had good participation and independence in running village government (batukota.go.id, September 4, 2017). In the conduct of the government, government officials as civil servants and public servant has an important role in coordinating and implementing

common tasks of government and development tasks in providing services to the public.

**d. Circumstances of Population and Labor**

Batu City residents are scattered in three sub-districts of Batu, District Junrejo and Bumiaji. Almost half of the population residing in *Kota Batu* subdistrict (46.48%), while the other half reside in Bumiaji (28.76%) and Junrejo (24.76%). From the total area actually Bumiaji is a district that has the largest area compared to two other districts (batukota.go.id, September 4, 2017). This is understandable because it is geographically Batu subdistrict has a relatively flat region of the two other districts. While Bumiaji despite having the greatest area but the geographical conditions of the districts is a hilly area that is mostly used for agriculture and environmental conservation area.

The population density associated with the carrying capacity of a region which is commonly used indicator is the ratio of population density (density ratio) is the ratio that states the ratio between the number of residents of the area or how many people per square kilometer in a given year. So that when viewed from the population density, the densest Batu subdistrict into districts in Batu, followed by the District Junrejo and Bumiaji. Actual density and the District Junrejo Batu subdistrict nearly equal. This is explained on the number of people living in the District Junrejo only half of the

population in the district of Batu but also half the total area of the area of Batu subdistrict.

Indicators composition of the population by sex in a region or commonly known as Sex-Ratio. This indicator is also frequently used to denote the number of males per 100 females. The indicator is calculated as the percentage ratio of the number of males and females. In Batu Town in three districts above 100 percent all. This means that the male population in Batu still more than the female population.

Batu is open to anyone whether Indonesian citizen or foreigners. According to the Department of Population and Civil Registration Batu City in 2014, foreigners, or about 0.012 percent of the total population recorded in *Dispendukcapil* Batu. Resident foreigners in Batu consisted of 25 men and 2 women. The existence of foreigners is spread over three districts. Batu subdistrict apparently been mostly foreigners to choose a place to stay that are 18 people, consisting of 17 men and 1 woman. The rest chose to stay in District Junrejo 1 male and Bumiaji 7 males and 1 female. (Batukota.go.id, September 4, 2017).

**e. Tourism Conditions in Batu City**

Tourism industry is one of the advantages possessed by the City of Batu. The presence of the tourism sector can increase revenue Batu through tourist spots in Batu and accommodation facilities

such as hotels, motels and so forth. This can be seen through the data the number of hotels, number of guests staying, the average length of stay, room occupancy rate and the number of tourists who visit the attraction. Hotel room occupancy rate in Batu totaled 27.49% in 2014, lower than in 2013, which reached 37.99%. With the hotel room occupancy rate of 27.49% on average over the year, meaning for example a capacity of 100 rooms the hotel had only 27 (batukota.go.id, September 4, 2017). In line with the number of guests staying in the hotel and lodging, overview of tourism activities in Batu can be approached from a number of tourists both foreign and domestic tourists who visit tourist attractions in Kota Batu, there were 2,025,541 visitors (Batu City Government Performance Report 2015). Some attractions in Kota Batu has increased the number of tourist visits. Travelers who visit Batu Night Spectacular (BNS), Kusuma Agro and Cangar respectively increased by 27.42 percent, 5.2 percent and 15.3 percent over the previous year (batukota.go.id, September 4, 2017). Kota Batu has the opportunity to be developed as a tourist area more attractive, it is based on natural and geographical conditions are very supportive. Tourist attractions in Batu made different from each other so there is no significant competition. Tourism resources owned by the City of Batu is quite diverse and can be easily found because the location

is relatively close. This was strengthened after the government town of Batu in earnest

Batu city declared as a tourism city. Tourist attractions in Batu Town include a hot water Cangar travel, nature tourism park Selecta, East Java Park, Agro Kusuma and Songgoriti. Tourist attractions in Kota Batu is always visited by tourists because of the location of Batu Town itself is on the plateau with a beautiful view and a cool atmosphere so that the tourists feel comfortable in the town of Batu.

With tourism potential is very promising, it is appropriate Batu can become a favorite tourist destination of choice for domestic and abroad, and not improbable Batu can be better known by domestic and foreign tourists.

## **2. Overview of the Department of Tourism and Culture in Batu City**

### **a. Duties and functions of the Department of Tourism and Culture of Batu City**

Batu is a city in East Java has a rich tourism potential. Batu formed naturally as agropolitan city which is supported by the state of the environment and natural potential tourist. The scenery is beautiful and situated in the highlands has its own appeal for tourists who are interested to come visit. Good atmosphere and cool air to add images to support the convenience of tourists who come to visit

the Batu. All the activities of natural and cultural preservation conservatively would be supported through government intervention in this case is the contribution of Culture and Tourism department of Batu. Department of Tourism and Culture in Batu is located at Jalan Sultan Agung 7B, Comb Village, Batu.

Department of Tourism and Culture Batu has duties and functions as an element that is implementing regional autonomy in the field of culture and tourism. Department of Culture and Tourism Batu led by a government agency heads under the command of Batu.

Department of Culture and Tourism in Batu has among others the following tasks:

- 1) Carrying out government affairs in the field of culture and tourism based azaz autonomy and helpers;
- 2) Carry out other tasks given by the mayor in their respective sectors. (Kotabatu.web.id, November 10, 2017).



Figure 4. Department of Culture and Tourism of Batu  
Source: Documentation Researchers

Department of Culture and tourism in Batu duty to serve the public and carry out the orders of the government of Batu in all matters concerning culture and tourism in Batu. Some of the popular tourist destination in the region include *Taman Selecta* nature, thermal baths Cangar, East Java Park and travel Coban Rondo waterfall. Culture and tourism potential owned Batu Town itself is divided into several types, namely: Agro Tourism, Nature Tourism, culture, cave tours, recreational tourism, special interest tourism, historical tourism and pilgrimage and religious tourism (kotabatu.web.id, 10 November 2017).

The legal basis for the establishment of the Department of Tourism and Culture City of Batu is the Batu Mayor Regulation No. 45 Year 2013 on the translation of basic tasks and functions of the department of tourism and Culture in Batu. Department of Tourism and Culture Batu itself has a duty to plan, formulate policies, develop administrative and technical, coordinating, controlling and evaluation of programs and activities in the field of tourism and culture. In performing its duties the Department of Tourism and Culture Batu has a function:

- 1) Policy formulation, control, evaluation of strategic plans and work plans in the field of tourism and culture;
- 2) The formulation and establishment of Standard Operating Procedures (SOP), the target achievement Minimum Service

Standards (SPM), Public Service Standard (SPP) and Community Satisfaction Index (HPI);

- 3) Budget planning and control;
- 4) Control of administrative affairs department;
- 5) Development of tourism product development;
- 6) Development of tourism promotion and marketing;
- 7) Development of tourism human resource development;
- 8) Fostering the development of culture, tradition, film, art, history and archeology;
- 9) Implementation of tourism and cultural affairs, and public services in accordance with the scope of the task;
- 10) Coordination and cooperation in the field of tourism and culture between work units (SKPD) in the Local Government and related agencies;
- 11) Assessment and control of the implementation of programs and activities;
- 12) Implementation of other duties assigned by the Mayor in accordance with its duties and functions.

The organizational structure of the Department of Tourism and Culture set out in the regulations of the area is made up of:

- 1) Head of Department
- 2) Secretariat which oversees:
  - a) Sub Division of Program and Reporting

- b) Sub Division of Finance
- c) Sub Division of General and Civil Service
- 3) Tourism Product Development Division in charge:
  - a) Sessions places and attractions
  - b) Sessions business services and tourism facilities
- 4) Of Promotion and Tourism Marketing in charge:
  - a) Session information and market analysis
  - b) Sessions promotion and cooperation
- 5) Field of Tourism Human Resources Development in charge:
  - a) Guidance and training sessions
  - b) Sessions community participation
- 6) Field of Culture in charge:
  - a) Session history and archeology
  - b) Sessions traditional values
  - c) Arts and film sessions.

Head of Tourism and Culture has a duty to plan, formulate policies, develop administrative and technical, coordinating, controlling, and evaluating the implementation of programs and activities in the field of tourism and culture and the program. The function of the department heads are:

- 1) Policy formulation, control, evaluation of strategic plans and work plans in the field of tourism and culture;

- 2) The formulation and establishment of Standard Operating Procedures (SOP), the target achievement Minimum Service Standards (SPM), Public Service Standard (SPP), and Community Satisfaction Index (HPI);
- 3) Budget planning and control;
- 4) Control of administrative affairs department;
- 5) Development of tourism product development;
- 6) Development of tourism promotion and marketing;
- 7) Development of tourism human resource development;
- 8) Fostering the development of culture, tradition, film, art, history and archeology;
- 9) Implementation of tourism and cultural affairs;
- 10) Coordination and cooperation in tourism and culture between work units (SKPD) in environmental governance related areas;
- 11) Assessment and control of the implementation of programs and activities;
- 12) Implementation of other duties assigned by the mayor in accordance with its duties and functions.

The Secretariat has the task of formulating a work plan offices, control of financial administration, prepared a report on accountability of program implementation and service activities,

implement guidance and administrative management services. The functions of the secretariat are:

- 1) Planning the official framework;
- 2) Control the financial administration;
- 3) Prepare reports on the accountability of program implementation and service activities;
- 4) Implement guidance and administrative management services.

In the field of tourism product development has the duty to plan, develop, assess, control and evaluate the programs and activities of tourism product development. The development of tourism product development in charge of the following functions:

- 1) Formulation of field work plan;
- 2) The preparation of the technical guidelines for the program of activities of tourism product development;
- 3) Development of tourism business potential;
- 4) Assessment of recommendations in the field of business development permits and tourism facilities, tourism businesses, attractions, and tourist attractions as well as general entertainment;
- 5) Business development of tourism facilities, tourism businesses and attractions as well as attractions;

- 6) Technical preparation of cooperation with relevant institutions in the field of human resource development of tourism;
- 7) Monitoring and evaluation of activities in the field;
- 8) Implementation of other tasks given by the head office in accordance with the duties and functions.

Promotion and marketing of tourism have a duty to plan, develop, assess, control, and evaluate programs and activities in the field of tourism promotion and marketing. Based on these tasks, then the function of promotion and marketing of tourism are:

- 1) Formulation of field work plan;
- 2) Preparation of technical guidelines for the operational activities of promotion, marketing, and cultural cooperation and tourism;
- 3) Formulation of Tourism Development Master Plan (RIPP) regional scale, fostering the development of tourist information systems;
- 4) Assessment of international cooperation development of tourist destinations;
- 5) Development of tourism exhibition or cultural event;
- 6) Control of tourism information service center;
- 7) Branding and tagline formulation of tourism;
- 8) Monitoring and evaluation of activities in the field;

- 9) Implementation of other duties assigned by the head office in accordance with the duties and functions.

**b. Vision, Mission and Objectives of Tourism and Culture of Batu City**

**Vision of Tourism and Culture City of Batu:**

"The realization of Batu As International Tourism City".

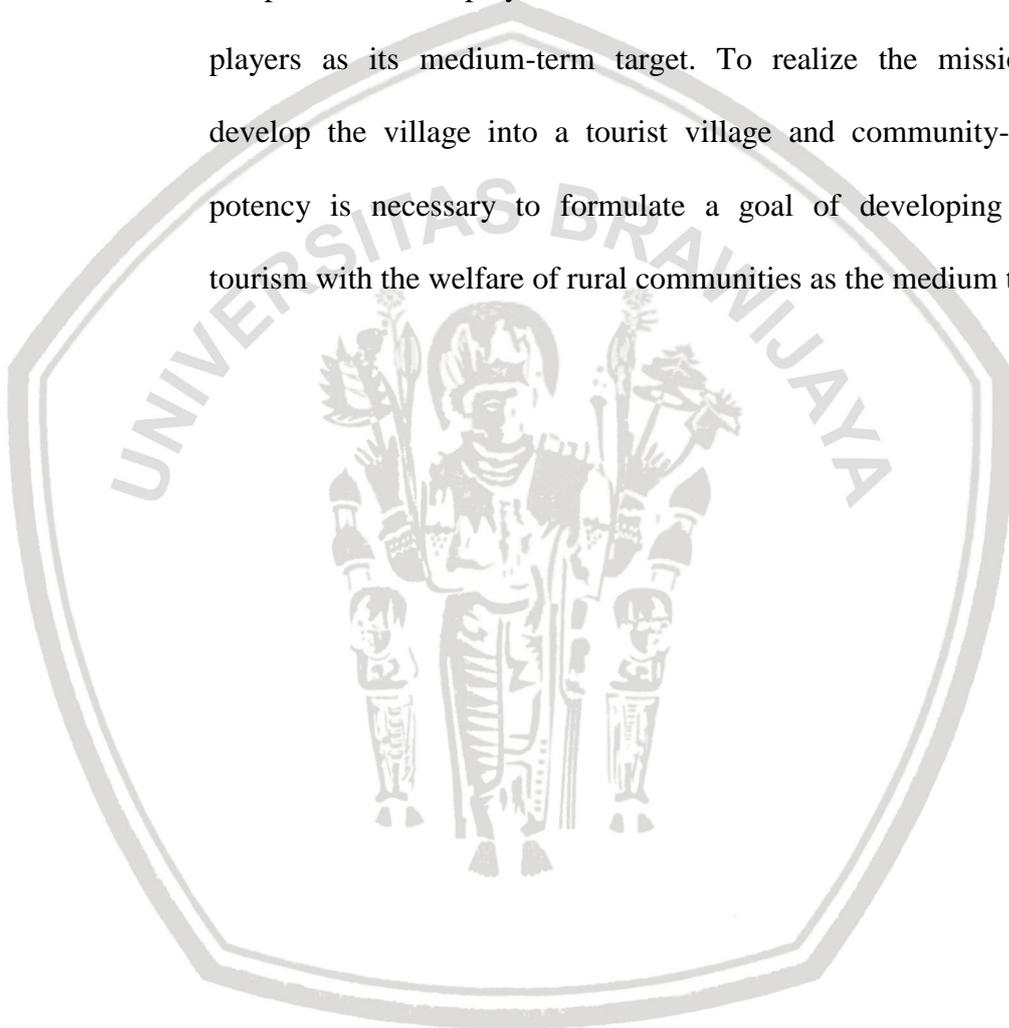
**The mission of the Department of Tourism and Culture Batu:**

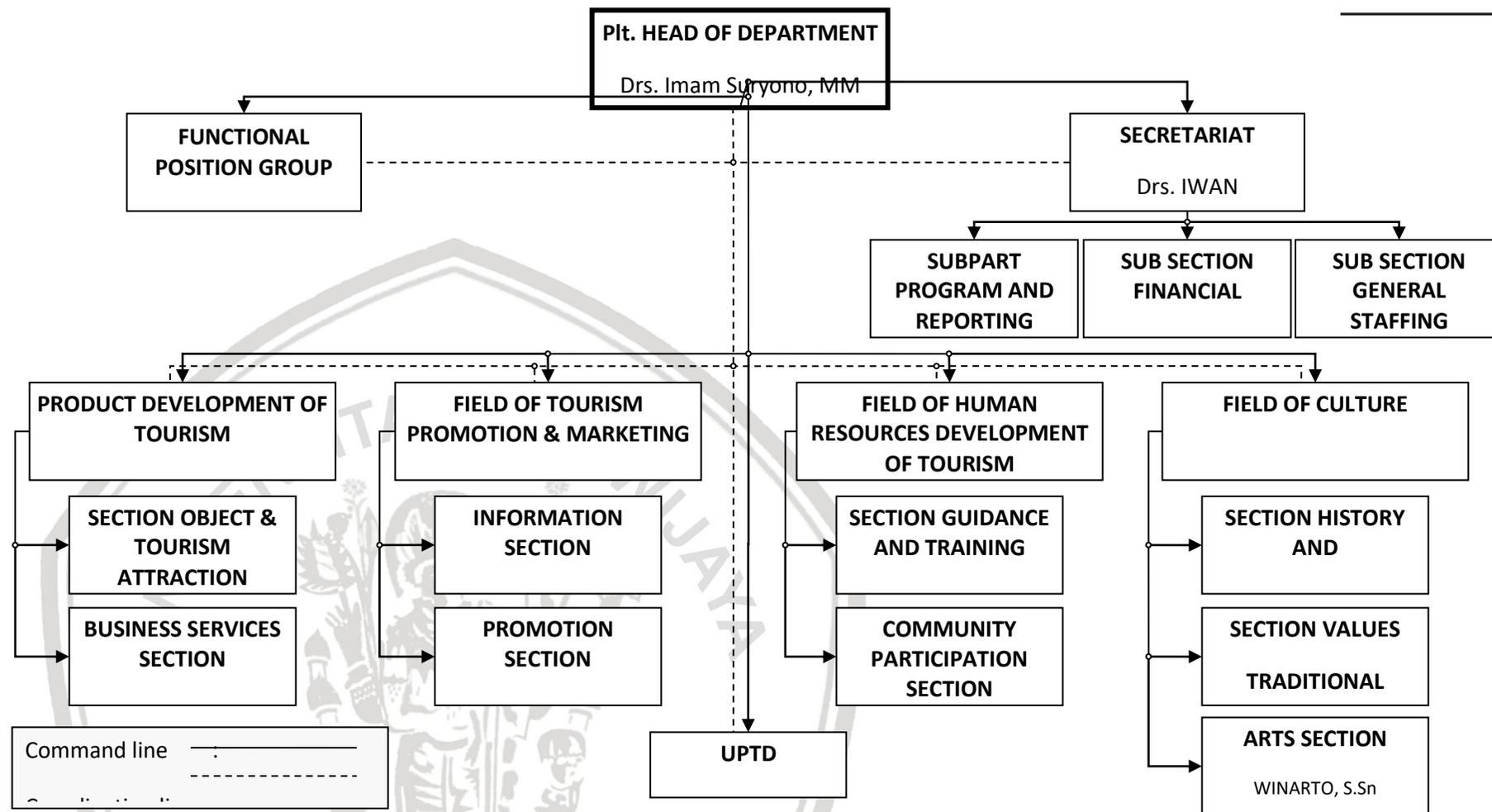
1. Improving the quality and quantity of environmentally sound tourism products.
2. Increase competent human resources capable of competing at the global level.
3. Developing Village / Sub become tourism village and community-based potential.
4. Building a good cooperative relationship with tourism stakeholders, both at the regional, national and international.
5. Perform continuous promotion of tourism both regionally, nationally, and internationally.

**The purpose of Tourism and Culture City of Batu:**

To realize the mission of improving the quality and quantity of environmentally sound tourism products need to be formulated an objective of improving the quality and quantity of environmentally

sustainable tourism products, to the satisfaction of tourists going to the tourism product as a medium term target. To realize the mission of improving the competence of human resources able to compete on a global level is necessary to formulate a goal to improve the competence of tour players, the tourist satisfaction with service tour players as its medium-term target. To realize the mission to develop the village into a tourist village and community-based potency is necessary to formulate a goal of developing rural tourism with the welfare of rural communities as the medium term.





### 3. Overview of Kungkuk Tourism Village

#### a. Profile of Kungkuk Tourism Village

Kungkuk is a village located in Punten Bumiaji. The village is flanked by Mount Panderman Arjuno the south and mountains in the north has a total area: 14 Ha, forest 125Ha, altitude:  $\pm$  950 m and is inhabited by  $\pm$  635 residents. The village designed specifically as a tourist village is located 6 km from the center of the City of Batu. The majority of the work of people living in villages Kungkuk are farmers. So, they set out to farm in the morning and return in the afternoon.

Since the first Kungkuk village does have an exotic panorama and Kungkuk has been designed specifically as a tourist village since 2009. While the price of apple harvest begins to decline, there are some people who start thinking of developing the future of their village. Finally, after many residents meeting is kept up forming Kungkuk tourist village. Most roads in Kungkuk Tourism Village is feasible to pass four-wheeled vehicles or motorcycles.

Vacation, a definite word in waiting by every human being. Children, teenagers and young parents must feel happy that carry out these activities. When speaking of the holidays, especially in a fairly long period of time. Certainly, dwelling or place of residence within a vacation has become the most sought after. In modern times like this, with all the luxurious amenities, would stay at the starry already

become commonplace. Kungkuk Tourism Village offers several homes that are ready for habitation (homestay) with rustic natural feel marvelous during your vacation in Kungkuk and Tourism Village in the City of Batu.

Batu identical to the cold air is very suitable for the cultivation of fruits such as oranges, guavas and apples. Likewise with Kungkuk tourist village, when you peddle foot in this village you will be greeted with a number of trees that grow apples and oranges along the way Kungkuk tourist village. Most of the trees have been planted since the Dutch colonial era which was then managed by the residents. Here tourists can enjoy the freshness of citrus fruits, guavas and apples can be picked directly from the tree. While picking the fruit, tourist can also get information about the characteristics of oranges, guavas and apples are old and young from their owners so that you will not go wrong in picking them. Kungkuk is one of the villages that still preserve their culture, such as: *Kuda Lumping, Bambu Gila dance, and dance Santar*. The existence of the arts is a form of love Kungkuk Travel Village community in preserving the culture that has existed since time immemorial. Cultures still exist until now because it is supported by the community. Besides, as a means of recreation and pleasure, the art also serves as a traditional ceremony.



Figure 5. Tourism Village Entrance archway of Kungkuk

Source: Managers of Kungkuk 2018

#### **b. Organizational Structure Village Travel business Kungkuk**

Chairman: Suwito Pamungkas

Vice Chairman: Yayuk Murniwati

Secretary: Putri Desi

Treasurer: Danis

Expert Team: Candra Thirta, SE, Didik

Supporters: Team Dairy Milk DVM. Contention Hartono, Team

LMDH Batu Travel Forum Makmur, Kaliwatu

Rafting, CV daughter Alin Jaya, *Batu Karang Taruna*

Members: owner of the homestay, the owner of home industries, the

owner of agricultural land, a farm owner, the owner of

a vehicle for cultural tourism. (Source: Managers of

Kungkuk 2018)

### **c. Vision and Mission Tourism Village Kungkuk**

#### **Tourism Village Vision Kungkuk**

"Tourism-based entrepreneurship education and empowerment with social orientation and increased economic welfare of local communities".

#### **Mission Tourism Village Kungkuk**

Active role in creating a tourist village concept with the development of entrepreneurship. (Source: managers of kungkuk 2018).

## **B. Data Presentation Research Focus**

### **1. Each intervention of Stakeholders in the Kungkuk Tourism Village Development**

In recent years the city authorities of Batu put special attention to the tourism industry. This is apparent by the many programs of tourism development in the area. Tourism potential of the competing about to exceed other tourism potentials to attract the arrival of more tourists, more live and more spend their money on destination that is manmade. There are many other less effective programs be considered, particularly regarding the benefits to be obtained is greater than the destruction caused. In terms of making recreational places in the Batu there is a tendency to make the potential of existing ones to be a tourist attraction.

Besides, we know that the raw materials of the tourism industry will never run out, whereas other industrial raw materials is limited. To encourage the development of the economy with a balanced growth of tourism can be expected to hold a decisive role and can serve as a catalyst to develop other sectors of development gradually. As happens in other sectors, the contribution of Batu city government in the tourism sector there is a direct impact and some are giving indirect impacts. Apart from the above there is the possibility of a government's economic policies have a direct impact on other sectors but it can provide an indirect impact for the tourism sector.

In the development of village tourism potential Kungkuk located in Batu Town there are two interventions of each of each stakeholder. The synergy between the two sides to make a tourist village development Kungkuk be maximized. The two sides in this regard is that proclaimed government intervention in the form of a program with a clear agenda and the intervention of the villagers Kungkuk manager himself as a stakeholders who runs a tourist village concept of Kungkuk.

**a. Government intervention as stakeholders in the development of Kungkuk Village**

Batu City Government in this case is the department of culture and tourism Batu has an important role in the development of Kungkuk tourist village located in the City of Batu. Rural tourism development program is

a clear directive from the government through Mayor Regulation Batu Batu number 73 Year 2016 on the functions and working procedures of the tourism department in Batu. The concept of work of department of tourism and culture of Batu in providing intervention, especially village tourism development efforts Kungkuk travel entirely based on the work plan and related strategic plan. Main substance of the Work Plan, essentially load a program or activity in the context of performance accountability for the field or section in detail to achieve the vision and mission of the Department of Tourism and Culture in Batu.

Working plan of tourism and Culture department compiled extent and development activities program and tourism development is financed within the next year. Working plan preparation of tourism and culture department is also one rationale to uphold the commitment agreement and activities program in the field of tourism and culture who has been through previous discussions.

Tourism development should uphold the hallmark of the Indonesian nation personality, therefore the preparation working plan of Batu City tourism and culture department must rely on the idea to local wisdom culture, natural beauty as well as the relationship between the man based on the values of religion, conservation and natural resources, political interests, economic, social and security. Tourism as a pillar of the local economy is the economic mainstay of Batu, now or in the future in order to improve the economic welfare of the community, and the

efforts in stating that the department of culture and tourism Batu carry out some of the following:

1. Socialization tourism entrepreneurs;
2. Training tourism entrepreneurs;
3. Monitoring, Assessment, Development of the tourism product;
4. Develop tourism products;
5. Socialization and training of human resources integrated tourism;
6. Doing competition among tour players;
7. Conducting evaluations and assessments from the field;
8. Training and coaching Pokdarwis in implementing professional management of tourist villages and accountable;
9. Dissemination and training to the villagers in Tours based on the potential that exists in the village;
10. Improving rural tourism facilities;
11. Establish cooperation with tourism stakeholders regionally, nationally, and internationally;
12. Participate in events regionally, nationally and internationally;
13. Using a variety of media promotion;
14. Conducting an annual event;
15. Pack the local event making it feasible for the consumption of the international community;
16. Exploiting the potential of local promotional purposes.

Some kinds of efforts in improving the potential that exists in Kungkuk village which is the intervention of culture and tourism department Batu expected to contribute in improving the welfare of the people especially the village of Kungkuk which is the prime mover actor in the development of Kampung Kungkuk tourist area. One aspect that must be held in a tourist destination target area is the availability of facilities and infrastructure support for tourism activities in Kampung Kungkuk. Department of Culture and Tourism of Batu contributed to the making facilities and infrastructure in the development of Kampung Kungkuk as submitted by Mr. Saiful Rochani as chairman of the session object and tourist attraction in the tourism and culture department Batu explained that,

*"Sebetulnya desa wisata di kota batu ada banyak,mungkin saat ini ada 12 sampai 14 desa wisata yang sedang berkembang,untuk kampung wisata kungkuk yang terletak di desa punten,kita sudah memfasilitasi dengan berbagai program untuk pengembangan khususnya di desa wisata kungkuk antara lain optimalisasi dalam sarana dan prasarana desa wisata di kungkuk misalkan mulai 2010 kita sudah membangun gapura wisata kemudian kita memfasilitasi dengan membangun sarana outbound, sekitar 4 item seperti climbing kemudian flying fox". (Interview date of December 18, 2017, 10:00 am).*

Based on the above statement that development facilities and infrastructure constructed by the tourism department in the form of gate travel, outbound facilities, as well as flying fox in order to increase the productivity of existing tourism activities in Kampung Kungkuk. The above statement was also supported by a statement from Ms. rubiati as

head of the services business sessions and tourist facilities in the culture and tourism department Batu explained that,

*"Yang pertama kita memfasilitasi untuk melengkapi sarana dan prasarana yang ada di kungkuk, misalnya gapura masuk kita beri identitas, kemudian dalam waktu dekat kita juga akan membangun gedung pusat informasi pariwisata yang ada di kungkuk. Lalu kita sudah buat fasilitas outbound, toilet, kemudian ada juga lapangan untuk penerimaan tamu yang berkunjung."* (Interview dated January 8, 2018, 10:30 pm).

Based on the above two statements explaining that the construction of infrastructure facilities in Kampung Kungkuk has been facilitated by the department of culture and tourism Batu.



Figure 6. Toilet and entrance building given by government (Source: researcher documentation)

A good management system, especially in the field of tourism activities should be supported by the availability of human resources of a good manager. Improving the quality of human resources can be pursued through a variety of activities such as education and training in order to improve the quality of human resources managers. Kungkuk village that provide goods and travel services were not separated from the need for human resource quality of a good manager. Thus the culture and tourism department Batu contributed to improvement in the quality of human

resources in particular for the development of the tourist village Kungkuk.

It is as described by Mr. Saiful Rochani as the head of the session object and attractions in the culture and tourism department Batu explained that,

*"kemudian pembinaan SDM untuk masyarakat setempat seperti workshop, sosialisasi informasi seperti implementasi UU kepariwisataan, homestay dan wisata kulinernya juga kita bina, walaupun tidak terjadwal secara kontinu, tapi secara periodik pernah kita bina, mulai bagaimana jika ada tamu akan tersaji kuliner yang baik, penataan homestay dan pengelolaan kelembagaan pokdarwis setempat". (Interview dated December 18, 2017, 10:00 am).*

It already stated above with regard to the development of human resources in managing tourist village Kungkuk. Statements regarding the contribution of culture and tourism department Batu in improving the quality of human resources in the tourist village manager Kungkuk also supported by remarks of Mrs. rubiati as head of the services business sessions and tourist facilities in the culture and tourism department Batu explained that,

*"Di bidang SDM kita juga melakukan pembinaan pada pokdarwis, pembinaan administratif pada pengelola dan masyarakat untuk mengelola homestay, pusat oleh-oleh yang ada di kungkuk untuk masyarakat bagaimana cara untuk menciptakan lapangan pekerjaan dengan UKM atau UMKM misalkan menghasilkan oleh-oleh, souvenir dan lain-lain. Dampak dari pembinaan SDM itu dampaknya sangat kelihatan, dari masyarakat yang dulunya murni seorang petani biasa sekarang sudah memiliki konsep pemikiran sebagai seorang petani yang memiliki wawasan wisata atau ekotourism. Jadi dari segi pemikiran seperti keramahtamahan mereka jadi lebih aware saat ada tamu yang berkunjung. Dulu petani biasa dalam menghadapi tamu, mereka masih ada rasa was-was, tetapi sekarang karena terbiasa menerima dan melayani tamu mereka jadi terbiasa memberi salam sapa salam dan pelayanan yang baik sebagai insan pariwisata". (Interview dated January 8, 2018, 10:30 pm).*

Based on the statements that were outlined, human resource development in the tourist village manager kungkuk have satisfactory results. The impact of human resource training provided by the department of culture and tourism Batu villagers could change Kungkuk assumptions that were once only sustains from agricultural activity until now can take advantage of the potential that exists in the village Kungkuk including in the agricultural sector into a tourism concept.

In order to attract tourists to travel in a tourism destination is certainly not separated in terms of marketing. Good marketing strategy that will maximize the number of tourists who have an interest in a product or service offered. Culture and tourism department in this regard also provide marketing assistance in optimizing the development of the tourist village with modern Kungkuk with the assistance of the government in terms of marketing to attract tourists both from home and abroad to conduct tourism activities in the tourist village Kungkuk. As a statement given by Mr. Saiful Rochani as the head of the session object and attractions in the culture and tourism department Batu, explaining that,

*"terakhir yang dari segi fisik tahun 2017 kami membangun papan nama reklame untuk memfasilitasi dalam hal strategi marketing dan pemasangan paving di area outbound, gazebo dan toilet sudah kita bangun, jadi bisa dibilang kampung wisata kungkuk adalah satu satunya kawasan desa wisata yang kami fasilitasi paling banyak dibanding desa wisata lainnya". (Interview dated December 18, 2017 at 10:00 am).*

In an effort to develop village tourism development especially Kungkuk tourist village, the availability of resources in the form of capital

must be a separate priority by both developers and stakeholders. Funds are provided and are given by the government in this regard through the department of culture and tourism in the overall Batu used for construction of facilities and infrastructure.



Figure 7 . Way markers given by government (Source: researcher documentation)

Aid in the form of money or capital is not directly given to the manager. On the other hand, the central government through PNPM Mandiri program willing to provide capital assistance directly to the village. Capital assistance through PNPM Mandiri program provided by the central government are expected to be able to help the development of each village in Indonesia. Financial aid is not channeled through the authority of the department of culture and tourism Kota Batu, but transferred directly from the central government. It is like that were outlined by Mrs. rubiati as head of the services business sessions and travel means the department of culture and tourism Kota Batu, explaining that,

*"Untuk fasilitas berupa uang atau modal dari dinas belum ada, walaupun ada modal itu pun dari kementerian melalui program PNPM mandiri yang waktu itu sempat terlaksana, dari dinas pariwisata kita belum diperbolehkan untuk memberi bantuan berupa fresh money kan tidak diperkenankan, jadi harus berupa kegiatan atau sarana dan prasarana. Kalau untuk program yang dilaksanakan itu dalam bentuk persiapan SDM, sarana dan prasarannya kita cukupi, tujuannya untuk menjaring wisatawan yang akan datang berkunjung ke kampung kungkuk itu agar menjadi lebih banyak, jadi intinya kan supaya angka kunjungan atau meningkatkan jumlah wisatawan yang berkunjung ke kampung kungkuk itu". (Interview dated January 8, 2018, 10:30 pm).*

Based on the statement of the mss rubiati we can conclude that the intervention of culture and tourism department Kota Batu in the development potential of rural tourism travel village Kungkuk particularly focussed on the development of a physical nature. Direct financial assistance in the development provided directly by the central government. Assistance from the central government seems to make a considerable contribution will reach nominal amount given directly to each tourist village. This relates to the statement that has been given as the head of the session Ms. rubiati business services and tourism facilities department of culture and tourism Kota Batu, explaining that,

*" Kalau bentuk dukungan dari pemerintah yang lain itu melalui program kementerian PNPM mandiri berupa dana secara langsung ke pengelola sekitar 25 juta ". (Interview tanggal January 8th, 2018, 10:30 pm).*

Based on the statement given Mrs. rubiati we can see that the nominal given in the form of aid from the central government has a high rate in an effort to develop a tourist village especially Kungkuk tourist village. With funding from the central government with the values of

society, especially the manager can be utilized Kungkuk tourist village. Capital worth 25 million can be used Kungkuk tourist village manager for maintenance of facilities and infrastructure, marketing strategy, empowering managers in the context of conservation, building or repairing roads and so on.

Another matter that is crucial in efforts to develop rural tourism activity particularly Kungkuk tourist village, as it has been described through the interview with Mr. Syaiful Rochani and Mrs. rubiati that the implementation of a strategic plan related objective. Strategic Plan for culture and tourism department Batu years 2012-2017 described some of the opinions and efforts in terms of increased tourism activities in the villages of Batu as it is written as follows:

To achieve the goals traveler satisfaction will be used tourism product strategy and policy as follows:

1. strategy:
  - a. Product quality tourism
  - b. Increased tourism product
2. Policy :
  - a. Socialization tourism entrepreneurs;
  - b. Training tourism entrepreneurs;
  - c. Monitoring, Assessment, Development of the tourism product;
  - d. Develop tourism products.

To achieve the goals traveler satisfaction with the services will tour players use strategy and policy as follows:

1. strategy:
  - a. Tourism trained human resources
2. Policy :
  - a. Socialization and training of human resources integrated tourism;
  - b. Doing competition among tour players;
  - c. To evaluate and review the field.

To achieve the goals of Rural Community Welfare will use strategies and policies as follows:

1. strategy:
  - a. Villagers are aware of the potential tourist village and use it
2. Policy :
  - a. Training and coaching Pokdarwis in implementing professional management of tourist villages and accountable;
  - b. Dissemination and training to the villagers in Tours based on the potential that exists in the village;
  - c. Improving rural tourism facilities.

To achieve the goals Increasing the participation of tourism stakeholders in selling and utilizing the potential of tourism policies and strategies will be used as follows:

1. strategy:

- a. Establishment of cooperation between tourism stakeholders
- 2. Policy :
  - a. Establish cooperation with tourism stakeholders regionally, nationally, and internationally;
  - b. Participate in events regionally, nationally and internationally.

To achieve the goals Increase tourist arrivals will use strategies and policies as follows:

- 1. strategy:
  - a. Utilization of various media campaigns effectively and efficiently
- 2. Policy :
  - a. Using a variety of media promotion;
  - b. Conducting an annual event;
  - c. Pack the local event making it feasible for the consumption of the international community;
  - d. Exploiting the potential of local promotional purposes.

Based on the strategic plan for culture and tourism department Batu years 2012-2017 which is based on regulatory rules related to the mayor, we can see that the role of government in this case the department of culture and tourism in a bid Batu rural tourism development in Batu focused on the quality of human resources through human resource training, counseling, socialization. Moreover, also the role of the government in this regard also provide assistance in promoting tourism all

results both goods and services to disseminate the tourism potential in Batu and invite tourists come to visit. Make cooperation with stakeholders and hold annual event is also one of the government's role through culture and tourism department Batu designed through a strategic plan related. In developing the tourist village Kungkuk was also included in the draft strategic plan of the few things that have been mentioned above.

Governments have a role in the development of attraction especially objects Kungkuk Batu tourist village through culture and tourism department Batu city has its own program design. One important aspect in the implementation of a program of accelerated development of rural tourism is the communication of each cooperative intervention. In developing the tourist village government kungkuk namely culture and tourism department for inadequate conduct the wishes of the manager of the tourist village for something to be desired kungkuk accordingly. Communication between the government and managers are held through a tourist village development planning meeting (*Musrembang*). In *musrembang* discuss issues related to the development of rural tourism, especially tourist village Kungkuk. As a statement given by Mr. Saiful Rochani as the head of the session object and attractions in the culture and tourism department Batu, explaining that,

*"untuk programnya murni digagas oleh pemerintah kota Batu. Programnya sendiri melalui komunikasi ada yang namanya bottom up dan top down. untuk yang bottom up kita ambil dari musrembang desa, kecamatan sampai kota, untuk dari segi top down kami dari dinas kami berpikir dan melaksanakan apa yang dibutuhkan dalam pengembangan kawasan desa wisata, khususnya dalam*

*pengembangan kampung wisata kungkuk ini". (Interview dated December 18, 2017 at 10:00 am).*

From the above stated clearly that the two-way communication is established from the government and managers of so-called bottom-up and top-down. It thus added again by Mr Saiful Rochani as the head of the session object and tourist attraction culture and tourism department Batu, explaining that,

*"musrembang dilaksanakan tiap tahunnya, prosesnya dari desa mengusulkan kemudian dikompulir lalu diajukan ke kecamatan, dari kecamatan dikompulir dan ditentukan yang mana yang paling prioritas dan kemudian diajukan ke tingkat kota. Dari kota akan ditinjau kembali, mana yang paling prioritas itulah yang dilaksanakan. Dari musrembang yang dirancang di tahun A, akan dilaksanakan pada tahun berikutnya." (Interview dated December 18, 2017 at 10:00 am).*

From the statements that were outlined we know that in terms of communication between the government and the management in this case the manager of the tourist village Kungkuk through several processes. That is the first manager to ask some needs in the development of the tourist village Kungkuk with local village government, and the second from the village submitted to the district level and determined which of the needs of the priority manager, from district submitted to the municipal level and submitted to the legislature. If all the needs of the proposed manager is already considered by some local government level, only then will decide whether the legislative body may provide such assistance through the department of culture and tourism Batu.

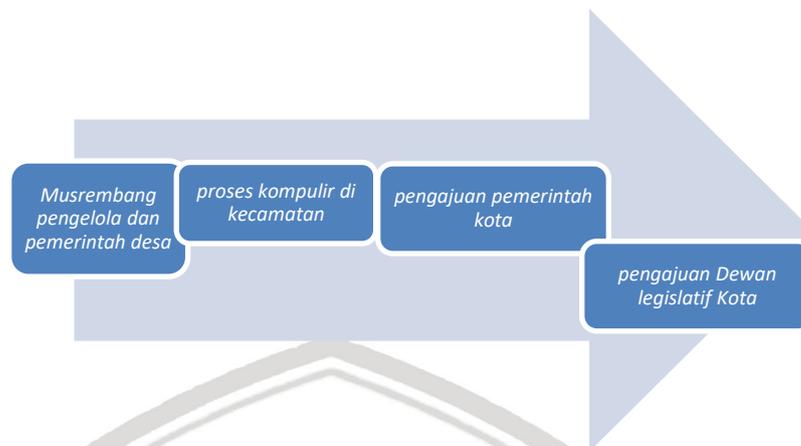


Figure 8. of two-way communication process Musrebang

Source: processed researchers

Throughout the aspirations of the people and various things needed in the development of the tourist village Kungkuk to be submitted to the government through communicative activities *Musrebang*. So far the communication process in the development of the tourist village Kungkuk only focused on improving the quality of human resources and development manager in a physical form such as nameplate. It is as described by Mr. Saiful Rochani as the head of the session object and attractions in the culture and tourism department Batu, explaining that,

*"Sejauh ini dari tahun ke tahun dari segi top down hanya berupa workshop, sosialisasi, study banding dan semacamnya. Untuk yang bottom up tergantung dari masyarakatnya, untuk yang terakhir yang diusulkan masyarakat adalah berupa pembangunan papan nama dan pemasangan paving itu sudah kita laksanakan. Untuk implementasi tahun 2018 musrebang diadakan bulan maret 2017".* (Interview dated December 18, 2017 at 10:00 am).

In the process of communication between the manager and the government in its development efforts was to find a way out when the

communication process occurs. It is also supported by the statement of Mrs. rubiati as the head of the services business sessions and tourist facilities in the culture and tourism department Batu explained that,

*"Dalam konteks komunikasi antara dinas dan pengelola itu melalui musrembang. Arah intervensinya ada bottom up dan top down, dari sana masyarakat mau apa lalu kita pertimbangkan dan kita fasilitasi kalau sesuai. Jadi masyarakat itu mandiri, bukan desa kungkuk itu kita yang menciptakan dan jalankan,tapi masyarakat yang menciptakan dan jalankan. Kita hanya mendukung berupa memfasilitasi supaya bagaimana bisa berkembang sesuai dengan keinginan bersama".* (Interview dated January 8, 2018 at 10:30 pm).

Shifting the existence of a tourist destination that is natural as a tourist village due to the rampant development of the industry is manmade tourist facilities make promoting government efforts in the development of the tourist village with the potential possessed by each tourist village. The program launched by the department of culture and tourism in the development of facilities Batu village tourism village tourism especially Kungkuk has its own objectives for the program which is run teragenda clearly. It is as described by Mr. Saiful Rochani as the head of the session object and tourist attraction culture and tourism department Batu, explaining that,

*"Kita sudah memprogramkan cukup lama waktu itu kita programkan percepatan pengembangan desa wisata dengan landasan hukum perwali waktu itu dengan sasaran seluruh desa di kota batu dapat menjadi desa wisata dengan potensi yang ada di tiap desa untuk digali dan dikembangkan dengan harapan masyarakatnya yang menjadi aktor utama dalam pengembangan desa wisata, jadi mereka bisa mandiri".* (Interview dated December 18, 2017 at 10:00 am).

Based on the statement we know that the government's program targets rural tourism development acceleration program has clear goals. Subject targeted by the program that whole villages have tourism potential in Batu city and can be developed to be built. The government in this case is also assumed that a tourist village concept must be managed independently by the community managers who care about and take part in the management of the village.

Implementation of the accelerated development of rural tourism program launched by the government in this case is the department of culture and tourism Batu has benefits that are already being felt directly in the community. The program was initiated to improve the quality of local tourism and the quality of life of the local community in this regard Kungkuk tourist village has benefits in the advantage of learning by doing. It is like that delivered by Mr. Saiful Rochani as the head of the session object and attractions in the culture and tourism department Batu, explaining that,

*"manfaat dari program tersebut masyarakat menjadi termotivasi untuk mengembangkan potensi yang ada di tiap desa wisata dan daya tarik apa yang bisa ditawarkan,harapan kedepannya program pengembangan desa wisata ini dapat berjalan semaksimal mungkin dan tiap desa menjadi daerah sasaran kunjungan wisata".*  
(Interview dated December 18, 2017 at 10:00 am).

The subject of the benefits gained through the implementation of the program to accelerate the development of rural tourism have a positive

impact in people's lives. All parties that intervene in the development of slums or rural tourist destinations have any hope of making the location of their residence who have a wide range of potential can be used as an alternative to travel. The motivation of the people through the program will surely bring a good impact and maximize the development of the tourist village which should be fully utilized.

The impact of the existence of Kungkuk tourism village through the aid of government programs	
Economical review	The surrounding community earns extra income through tourist services provided to tourists
Educational review	The surrounding community gained knowledges into providing tourism services and raising the quality of human resources
Socio-cultural review	local arts and local wisdom possessed by the community remain awake where art is one of the tourist rides offered
Environmental review	the quality of natural resources around is maintained and is expected to be sustainable in order to safeguard the goodness of tourism offered in addition to the development of facilities and infrastructure to provide uniqueness for the surrounding environment

Table 6. The impact of the existence of Kungkuk tourism village (Source: researcher documentation)

In an effort to rural tourism development, especially the development of the tourist village Kungkuk involve not only the manager alone. Government intervention as stakeholders and other parties also helped effectiveness and productivity in the context of development. In the

context of efforts to develop the tourist village Kungkuk involves not only the role of the manager of the local community as a tourist village Kungkuk main actors driving a tourist destination, but there is also the government and other parties as stakeholders who took part in the development of the tourist village Kungkuk. It is as has been noted by Mrs. rubiati as the head of the business sessions and tourist facilities in the department of culture and tourism Kota Batu, explaining that,

*"Dalam proses kerjasama dalam pengembangan itu seperti kita dari dinas pariwisata batu membantu mencari tamu, kita melakukan kerjasama dengan diknas surabaya yang kapan itu kita tawarkan untuk datang berkunjung ke kampung kungkuk, kita membantu mencari tamu untuk anak-anak sekolah misalnya supaya berkunjung dan menginap di homestaynya kungkuk lalu berwisata edukasi disana seperti wisata petik apel, petik jeruk dan lain-lain. kemudian setelah kita bentuk kerjasama itu akhirnya mereka membuka sistem relasi sendiri agar lebih luas dan mandiri".* (Interview dated January 8, 2018 at 10:30 pm).

Based on the exposure that has been described by Mrs. rubiati above we can know that the culture and tourism department helped tourists with modern encompass tourism activities in the tourist village Kungkuk in cooperation with the national education department of Surabaya. This cooperation also participated in the offensive in the marketing strategy to attract tourists in the tourist village Kungkuk. In this case the department of culture and tourism Batu eventually create a business relationship between a tourist village with the national education Kungkuk Surabaya. She expects that the system of cooperation that the national education Surabaya can also assist by encouraging others such as SKPD Surabaya to visit and conduct tourist activity in the tourist village Kungkuk.

A collaboration between stakeholders certainly has its own dynamics. A cooperation program designed as such has its own objective is to maximize efforts to develop rural tourism development especially Kungkuk tourist village. In fact in the field, researchers discovered a system failure experience of cooperation in the development of the tourist village Kungkuk. This is in accordance with the description of Mr. Saiful Rochani as the head of the session object and attraction kebudayaan and tourism department in Batu, explaining that,

*“Untuk bentuk kerjasama dalam pengembangan desa wisata khususnya kungkuk, dulu memang pernah dicanangkan bentuk kerjasama dengan pihak CSR Jatim Park Group dalam pengembangan desa wisata tetapi sampai saat ini belum terlaksana, sewaktu itu sudah kita survei tetapi tidak terfollow up. Waktu itu CSR memprogramkan untuk penggabungan dua konsep desa wisata yaitu desa wisata kungkuk dan desa wisata gunung sari untuk dijadikan satu paket dan hendak dinamakan desa punten sari, sudah kita survei sarana dan prasarana, kepemilikan lahan dan sebagainya, tetapi kenyataannya belum bisa dilaksanakan sampai sekarang, padahal dulu sudah dianggarkan sekitar 2M dalam perencanaan realisasi program, tetapi karena berbagai keterbatasan yang ada baik dari segi penyandang dana dan faktor non teknis lainnya ternyata belum dapat dilaksanakan. Program tersebut belum bisa dilaksanakan karena banyak hal, dari segi non teknis saja, kepemilikan lahan untuk spot-spot yang akan dibangun ternyata bukan milik desa, tetapi murni milik masyarakat, jadi mereka kurang berkenan lahan mereka dibangun untuk sarana wisata dengan berbagai alasan, walaupun mau mereka meminta harga yang terlampau tinggi jika lahan mereka dibangun untuk mendukung program CSR ini”. (Interview dated December 18, 2017 at 10:00 am).*

Cooperation between the third party in this case is to involve CSR of Jawa Timur-Park Group as the third stakeholders and implementation of tourism development program. Budgeted funds that have a fairly high

nominal supposed to be able to guarantee the implementation of the program, but the opposite happened. The concept of merging the two types of tourism that are manmade travel and tourist village is actually a new travel concept. However, due to several factors that inhibit in fact not been able to implement a system of such cooperation. We can see the surrounding communities is also a program plans of stakeholders.

Factors that thwart an agreement initiated by CSR is also a limitation of available land from the community and outrageously high prices that prompted the public. This is in line with the presentation of Mr. Saiful Rochani as the head of session objects and travel atrik at the department of tourism and culture Batu explained that,

*"Mereka tidak mau melepas tanah mereka. Sedangkan luas tanahnya pun tidak terlalu luas dan milik orang banyak, jadi susah untuk menggunakan tanah milik masyarakat. Dan setiap kepala dalam masyarakat juga belum tentu tergabung dalam tim pengelola kawasan desa wisata. Setelah didapat masalah itu dan berbagai masalah lain seperti pembangunan akses jalan yang butuh dana besar, CSR dari Jatimpark juga tidak memfollow up. Harapannya kedepan akan ada CSR dari pihak lain yang bersedia bekerja sama dengan kami untuk pengembangan desa wisata. Jadi sejauh ini bentuk kerjasamanya langsung dari Dinas dan masyarakat kawasan desa wisata". (Interview dated December 18, 2017 at 10:00 am).*

Based on the exposure we can conclude that the availability of land does not support the passage of the program due to the available land is not too extensive. Besides, the unpreparedness in terms of managers considering that not all people have a responsibility in running the joint tour program because not all the people joined in the management structure related tourism. Problems in the construction of the access road is

also a problem in itself and requires a larger fund. In the interview we can also conclude that the government department of tourism and culture of Batu do not stop in the search for investors and other stakeholders in the development of the tourist village Kungkuk.

In a tourism concept in this case is the concept of village tourism must not be separated from the financial landscape. Cashflow arrangements in the context of capital and income is crucial in an organization that runs the system, especially the tourism offer. Kungkuk tourist village is an independent tourist destination where overall financial arrangements set up by the manager. Government to intervene so far only support about the quality of human resources and physical development. Culture and tourism department of Batu do not take part in the provision of capital and manage revenue. This is in line with the remarks of Mrs. rubiati as the head of the business sessions and tourist facilities in the department of culture and tourism Kota Batu, explaining that,

*"Untuk pengelolaan modal dan pendapatan di kampung kungkuk sendiri itu semuanya dari masyarakat yang mengelola, kita pemerintah tidak pernah ikut campur dalam mengelola modal dan pendapatan dan murni kita membantu dalam bentuk fisik seperti kita bangun area outbound dan lain-lain saja kita pemerintah sudah habis sekitar 200 juta lebih, dengan SDM kita juga persiapkan dari pihak pengelola terutama generasi muda di kampung kungkuk itu seperti karang taruna kita latih TOT (training of trainer) jadi mereka itu sebagai SDM yang mengoperasikan outbound itu kita latih selama satu minggu. Lalu keseluruhan fasilitas outboundnya dan peralatan kita belikan dan itu semua kan butuh dana. Kenyataannya persaingan kan banyak, jadi tidak serta merta semua wisatawan yang datang itu ingin outbound di kampung kungkuk saja, ada banyak pilihan destinasi wisata yang lain, nah itu tantangan untuk pengelola kungkuk itu sendiri, bagaimana mereka*

*bisa mencari tamu dengan fasilitas yang sudah kita bantu dan dengan potensi yang mereka miliki. " (Interview dated December 8, 2018 at 10:30 am).*

Based on the statement of Mrs. indirectly rubiati government's culture and tourism department Batu providing capital in the form of facilities and infrastructures. We can know that the development of infrastructure for the tourist village Kungkuk touched the figure of 200 million rupiahs. Provision of training on the management in order to improve the quality of human resources also requires funds that are not a few others. The rest of all financial arrangements left entirely to the manager.

Government intervention in the development of the tourist village Kungkuk participated also felt by the public, especially the manager himself. A wide variety of assistance from the government to maximize the tourism activities can not be separated from the community around the village Kungkuk ratings. The management felt the lack of assistance from the government. It is as described by Ms. Yayuk Murniati as deputy chairman of the management of the tourist village Kungkuk stating that,

*"Untuk pelatihan dan workshop-workshop yang disediakan dinas sebetulnya ada, pernah sekali dua kali ada pelatihan dan workshop, untuk pengembangan kemampuan dari anak-anak karang taruna saya minta tolong dan bekerja sama dengan programnya dosen, lalu ada join dengan program pengabdian masyarakat mereka mau sekedar membantu untuk mengajari anak-anak karang taruna public speaking lalu mengajari juga bagaimana melayani tamu mancanegara dengan berbahasa inggris. Jadi peran pemerintah dalam pengembangan desa ini sudah ada tapi mungkin menurut*

*saya kurang banyak aja, Perihal bantuan modal dari pemerintah desa seperti BUDES atau yang lain sangat tidak terasa manfaatnya. Perihal bantuan dari pemerintah itu ada dampak dan manfaat tapi menurut saya tidak terasa secara langsung ya, yang di lapangan itu yang terasa kami dibantu masalah alat outbound dan bisa dimanfaatkan anak-anak karang taruna juga karena mereka yang mengelola masalah outbound. Kampung wisata kungkuk ini kan semacam bisnis berbasis pemberdayaan masyarakat sebenarnya dinas pariwisata batu bisa memberikan lebih pada pengembangan kampung kungkuk ini tapi ya kan ada prosesnya, kita nggak bisa secara instan minta hari ini langsung diberi, misalnya kita butuh sesuatu mengajukan hari ini kan bisa-bisa keluarnya tahun depan itupun jika benar-benar disetujui." (Interview dated January 8, 2018 at 18:00).*

Rate community related assistance from the government has been quite satisfying but considered less in terms of intensity. The above statement indicates that the community, especially the manager of the tourist village Kungkuk expect the intervention of the government is greater. But in reality because of the system that is the status quo and all sorts of processes in *Musrembang* be one of the factors inhibiting the effectiveness of government intervention. An opinion on the government's intervention was also given by Mr. Suwito Pamungkas as the chief manager of the tourist village Kungkuk stating that,

*"Hingga saat ini pemerintah masih aktif, tinggal pengajuan proposal. Meskipun begitu, yang namanya pemerintah sering dimutasi, misalnya kepala bidangnya yang mempunyai program dipindah. Selain itu jiwa dan/atau karakter pejabat pada umumnya kurang memiliki rasa pengabdian kepada masyarakat. Kami mendapat bantuan tulisan, gazebo, paving, outdoor out bond. Bantuan dari pemerintah tidak bisa berupa dana, namun berupa fisik. Pemborong yang menggarap". (Interview dated January 7, 2018 at 20:00 pm).*

Mr. Pamungkas above statements support statement earlier interviews that government intervention has been in optimizing the development of the tourist village Kungkuk focuses on the physical development and the quality of human resources. According to Mr. Suwito Pamungkas that the dynamics of the apparatus such as the turn of the civil service in the department of culture and tourism Kota Batu is a barrier in itself.

One of the government's intervention in improving the quality of human resources managers of the tourist village Kungkuk are training and mentoring of tourism. But in fact the government assistance given the impact is not so crucial. It is as stated Mr. Suwito Pamungkas as the head manager of the tourist village Kungkuk stating that,

*"Ya sudah ada. Kalau pelatihan itu sumbernya bisa dari pengurus maupun pelaku wisata walaupun tidak sering. Pelatihan fungsinya banyak dan baik demi berkembangnya wisata, namun yang lebih penting adalah evaluasi dan pendampingan setelah pelatihan dari dinas atau yang berkepentingan. Selama ini belum ada evaluasi dan pendampingan setelah pelatihan sehingga belum dikatehui apakah orang-orang yang dilatih apakah berkembang atau tidak. Kelanjutannya kurang terasa. Evaluasi dan pendampingan ini penting karena karakteristik desa yang berbeda-beda menyebabkan hasil yang dicapai oleh desa berbeda dengan kriteria yang diharapkan oleh pemateri. Untuk itulah pemerintah perlu turun tangan langsung untuk evaluasi dan pemdampingan ". (Interview on 07 January at 20:00 pm).*

Based on the statement we can know that training and assistance given by the government has not reached the stage of evaluation. Thus the lack of awareness of what the impact and progress of the training and

mentoring. In this case the manager has no hope of holding a follow-up evaluation of the optimization of human resources for the management of the tourist village Kungkuk provided by the department of culture and tourism Batu.

In reality on the ground was also contained comparative study in order to increase knowledge of tourism. It is as stated Mr. Suwito Pamungkas as the head manager of the tourist village Kungkuk stating that,

*"Kegiatan pemerintah yang lain disamping pelatihan dan proposal pengajuan dari kami, yakni studi banding satu tahun dua kali. Studi banding yang satu diadakan dengan mengunjungi kota lain, misalnya ke Bali, Jogja. Yang melakukan studi banding adalah masyarakat yang mewakili atau pelaku wisata yang diberikan fasilitas dari pemerintah Kota Batu melalui Dinas Pariwisata". (Interview dated January 7, 2018 at 20:00 pm).*

Activities that have been carried out comparative studies are expected to be able to increase the knowledge in terms of tourism. Mr. Pamungkas also provide an assessment of the cooperation of each intervention from both the government and the manager as follows,

*"Sejauh ini tetap efektif, tetap nyambung saja. Menurut pendapat pribadi saya, dalam kerjasamanya pendekatan dari dinas masih kurang. Dinas jarang berkunjung langsung. Hal ini bergantung juga dari kepala dinas. Pernah saat itu kepala dinas sebelumnya tegas dan memaksa anak buahnya pokoknya desa wisata harus berkembang, namun sekarang tidak semua orang dinas itu kerja. Pejabat hanya bungkusnya saja. Pengabdianya masih kurang." (Interview dated January 7, 2018 at 20:00 pm).*

In addition to government intervention, namely culture and tourism department Batu especially in infrastructure development, researcher found data that says that there pihas from another government unit that also provide intervention in the development of the tourist village Kungkuk. Intervention is focused on the optimization of small industrial activities located in the tourist village Kungkuk. This was presented by Mrs. Yayuk Murniwati as deputy chairman of the management body of the tourist village Kungkuk stated that,

*"Ada juga sebetulnya bantuan dari disnaker kota batu berupa bantuan peralatan industri ada,dari bina marga berupa sedikit perbaikan jalan juga ada sama lampu sinar surya di lapangan belakang itu juga bantuan dari pemerintah juga sebetulnya, tapi ya gitu, yang memberi bantuan tidak semua bagian,hanya satu atau dua dinas saja yang memberi bantuan. Saya harap kedepannya dinas pariwisata batu bisa memberikan bantuan yang lebih banyak lagi terutama membantu mempromosikan dalam rangka mengajak lebih banyak wisatawan yang kesini,itu yang penting,lalu lebih sering diadakan pertemuan antar dinas dan pengelola untuk membahas apa yang kita butuhkan misalnya kita butuh gazebo ya dikasih gazebo,kita butuh terop ya dikasihnya terop jadi sesuai apa yang kita butuhkan mas. Masalahnya juga selama ini kalau ada pertemuan kita kan tidak punya tempat untuk pertemuan yang pasti, kita selalu sewa terop biaya sendiri di lapangan belakang untuk pertemuan jadi kan repot juga". (Interview dated January 8, 2018 at 18:00 pm).*

Based on the statement we conclude that to optimize small industrial activities in the tourist village of Batu Kungkuk employment agencies provide assistance in the form of industrial equipment. Assistance provided in order to reduce the inhibitory activity of small industry in the tourist village. The hope after given assistance in the form of industrial

equipment can increase the effectiveness and efficiency of the activities of small industries to be more productive.

Sustainable development is development that meet the needs of the present without compromising the ability of future. Sustainable development objectives are directed to manage natural resources wisely. The concept of sustainable development appears unlikely event of failures in development. Sustainable development is improving the quality of human gradually by taking into account environmental factors. In the process, optimizing the benefits of sustainable development of natural resources, human resources, and science and technology with Matching these three components, so it can be sustainable. Kungkuk tourist village is also one of the destinations that require the development of the next generation in which considerations are taken into account. This is in line with the remarks of Mrs. rubiati as the head of the business sessions and tourist facilities in the department of culture and tourism Kota Batu, explaining that,

*"Dalam menciptakan sebuah destinasi wisata terutama wisata kampung kungkuk yang sustainable, kita harus menciptakan rambu-rambu yang berwawasan lingkungan misalnya jangan merusak lingkungan sembarangan agar lingkungan bisa tetap terjaga keasrian dan keasliannya. Kemudian generasi mudanya kita persiapkan agar menjadi insan pariwisata yang aware dengan masyarakat dan lingkungan, yang sapa pesona kan gitu. Kita bekali juga dengan ketrampilan-ketrampilan dan kita ajari perihal kemampuan managerial untuk mengelola kampung mereka. Kemudian kita tingkatkan kemampuan berbisnis misalnya untuk masyarakat yang memiliki homestay itu bagaimana memberdayakan dan memanage potensi yang mereka punya. Kesiapan dan*

*kemampuan SDM juga menjadi prioritas kami". (Interview dated December 8, 2018, 10:30 pm).*

Mrs. rubiati above statement is an effort to develop a sustainable tourist village Kungkuk. Green development that is crucial in the development that is sustainable has seen and done on the development of the tourist village Kungkuk. The importance of the empowerment of youth in the development of the tourist village Kungkuk is an indicator that a sustainable tourism effort has been made and implemented.

#### **b. Interventions of Local Managers as stakeholders in Development of Kungkuk Tourism Village**

In the development of the tourist village Kungkuk certainly does not involve only of the government alone. As we all know that the government has a center of gravity as a facilitator in the development of rural tourism areas particularly Kungkuk tourist village. Business Kungkuk tourist village which is a collaboration of villagers Kungkuk itself must have a greater role and crucial in the development of an independent Kungkuk tourist village. The support given by the government in this case the department of culture and tourism Kota Batu is a stimulant supporting in maximizing the optimization of the development of the tourist village Kungkuk. Judging from history, Kungkuk village was not formed as tourism village. Transition occurred land conversion from ordinary village

became an independent tourist village concept. It is as stated Mr. Suwito Pamungkas as the head manager of the tourist village Kungkuk stating that,

*"Kungkuk digagas mulai tahun 2007. Ketika itu belum ada program pemerintah tentang POKDARWIS (Kelompok Sadar Wisata). POKDARWIS diprogramkan oleh pemerintah pusat pada tahun 2010. Saat itu saya belum mengetahui tentang wisata alam. Kemudian teman saya dari perhotelan menyarankan untuk menjual Kungkuk. Saya kaget dengan pernyataan teman saya. Ternyata yang dimaksud adalah menjual untuk wisata. Namun saya berpikir itu tidak mungkin, apalagi saya tidak paham tentang wisata alam. Saya hanya mengetahui tentang wisata buatan. Setelah itu kami berdiskusi. Lalu datang turis mancanegara berjumlah 22 orang mengunjungi Kungkuk untuk ke memetik apel. Semenjak kedatangan turis untuk memetik apel, saya mulai berpikir bagaimana caranya untuk membawa tamu lalu dijadikan paket wisata. Walaupun tidak ada wisata buatan, sudah bisa dijual. Kemudian mulai ada pembicaraan dengan yang terus berkembang mulai dari pembicaraan yang terdiri dari 3 orang, lalu berkembang menjadi pembicaraan yang dilakukan 5 orang, lalu pembicaraan yang dilakukan oleh 10 orang, dan berkembang lagi menjadi 15 orang. Selanjutnya saya mulai membicarakan hal ini dengan teman. Kemudian saya menjadi ketua lembaga kampung wisata, bukan desa wisata. Kungkuk ini merupakan dusun, satu RW dijadikan dusun. Desanya adalah Punten. Kemudian kami membuat paket home stay hanya 3 rumah, kemudian berkembang menjadi 5 rumah, hingga 15 rumah. Lalu kami melihat turis yang datang mulai ramai dan kami memutuskan untuk membuat paket out bond, camping ground, dan petik-petik. Banyak orang berkepentingan datang yang mendorong untuk diarahkan ke politik". (Interview dated January 7, 2018, 20:00 pm).*

Based on these statements, the tourist village Kungkuk formed through several stages. Growing business indicates that public awareness will emerge as developments occur. A small movement in the early establishment of a concept of the tourist village kungkuk direct government intervened. Institutional formation directed by the government

as early stimulant government as a facilitator in the development of the tourist village Kungkuk. This is in line with the statement of Mr. Suwito Pamungkas as the chief manager of the tourist village Kungkuk who explained that,

*"Pada tahun 2009 saya memutuskan untuk tidak menjadi ketua lagi. Saat itu sudah ada struktur organisasi. Mulai tahun 2010 setiap desa harus memiliki POKDARWIS. Peraturan itu muncul setelah Kungkuk memiliki POKDARWIS, namun saat itu sedang vacuum. Sementara kampung lain sedang merintis POKDARWIS. Dengan munculnya peraturan itu, saya didorong untuk menjadi ketua kembali, namun semangat saya tidak lagi seperti di awal. Kemudian saya mulai merapatkan orang-orang dengan berbekal pengalaman bahwa desa wisata berbau bisnis. Waktu saya sudah tidak kuat dengan wisata yang berbau bisnis tersebut. Kemudian pada wisata terkadang remain terkadang sepi, saya mencoba untuk mengajak bidang ini untuk mengatasi yang kadang ramai kadang sepi, lalu terjadi kecemburuan sosial. Selanjutnya saya merubah sistem menjadi komunitas atau pokja (kelompok kerja) sesuai dengan pakatnya masing-masing, saya sebagai koordinator umum. Jika ada tamu datang, saya menghubungi pokja yang pakatnya diinginkan oleh tamu". (Interview dated January 7, 2018, 20:00 pm).*

Based on that statement, we can conclude that the initial government intervention in this case is the department of culture and tourism in the form of the establishment Batu management institution that is Pokdarwis. The formation of these institutions is the beginning of stimulant given by the government with the aim of developing the tourist village that has a structure. With the institutional structure is important in the implementation of the travel package deals to tourists.

Based on the observations that have been made to researchers, the potential of the tourist village Kungkuk as in the following table.

type Potential	Potential available
Tourism Industry	Industrial chips spinach, ginger, fruit juice, apple processing industry, wood craft
Travel picking fruit and flowers	Pick apples, oranges, roses, etc.
educational tours	Agricultural education fruits and vegetables, breeding and cultivation of oyster mushrooms and mushroom
cattle travel	Milking education and rabbits

Table 7. Potential table contained in Kungkuk tourist village. (Source: processed researchers).

Potential as shown in the table is a potential that already exists and is provided surrounding communities Kungkuk tourist village. The tourists can enjoy a complete tour like in the above table to pay Rp 150,000, - with an additional registration fee of Rp 25,000, - per location with the available potential. Kungkuk tourist village is not a tourist destination that makes a new travel concept, but a concept of rural tourism which provides tourist facilities with the existing potential. This is in line with the remarks of Mrs. Yayuk Murniwati as deputy chairman of the management Kungkuk tourist village which states that,

*"Jadi kita di kampung kungkuk ini kan tidak membuat wisata yang baru, jadi kami memanfaatkan potensi wisata yang sudah ada. Ada wisata edukasi seperti perah susu karena disini ada budidaya sapi lalu ada peternakan kelinci, industri keripik, wisata petik jeruk, petik apel, petik jambu, ada juga pendidikan dan budidaya jamur tiram, edukasi tanam buah dan sayur, ada juga outbound, lalu ada juga pelatihan kewirausahaan baik indoor maupun outdoor".*  
(Interview dated January 8, 2018, 18:00 pm).

Kungkuk tourist village also provides a comfortable homestay packages to pamper the tourists. Party service providers to cooperate with the homestay package manager provides details of home stay with a full house of three rooms, kitchen, living room and family up to ten people at a cost of Rp 800,000, - a regular daily basis. Packages per one room for two people maximum homestay service providers to bill Rp 200,000, -, but it also provided a special package for students at the rate of Rp 50,000, - for each person.

At the time of observation in the field, researchers also found that the tourist village Kungkuk offer entrepreneurship education tourism, culture, and outbound travel. The package on offer has the details as follows,

#### 1. Package entrepreneurial one day

The package price for one day entrepreneurship is Rp 140.000, - per person, with facilities that would be obtained that snack twice a day, eat one, the material on entrepreneurship, as well as a visit to an industrial site with details of the price:

Entrepreneurship training	Rp 75.000, -
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Meals	Rp 20.000, -
Snack twice	Rp 20.000, -
visits industry	Rp 25 000, -
	<hr/>
	<b>Rp 140.000, -</b>

### 2. Entrepreneurial package two days and one night

Rates for the package two days and one night entrepreneurship is Rp 340,000, - per person, with facilities that would be obtained by the homestay, eat three meals a day, snacks twice a day, and a workshop on entrepreneurship with pricing details:

Homestay	Rp 100.000, -
Meals	Rp 60.000, -
Snack twice	Rp 20.000, -
workshop	Rp 75.000, -
Visits small industries	Rp 50.000, -
Visits big industry	Rp 25.000, -
transportation	Rp 10.000, -
	<hr/>
	<b>Rp 340.000, -</b>

### 3. Package entrepreneurial three days and two nights

Rates are asked to pack three days and two nights entrepreneurship is Rp 65,000, - per person with facilities that will be obtained by the homestay, eat three meals a day, snacks twice a day, and a workshop on entrepreneurship with pricing details:

Homestay	Rp 200.000, -
Meals	Rp 160.000, -
Snack	Rp 40.000, -
workshop	Rp 75.000, -
Visits small industries	Rp 50.000, -
Visits big industry	Rp 25.000, -
Two tour options	Rp 50.000, -
musical entertainment	Rp 25.000, -
transportation	Rp 25.000, -
	<b>Rp 650.000, -</b>

**4. Package entrepreneurial four days and three nights**

The requested rates for entrepreneurial package of four days and three nights is Rp 1.150.000, - per person with facilities that will be obtained by the homestay, eat three meals a day, snacks twice a day, and a workshop on entrepreneurship:

Homestay	Rp 300.000, -
Meals	Rp 180.000, -
Snack	Rp 60.000, -
workshop	Rp 75.000, -
Visits small industries	Rp 50.000, -
Visits big industry	Rp 25.000, -
outbound	Rp 150.000, -
souvenir package	Rp 150.000, -

transportation	Rp 25.000, -
more	Rp <u>135.000, -</u>
	<b>Rp 1.150.000, -</b>

#### 5. Package entrepreneurial five days and four nights

Rates are asked to pack five days and four nights entrepreneurship is Rp 1.350.000, - per person with facilities that will be obtained by the homestay, eat three meals a day, snacks twice a day, and a workshop on entrepreneurship with pricing details:

Homestay	Rp 400.000, -
Meals	Rp 240.000, -
Snack	Rp 100.000, -
workshop	Rp 75.000, -
Visits small industries	Rp 50.000, -
Visits big industry	Rp 25.000, -
outbound	Rp 150.000, -
souvenir package	Rp 150.000, -
transportation	Rp 25.000, -
more	Rp <u>135.000, -</u>
	<b>Rp 1.350.000, -</b>

#### 6. Culture and outbound packages

In the package there are a variety of culture on offer include music arts bamboo *kentrung gila* rate Rp 500.000, -, then there is

also to dance *Santar, reog, Bantengan, and kuda lumping*. Rates are requested for each arts and culture is Rp 2.500.000, -. As for outbound package offered the first available is outbound cheerful at the rate of 100,000, - per person and outbound highclass rate Rp 200,000, - per person.

Based on some types of packages available on Kungkuk tourist village offers a sightseeing trip at an affordable price. Facilities offered also in terms of providing services to tourists. The prospective tourists can choose which package that works for the expectations of each group of potential tourists who will come to visit.

Since the beginning of the process of land conversion in the village Kungkuk of an ordinary village into a tourist village concept has a good impact especially on the surrounding communities. It is as described by Ms. Yayuk Murniwati as vice chairman Kungkuk tourist village manager who explained that,

*“Dari awal dijalankannya konsep kampung wisata kungkuk ini dampak ke masyarakatnya sangat terasa. Jadi kenapa kampung wisata kungkuk ini kita buat karena saat tahun 1999 itu kita kan mengalami krisis moneter, yang dari awal mata pencaharian masyarakat setempat hanya bertani apel karena krisis itu usaha masyarakat setempat sempat down, maka dari itu mulai 2009 kita rintis wisata kampung kungkuk ini. Dulu kita awali dari outbound dulu dan edukasi tanam buah dan sayur lalu warga yang memiliki homestay juga turut dimanfaatkan yang awalnya hanya satu atau dua rumah sekarang sudah sekitar 60 rumah warga yang sudah dimanfaatkan menjadi homestay secara komunitas dan kekeluargaan. Ada beberapa dari masyarakat yang berkembang seperti peningkatan SDM yaitu warga ketika ada pengunjung yang datang jadi bisa lebih bisa lebih komunikatif ke banyak orang-orang baru yang mereka temui, lalu ekonomi masyarakat bisa lebih berkembang melalui datangnya pengunjung masyarakat pastinya*

*dapat uang dan lebih terbantu. Dari pemilik potensi mereka dapat manfaat lalu juga kas RT dan kas RW juga dapat bagian. Kalau dari pemerintah kita dapat bantuan berupa gazebo di lapangan, alat-alat outbound lalu ada juga pavingisasi lalu dari pemasangan iklan juga kita dibantu, itu fasilitas dari dinas pariwisata batu". (Interview dated January 8, 2018, 18:00 pm).*

Mrs. Yayuk murniwati statement supports the statement already given Mrs. rubiati on previous exposure. That the impact of land conversion into a tourist village concept was initially able to boost the economy and the quality of the public think about. From the formation of the tourist village Kungkuk was able to make people have the ability to manage a tourist village independently. Moreover, in addition to training people from government assistance also gain experience learning by doing. Along the arrival of the tourists who come to visit, the people who take part in the management of the tourist village Kungkuk gaining experience and learning more in the management of the village.

Strengthening the statement Mr. and Mrs. rubiati Saiful previously, one form of communication that exists in the coordination between the government and managers through *Musrembang*. Of course, from the managers also took part in these activities. This is in line with the statement of Mr. Suwito Pamungkas as the chief manager of the tourist village Kungkuk which explains that,

*"Musrembang itu dari desa naik ke kecamatan. Akan tetapi itu tergantung dari kepala desanya. Desa yang sudah maju cenderung ke arah wisata. Kalau disini hanya setengah-setengah seperti kurang meminati. Menurut saya sendiri, untuk mengangkat pemberdayaan masyarakat paling mudah melalui pariwisata, tetapi kepala desanya belum bisa memanfaatkan. Banyak dana yang kembali ke pusat pada*

*akhir tahun. Musrenbang itu sebenarnya pengondisian beberapa hal yang akan dibangun, kemudian dibuat prioritasnya yang paling mendesak yang akan disampaikan sampai ke kecamatan. Untuk lebih jelasnya program yang 6 tahun sekali saya kurang tahu". (Interview dated January 7, 2018 at 20:00 pm).*

As we can conclude that Musreimbang which is a form of communication between both government intervention and managers more focused on the immediate need. On the other side of communication between the government and managers in the deliberations are considered less than the maximum. It is as described by Ms. Yayuk Murniwati as vice chairman of the manager of the tourist village Kungkuk stating that,

*"Sewaktu musreimbang biasanya antara kampung kungkuk ini dengan pemerintah desa. Dari pemerintah desa selama ini hanya membantu dalam komunikasi saja, kalau masalah support uang pembangunan dan lain-lain belum. Jadi kita sebagai pihak pengelola kampung wisata bagaimana bisa hidup dengan menarik sebanyak-banyaknya tamu wisatawan yang berminat datang, dari hasil pendapatan itu kita bisa memutar hasilnya dan mengelola". (Interview dated January 8, 2018 at 18:00 pm).*

Mrs. Yayuk Murniwati statement contains the government's expectation that the role of culture and tourism department Batu city to provide assistance in the form of capital or infrastructure is more.

In addition to improving the quality of human resources in the form of training of the government, the management of its own version in terms of improving the quality of human resources. This is as presented by Mr Suwito Pamungkas as the chief manager of the tourist village Kungkuk stating that,

*"Peningkatan pemikiran SDM salah satunya dilakukan melalui praktik langsung ketika tamu datang. Kalau hanya pelatihan saja, masyarakat kurang bisa menerapkan langsung. Peningkatan kemampuan merupakan hasil dari kebiasaan yang terbiasa dilakukan ketika berhadapan langsung dengan tamu, misalnya keramahan menghadapi tamu. Kemudian yang lebih utama adalah ekonomi kreatif dimana masyarakat harus bisa membaca peluang. Jika ada rombongan banyak, bagaimana membaca harus melakukan agar bisa mendapat uang; apa saja yang bisa dijual; apa saja yang dapat dimanfaatkan tamu tanpa harus membeli diluar". (Interview date of January 07, 2018 at 20:00 pm).*

Based on these statements reinforce previous exposure that communities that manage the tourist village Kungkuk got a learning experience learning by doing. Creative economy societies also offer optimal growing along with the arrival of tourists who come. Suwito Mr. Pamungkas also added the following explanation,

*"Sementara ini hanya kesadaran masyarakat juga diskusi. Jadi pengalaman hanya dari tamu saja. Tamu kok kurang respon, berarti kurang ini. Penilaian tamu A dengan tamu B itu sudah beda. Sebetulnya nanti engan perencanaan itu, tim ahli harus ada. Pernah sudah ada tim ahli itu, tapi perihal dana masih masalah." (Interview on 07 January at 20:00 pm).*

The statement explained that the perspective of each of the different travelers. Every traveler opinions from one another can be used as an evaluation. This is expected to optimize the management of the tourist village Kungkuk future.

As an independent tourist village, most of the initial resource in shaping the tourist village entirely from the public and managers. The potential that exists in the communities also can be used as capital

formation Kungkuk tourist village. This is as presented by Mr Suwito Pamungkas as the chief manager of the tourist village Kungkuk which explains that,

*"Ya, modal awal berasal dari masyarakat walapun belum merata. Untuk pemberdayaan secara merata, saya merasa keberatan karena wisata bergantung dari kreatifitas. Misalnya untuk home stay, kita tidak perlu rumah yang besar, kokoh yang ditonjolkan, tetapi rumah tempo dulu yang diminta tamu dengan sapta pesona, ketertiban, keramahan pemilik rumah, kebersihan, keindahan rumah yang menjadi standar. Terutama keramahan masyarakat yang dijual kepada tamu. Untuk disini sudah ada 55 rumah". (Interview dated December 7, 2018 at 20:00 pm).*

Mr. Suwito Pamungkas statement explained that the capital formation of the tourist village Kungkuk raised from the public. The set of funds obtained only from the people who take part in the management of the tourist village. Not all of the surrounding communities contribute to providing capital.

As an independent tourist village, the financial arrangements are also done independently. Revenue management arranged by the manager for the cost of maintenance, construction and other small facilities. Revenue earned from the tourists also divided into working groups respectively. This is in line with the remarks of Mrs. Yayuk Murniwati as vice chairman Kungkuk tourist village manager who explained that,

*"Dalam pengelolaan pendapatan dari penjualan wisata di kampung kungkuk ini kita kelola dan bagi-bagi, untuk pemilik potensi kita beri bagiannya lalu untuk pengelola outbound yaitu anak-anak karang taruna sebagai guide ada juga kita bagi dalam kas kampung wisata kungkuk untuk pengembangan selanjutnya seperti misalnya gazebo*

*itu butuh dicat dan perawatan. Sekitar 25% dari hasil pendapatan kita sisihkan untuk pengembangan dan perawatan yang termasuk dalam kas kampung wisata kungkuk sendiri. Juga kita sisihkan untuk kas RT RW juga dipakai untuk perawatan seperti perbaikan jalan dan lainnya. Untuk pengunjung dalam satu tahun sekitar 3000 orang rata-rata, karena kita komunitas biasanya tamu sekali datang rombongan itu 50 sampai 100 orang sekali datang, dulu pernah sampai 400 orang sekali datang juga. Selama ini per tahun kira-kira pendapatannya 100 juta untuk kami, jadi lumayan lah tapi kan juga dibagi-bagi mas untuk anak-anak karang taruna dan pengembang yang lain, untuk kas RW saja biasanya dapat 8 juta. Untuk masalah modal awal sebenarnya kita semua sendiri, toh semua potensinya sudah ada, hanya mungkin kesadaran dari kami semua saja misalnya untuk pembuatan cetak banner itu pakai uangku nggak masalah. Biasanya semisal ada tamu yang booking kan ada biaya uang muka dulu, kalau dirasa tidak cukup untuk kegiatannya ya kita sendiri yang talangi dulu ". (Interview dated January 8, 2018 at 18:00 pm).*

Based on the remarks of Mrs. Yayuk Murniwati we can know that the financial management of managed optimally. Allowance 25% of any revenue that is used to support the maintenance costs of sustainable travel. Within one year of income may reach Rp 100.000.000, - a maximum nominal and can boost the economy of the surrounding community. This is also consistent with the statement of Mr. Suwito Pamungkas as the chief manager of the tourist village Kungkuk stating that,

*"Wisata memang tidak jadi ekonomi harian untuk masyarakat, hanya untuk income tambahan karena tidak ada tamu setiap hari, tetapi tamu rombongan yang terkadang datang satu minggu sekali, terkadang satu bulan hanya dua kali, terkadang juga sering bergantung dari musimnya. Misalnya untuk home stay, setiap tamu dikenakan tarif Rp 70.000,00 per orang. Kalau peserta rombongan yang datang banyak, biasanya tariff yang dikenakan tidak sampai Rp 70.000,00 tetapi tarifnya bisa Rp 65.000,00 atau Rp 60.000,00. Rp 50.000,00 diberikan kepada pemilik home stay, lalu sisanya dimasukkan ke kas RW, kas wisata dan operasional. Begitupun dengan paket-paket lain. Untuk out bond, yang mengolah adalah*

*Karang Taruna. Edukasi pertanian diolah dengan sistem sewa atau berpindah-pindah". (Interview dated January 7, 2018 at 20:00 pm).*

Based on the statement of Mr. Pamungkas Suwito can we know that the majority of the revenue total rating managed to be divided into each of the working groups that provide tourist facilities. Revenue sharing can be managed in a manner to be used as a maintenance fee each potential in order to realize the concept of sustainable tourist village.

In order to capture the tourists, of course, requires a good marketing strategy. Kungkuk tourist village has its own way in terms of marketing strategy. It is as presented by Mrs. Yayuk murniwati as vice chairman Kungkuk tourist village manager who explained that,

*" Untuk teknik promosinya disini kita mengandalkan link yang kita punya sih melalui sosial media terutama. kita juga dibantu pihak tour and travel dalam mempromosikan kampung kungkuk ini ". (Interview dated January 8, 2018 at 18:00 pm).*

This is also supported by the statement of Mr Suwito Pamungkas as the chief manager of the tourist village Kungkuk stating that,

*"Promosi pernah dilakukan menggunakan media sosial. Awalnya melalui brosur, namun zaman sekarang brosur dirasa tidak efektif. Terkadang dengan sistem mouth to mouth, melalui tamu yang datang, kemudian tamu yang datang diminta untuk membantu mempromosikan kepada teman/relasi mereka. Kerjasama dari pihak lain, yakni dengan travel agent atau biro perjalanan untuk promosi. Tanpa travel agent atau biro perjalanan tidak akan bisa. Selain itu bekerjasama dengan desa lain karena desa wisata harus berkesinambungan dengan desa lain. Jika destinasi disini sudah*

*habis, kita bisa saling menginformasikan destinasi yang ada di desa lain". (Interview dated January 7, 2018 at 20:00 pm).*

Based on the statement we can know that in promoting the tourist village in question can in some way. How the form of cooperation with a travel agency to help the promotion techniques, mouth to mouth in the hope of travel information by word of mouth can spread. One way or the most crucial promotion technique is the use of social media. Business electronically disseminate information regarding the potential of the tourist village Kungkuk through networking sites like facebook. Thus, the travel information can be distributed quickly and effectively.



Figure 9. Marketing process of Kungkuk tourism village through social media (Source: Managers of Kungkuk Tourism village, accessed dated 10 February 2018)

In running a tourist village concept by utilizing the enormous potential that already exists, of course, expected to be able shore up the economy and walk from one generation to the next generation. A concept

of sustainable development has a development orientation of the present and future. One aspect that must be considered in realizing a sustainable development concept is the importance of an environmentally sound development. It is to be enjoyed and managed well for the next generation. Kungkuk tourist village management in order to realize a sustainable tourist village also made some efforts in protecting the environment and the potential is maintained. This is as expressed by Mr. Suwito Pamungkas as the chief manager of the tourist village Kungkuk stating that,

*"Dalam perawatan potensi dan kelestarian lingkungan sudah ada sistemnya sendiri, diurus oleh pokjanya masing-masing. Misalnya untuk wahana perah susu sapi, dikembangkan oleh kelompoknya. Baiknya bagaimana bergantung dari kelompoknya. Hanya perlu dipacu untuk mengembangkan, meningkatkan kualitasnya setiap tahun. Misalnya ada hal yang kurang cocok untuk tamu, dirubah sistemnya. Untuk jeruk juga begitu, kalau ada sistem yang kurang menyentuh ke tamu, dirubah. Karena yang utama bagi tamu itu adalah service. Tamu adalah raja jadi bagaimanapun tamu harus dirajakan, difasilitasi sebaik mungkin supaya beritanya bisa berkembang ke tamu yang lain, membawa dampak yang baik, Sebetulnya desa wisata tidak boleh merubah kultur alam yang ada. Hanya ditambah-tambah, dipoles, ditambahi wahana". (Interview dated January 7, 2018 at 20:00 pm).*

Through the statement can be seen that the environmental care of each potential is set up through each working group. Overall natural potential contained in the tourist village of Kungkuk also set so as not to change for the sake of maintaining beauty. Suwito Mr. Pamungkas also added in the preservation of nature and the environment around that,

*"Itu kesadaran dari masyarakat harus tetap mengembangkan keindahan alam, baik di depan rumah mau pun di RT setempat.*

*Masyarakat harus dibiasakan pola pikirnya lingkungan harus tetap bersih kesehariannya walaupun tidak ada tamu yang datang. Sebenarnya disini ketertiban masih kurang. Benar-benar pola pikirnya harus dibiasakan. Tapi masih ada yang belum merata. Saya mengarah ke CSR terus. Pernah dari Jatim Park Group tapi belum terlaksana, masih banyak pro kontra. Mau saya ajukan ke pabrik cat, mau dibuat seperti di Jodipan. Ketika masuk, tembok kanan kiri itu warna-warni, dimanfaatkan anak-anak siswa sini yang ahli lukis. Itu rencana saya, keindahan aura masuk supaya beda kampung yang lain dengan kampung ini, menunjukkan bahwa ini kampung wisata. Jadi ketika masuk, tanpa bicara, orang sudah merasakan aura yang berbeda". (Interviewed on January 7 2018 at 20.00).*

Through the statement we know in realizing a tourist village concept for the benefit of generations to come is already fully utilized. Efforts that have been made public about the beginning of the natural resources available processed for the next life. People are also advised to be able to have the idea that the environment is maintained can be utilized and running sustain.

Various efforts in improving the quality of human resources managers must give effect to customer satisfaction. As the manager has been trained in such a way as to provide services to tourists to make tourists feel satisfied and had an interesting experience. This is in line with the statement of one of the travelers who've been and conduct tourist activity in the tourist village Kungkuk Mr Enzo who explained that,

*"Waktu itu saya kesana bersama rombongan teman-teman saya. Awal tahu ada kampung wisata Kungkuk itu kita coba cari di internet. Kebetulan waktu itu ingin coba wisata yang lain yang beda, mangkanya kami memutuskan liburan ke sana. Selama di sana pelayanannya ramah dan profesional ya, dari orang-orang karang taruna untuk outbound sampai homestay pelayanannya baik orang-*

*orangnya juga raamah, maka kami cukup puas. Untuk tarif tiap paket juga harganya cukup terjangkau apalagi didukung dengan landscape pegunungan yang bagus. Dari sana kita jadi tahu selain menambah pengalaman juga menambah wawasan cara bercocok tanam, perah sapi dan kesenian". (Interview dated January 10, 2018 at 21:00 pm).*

Based on the exposure we can conclude that the manager of the tourist village Kungkuk provide good service. Rate one visitor also stated that the level of satisfaction of the tourism activity is quite high. It increased the rating of the tourist village Kungkuk in providing services to tourists.

## **2. Supporting and Inhibiting Factors in Development of Kungkuk Tourism Village**

Optimizing the development of rural tourism on the basis of sustainable development focusing on economic, social, environmental friendly culture. Care and maintenance of the environment and natural resources that are available through the utilization without exploitation are aspects that need to be considered. Efforts to develop a rural tourism especially Kungkuk tourist village certainly has several contributing factors in its development and also a challenge or some obstacle.

### **a. Supporting Factors in Development of Kungkuk Tourism Village**

Supporting factors are factors that have an influence in the development of the tourist village Kungkuk. Some of the factors that

facilitate efforts to support rural tourism development for more leverage. Several contributing factors that will be discussed researchers are factors which already exist and other matters relating to the respective stakeholders and actors developers.

### 1. Supporting geographical conditions

Points and strategic location is one of the important aspects of tourism activities. In Kungkuk tourist village has a natural panorama that is not owned by another tourist village. Panoramic scenery of the mountains and the presence of pine forests also support the development of the tourist village Kungkuk.



Figure 10. Geographycal landscape of Kungkuk village (Source: researcher documentation)

The case as presented by Ms. rubiati as head of the services business sessions and tourist facilities in the department of culture and tourism Kota Batu, explaining that,

*"Kampung wisata Kungkuk kalau kita lihat itu kan satu-satunya kampung wisata yang punya pemandangan paling bagus, dimana nuansa pegunungan dan alamnya terasa sekali. Hal ini yang tidak dimiliki oleh kampung wisata yang lain. Mangkannya kampung wisata ini lebih ramai*

*peminatnya*". (Interview dated January 8, 2018 at 10:30 pm).

Based on the remarks of Mrs. rubiati above we can conclude that the tourist village Kungkuk have particular advantages in geographical location. It is the difference between a tourist village and tourist village Kungkuk others. Based on the observations that have been made earlier researchers, researchers agree with the statement. Scenery is already available in the village Kungkuk is unique to the tourist village where the others do not have it

## **2. Supporting access road**

The strategic location also must be supported by the access road that provided. Ease of tourists or other parties involved in reaching the tourist village sites Kungkuk are things that need attention. The geographical location of the tourist village Kungkuk around 500 meters from the main road is the *bukit berbintang* street of Batu. Based on the statement several speakers that were outlined previously been carried out construction of roads and installation of street paving. Some of it is easy access to get to the tourist village Kungkuk that tend to be easy. Researchers who have made observations also find it easy to reach village Kungkuk. The condition of the road infrastructure was paved with good and site layout Kungkuk tourist village near the highway facilitate researchers and tourists who come to visit to come to the tourist

village Kungkuk. Condition of road infrastructure which tend to be large and easy to pass all kinds of vehicles add to the ease of access to the tourist village Kungkuk.



Figure 11. Acces road reaching Kungkuk tourism village (Source: researcher documentation)

## **b. Inhibiting Factors in Development of Kungkuk Tourism Village**

Factors that are some of the factors but gave barriers to the development of the tourist village Kungkuk. Some of the obstacles from the government or the manager of a challenge in the development of the tourist village Kungkuk. Some of which could hinder the development of the tourist village Kungkuk is as follows:

### **1. Limitations Funds in Development Efforts**

One of the resources in the form of funds used in the development of Kungkuk known tourist village is very limited. This forced the manager and government efforts in the development of Kampung makeshift Kungkuk travel. Funding problems encountered as described by Mr. Saiful Rochani as the head of the session object

and attractions in the culture and tourism department Batu, explaining that,

*"Kampung wisata Kungkuk kalau kita lihat itu kan satu-satunya kampung wisata yang punya pemandangan paling bagus, dimana nuansa pegunungan dan alamnya terasa sekali. Hal ini yang tidak dimiliki oleh kampung wisata yang lain. Mangkanya kampung wisata ini lebih ramai peminatnya". (Interviewed on December 18 2017 at 10 am).*

Based on the statement we can know that the shortage of funds is a major limiting factor in the development of the tourist village Kungkuk. The role of the relevant stakeholders is also required to provide the intake of funds for the development of village tourism in particular Kungkuk tourist village. Then in this case Mrs Rubiati as the head of the business and tourist facilities sessions on culture and tourism department Batu explained that,

*"Untuk masalah anggaran keuangan kan kita bagi ke desa-desa yang lain, jadi tidak bisa fokus ke satu desa wisata saja. Kita ada puluhan desa dan kelurahan yang memang harus dikembangkan bersama. Itu menjadi pemicu untuk pengelola desa wisata sendiri bagaimana dengan stimulan yang sedikit diberi oleh pemerintah maka harus memancing pengelola untuk lebih kreatif, jadi jangan terlalu mengharapkan pemerintah karena pemerintah tidak bisa memberi banyak. Kalau terlalu mengharapkan pemerintah, tugas pemerintah kan banyak, masalah pengembangan desa saja ada puluhan desa. Untuk tahun 2018 ini kita rencanakan akan memberi bantuan lagi untuk desa kungkuk berupa pembangunan tempat-tempat atau poin-poin wisatawan untuk melakukan swafoto, hal ini masih kita kaji terlebih dahulu, kira-kira tempat-tempat swafoto yang akan kita bangun di daerah mana saja, jadi yang kita beri bantuan itu hanya berupa fisik saja setelah ada kajian itu, dan itu saja butuh dana yang tidak sedikit". (Interview dated December 8, 2018 at 10:30 pm).*

From the remarks of Mrs. Rubiati we can conclude that feeding funds from the government not only focuses on the tourist village Kungkuk only. This helped hinder the development of the tourist village Kungkuk in terms of funding. Infrastructure development by the government also requires funding not less. This is also consistent with the statement of Mr. Suwito Pamungkas as the chief manager of the tourist village Kungkuk stating that,

*“Ada banyak faktor penghambat. Salah satunya adalah masalah dana yang saya sangat hati-hati jika berkaitan dengan masalah ini. Sebenarnya cukup banyak investor yang datang kesini. Saya tidak bermaksud menolak, namun tidak menutup kemungkinan investor nanti pasti saya masukan jika masyarakat disini sudah benar-benar solid dan kokoh (70-80%) sebagai bendera kampung wisata, menyadari dari hati dan jiwa mereka untuk mengarahkan pikiran ke wisata. Hingga masyarakat memiliki rasa saling memiliki terhadap kampung wisata khususnya ekonomi kreatif. Jika saya memasukan investor disaat masyarakat belum benar-benar solid dan kokoh, dikhawatirkan akan dimanfaatkan oleh investor pada proses perjalanannya. Saya menyadari bahwa tanpa investor, pembangunan kurang kuat. Dengan memasukan investor, wisata akan berkembang dengan cepat, namun saya benar-benar mempertimbangkan konsekuensinya serta mengingat kekhawatiran tadi apabila menggunakan investor khususnya investor asing. Jika ada investor kampung ini, saya masih mempertimbangkan untuk memasukannya. Saat ini ada 7 orang dari kampung ini yang memiliki dana mendorong untuk membangun wahana. Saya senang karena akan cepat berkembang, namun saya juga memikirkan masyarakat lain khususnya masyarakat yang ekonominya paling rendah ekonominya. Selain masyarakat yang memiliki dana, masyarakat kecil pun harus memiliki invest pada wisata disini. Misalnya satu RT mengeluarkan dana sebesar Rp 10.000.000,00”. (Interview dated January 7, 2018 at 20:00 pm).*

Based on the statement of Mr. Suwito Pamungkas we can conclude that the funding problems experienced in the development of the tourist village Kungkuk can be overcome by alternative investors. Until now the manager of the tourist village Kungkuk be open if there are investors who are willing to cooperate. Some people also have a tourist village Kungkuk economic conditions were pretty low. This adds to the challenge in development due to lack of funds.

## **2. Problems in Communication between Stakeholders Related**

Communication is established between the relevant stakeholders is that also must be considered. An information submitted in the form of interaction in order to achieve common interests to make the whole aspect of being in sync is one that needs to be considered in the development of the tourist village Kungkuk. Problems that occur in the interaction of stakeholders namely the government into its own obstacles in the development of the tourist village. One limiting factor in the development of the tourist village Kungkuk namely communication in the coordination among the relevant stakeholders. This is in line with the statement of Mr Saiful Rochani as the head of the session object and attractions in the culture and tourism department Batu, explaining that,

*"Kemudian ada masalah kurangnya komunikasi dan koordinasi antar stakeholder dalam pengembangan kawasan desa wisata. Untuk hambatan dari eksternalnya adalah kurangnya dukungan dari stakeholder yang terkait"*

*dalam hal pengembangan kawasan desa wisata ini misalkan dari SKPD saja, semestinya ada dukungan dari Dinas pertanian, lingkungan hidup, BAPPEDA melalui kajiannya dan sebagainya itu akhirnya menjadi faktor penghambat. Jika SKPD batu bisa bekerja sama dalam pengembangan kawasan kampung wisata kemungkinan program percepatan pengembangan desa wisata akan lebih berdampak. Masing-masing SKPD kan memiliki program sendiri-sendiri, misal dari dinas pertanian memiliki pengembangan pertanian organik, mestinya dinas pariwisata kan juga terkait dan mengambil bagian dalam program itu, karena agrowisata juga wisata yang berbasis pertanian, maka ada bentuk kerjasama untuk mengimplementasikan program yang dicanangkan. Dalam Dinas Pariwisata kan memiliki program percepatan pengembangan sarana desa wisata, maka SKPD yang terkait kan tidak hanya kita, tetapi sepertinya belum ada titik temu dalam pengembangan program diluar SKPD mereka sendiri, jadi tidak ada kesadaran dari mereka maka yang terjadi ya kurangnya kerjasama,sebetulnya SKPD bisa saling mendukung antar program, tapi kenyataannya tidak semua SKPD dapat terkoordinasi. Untuk penggalan potensi sumber daya dari segi SDM, kemampuan, keterampilan SDM terkait kan banyak, mengingat pembangunan pariwisata harus didukung oleh kemampuan SDM yang multitasking dan multieffect ya berupa pelatihan dan workshop tadi". (Interview dated December 18, 2017 at 10:00 am).*

Based on the statement we can know that in every activity of the department of culture and tourism Batu relevant stakeholders involving a number of parties. In a number of events scheduled each stakeholder has a role and functions of each. Problems that occur when each stakeholder has its own agenda, so that the implementation of the main parties to be blocked. Hence the importance of optimizing communication on every agenda involving stakeholders should be a shared responsibility. There is also a misinterpretation of the communication that exists between the

government and tourist village manager Kungkuk. It is the misinterpretation of managers are expecting the government. In this case the manager thinks that the government promised a series of activities and assistance but the results contradictory. It is as described by Mr. Saiful Rochani as the head of the session object and attractions in the culture and tourism department Batu, explaining that,

*"Saat kami mengadakan workshop dan berinteraksi secara langsung dengan peserta workshop, kita bukannya menjanjikan pembangunan dan pengembangan dari segi dana dan pelatihan, namun kita mengakomodir usulan dari masyarakat. Nah dari usulan masyarakat kita proses, hal itu kan dari masalah yang ada di masyarakat secara keseluruhan, bukan dari segi masalah di kepariwisataan saja, setelah diproses dan dikaji di tingkat kecamatan dan ditentukan mana yang lebih prioritas, permintaan masyarakat yang bukan prioritas langsung otomatis dicoret dan dibatalkan. Jadi kami tidak menjanjikan tetapi melalui musrembang, kami dalam pengalokasian dana dalam hal apapun tidak semudah kita keluarkan, tetapi kita perlu koordinasi dengan dewan juga. Katakanlah kita mau membuat project untuk kawasan desa wisata ini dengan konsep yang sedemikian rupa, nah itu kan diajukan ke dewan, sebelum dana itu dianggarkan, ada hiring dulu dengan dewan, jika dari dewan legislatif tidak setuju, otomatis program akan dicoret dan dana tidak mengalir. Mungkin dari sisi masyarakatnya juga banyak yang tidak paham dan miskomunikasi mengenai apa yang mereka inginkan dari pihak pemerintah. Dinas untuk mengalokasikan dana itu juga tidak semudah yang masyarakat bayangkan". (Interview dated December 18, 2017 at 10:00 am).*

Based on the statement we conclude that during the process of interaction of authorities and managers anatare less than the

maximum. The government in this case to accommodate suggestions from the community about the urgent need in developing Kungkuk tourist village. While on the other hand the manager hopes on the government and the government considers promising the agenda for the development of a tourist village in the form of training. Suggestions from the community about the urgent need in the development of village tourism will also be proposed at the higher levels of government.

### **3. Kungkuk Tourism Village as Specific Interest Travel Destinations**

Each site or tourist destination certainly has a different tourist segments. Kungkuk tourist village has an urban traveler segment. This is considering the tourism potential offered focuses on education in general from existing resources in the village. Classification of tourist types contained in Kungkuk tourist village a tourist destination of special interest in which these types of tours offered through the existing natural potential. Most tourists who visit to Batu choose tours with modern technology base and is manmade, it becomes its own obstacles in the development of the tourist village Kungkuk. It is as presented by Mrs. Rubiati as the head of the business sessions and tourist facilities in the department of culture and tourism Batu city, explaining that,

"Sebuah konsep desa atau kampung wisata itu kan merupakan sebuah destinasi wisata minat khusus, jadi bukan semua wisatawan yang datang ke kampung wisata hanya sekedar datang tanpa adanya minat khusus untuk mengunjungi kampung wisata dari pengunjung sendiri. Selama ini yang kita lihat wisatawan kebanyakan yang hanya ingin rekreasi berkunjung ke tempat-tempat atau destinasi-destinasi wisata buatan seperti yang ada di Jatim-park atau selekta dan yang lain. Perihal destinasi kampung wisata kan harus dikondisikan dulu untuk berkunjung kesana. Tidak setiap hari ketika wisatawan tiba-tiba datang langsung disuguhkan dengan atraksi atau pelayanan dari pengelola, jadi harus janji atau pesan dulu kemudian paket wisatanya akan disiapkan terlebih dahulu karena minatnya itu tadi, itu kan keterbatasannya. Tantangannya itu memang susah untuk mempertahankan keunikan desa masing-masing terutama kampung kungkuk. Jadi setiap konsep kampung wisata kan harus memiliki keunikan tersendiri, disana kan wisata tradisionalnya yang paling lengkap seperti wisata naik kuda, wisata petik apel dan petik jeruk, edukasi sapi perah dan lain-lain. Kalau itu tidak bisa dipertahankan, maka akan tergeser oleh wisata yang lain, karena setiap destinasi wisata kan selalu mengembangkan dengan potensinya sendiri-sendiri. Kampung Kungkuk itu berupa landscape yang unik yang tidak dimiliki oleh desa lain yang menjadi daya tarik sendiri. Hambatannya seperti karena kampung wisata adalah keminatan khusus, jadi kenyataannya sedikit jarang orang yang memilih untuk berwisata dengan konsep kampung wisata". (Interview dated December 8, 2018 at 10:30 pm).

Based on this statement, we can conclude that only a few tourists who have a special interest to enjoy tourist activities with the concept of a tourist village. Moreover, travel is on the rise with modern technology base can be visited at any time by the tourists directly. As for tourist destinations with the village concept must travel through advance booking. In addition it needs both the ability

of the government and managers to maintain the quality of the potential contained in Kungkuk tourist village.

#### 4. Quality of Human Resources Less than Maximum

The quality of human resources has a crucial role in development. The better the quality of human resources in an area, the more effective also in the development plan is implemented. The quality of human resources are still lacking one of the reasons is the low quality of education and skills. The low quality of the human resources manager of a separate issue in the development of the tourist village Kungkuk. The case as presented by Ms. Yayuk Murniwati as vice chairman Kungkuk tourist village manager who explained that,

*"Untuk masalah atau penghambatnya sebenarnya ada mas, yaitu masih ada masyarakat yang kurang sadar akan wisata ini dan tidak mendukung. Mereka yang kurang mendukung sebenarnya ingin ikut jadi pengembang, tapi masih setengah-setengah. Jadi masyarakat yang terlibat aktif dalam pengembangan ini hanya sekitar 80%nya mas, kalau sisa 20% ini ikutan kan jadi bisa lebih maksimal. Masalah yang lain mungkin kualitas SDM pengelola yang masih kurang maksimal yang perlu dikembangkan lagi itu aja, karena ada beberapa pengelola yang kurang cakap atau kurang bisa mengelola atau kualitas SDM masih kurang maksimal ada juga masalah komunikasi intern pengelola mas, jadi ketua pengelola kan punya akses dengan pihak dinas, nah ketua pengelola dan dinas ini kurang terbuka dalam hal keuangan jadi kita-kita tidak tahu soal transparansinya mas. Sebenarnya seiring berjalannya waktu ketika sering ada tamu datang kan masyarakat jadi sering belajar lalu lama-lama ya bisa dan kemampuannya bisa maksimal. Setelah ada*

*tamu pulang juga kita ada evaluasi ya mas jadi saya tanya lagi tiap masyarakat yang terlibat itu sudah sejauh mana belajar. Banyak yang mendukung dalam kampung ini seperti RT RW sangat mendukung lalu hansip juga, lalu setiap ada tamu kita juga selalu lapor polisi untuk keamanan mereka juga berkenan membantu. Lalu dukungan dari anak-anak karang taruna dalam kesiapan dan kesigapan jika sewaktu-waktu ada tamu yang datang ". (Interview dated January 8, 2018 at 18:00 pm).*

Based on this statement, we can conclude that one reason for the lack of human resources is the lack of public awareness about the significance of the concept of rural tourism. Improving the quality of human resources of managers will increase based on experience of learning by doing. Besides, the government also provides training in improving the quality of human resources in the tourist village Kungkuk.

### **C. Discussion and Analysis of Data**

#### **1. Each intervention of Stakeholders in the Development of Kungkuk Tourism Village**

Kungkuk tourist village development efforts involving both parties both government stakeholders and managers have reached a cooperation system which is quite good. Kungkuk tourist village development on the basis of sustainable development has also become an important point on the agenda of their respective stakeholders. A concept of sustainable

development is development efforts both in terms of physical and non-physical by maintaining the quality of existing resources in order to remain good in the future. Sustainable development which is the concept of development where economic and social aspects of culture in society can survive sustainably.

In the context of tourism found different cultures meeting. Business as full stakeholders and surrounding communities earn a living and learning in the management of the system. While travelers get travel experience with local cultural base. When all aspects of the local culture in terms of both natural resources and human resources as well as cooperation with other parties such as the government can be maintained then the expectation would be the course of a concept of sustainable rural tourism more efficiently. As revealed by Hall (1998) stated that the assumption of continuity at least rests on three basic axioms, namely:

- 1) The treatment of the present and future that gives a positive value in the long term.
- 2) Recognize that environmental assets contributing to the economic well-being.
- 3) Identify obstacles due to the implications of environmental assets.

Based on the data collection was conducted by researchers that these three aspects have been attempted for each stakeholder in the development of environmentally sound Kungkuk tourist village.

**a. Government Intervention as Stakeholders in Kungkuk Tourism Village Development**

Government is the institution in charge of organizing and its contents with the government task welfare orientation. In this study, namely the government department of culture and tourism Batu provide intervention as a facilitator in the development of the tourist village Kungkuk. As detailed by Sedarmayanti (2004: 38), the state or the government is essentially conducting state, but further than that by involving the private sector and civil society organizations. Apart from the department of culture and tourism Batu city, Batu employment agencies and the private sector includes tour and travel to take part in the implementation of Kampung Kungkuk development. Implementation of the accelerated development program launched by the government or village has a target which can travel the whole village into a tourist destination with the potential of each owned and can be run optimally. The design of the program implementation followed the strategy with clear targets. The design of the program implementation followed the strategy with clear targets. The United Nations in Zauhar (1993: 2) that a program can be implemented correctly if they meet the following criteria:

- 1) Where are clearly formulated.
- 2) Using the best equipment in the implementation.
- 3) Consistency of policy frameworks or projects are interlinked in achieving program objectives selectively.

- 4) measurement of costs and benefits to be obtained.
- 5) With regard to other activities that are not self-sufficient in development.
- 6) Various efforts in the field of management, including the provision of personnel, funding to run the program.

The review explained that the purpose of the accelerated development program design with the creation of a tourist village is overall a tourist village in Batu with the potential of each. On the second point, namely the use of the best equipment in the implementation of the program in which the culture and tourism department has used good equipment such as the provision of tools for the outbound tourist village Kungkuk. On the third point until the sixth, which is consistency policy framework or project, budget and so it is less the maximum recall ever program a failure occurs with other parties. The failure of the program due to lack of communication, budget and approach with local communities.

Based on the statement in Sedarmayanti Steiner and Steiner (2007:

- 4) which classifies stakeholders in government elements into three parts:
  - 1) The Government which has the function of creating a political and legal environment which is conducive, including political institutions and other public sector agencies.
  - 2) The private sector works to create jobs and income, including private companies engaged in various sectors of the informal

market. The private sector has an influence on the obligations of political, social, economic and can create an environment more conducive to the market and related companies.

- 3) People either individually or in groups play an active role and positive in terms of social interaction, economic, political and formal or informal rules.

The classification put the government's department of culture and tourism take part in the development of the tourist village Kungkuk as stakeholders as political stakeholders as a public-sector institutions. The fact appropriate on the ground that the role of culture and tourism department Batu become stakeholders as a facilitator in the development of the tourist village Kungkuk. A number of facilities provided by the government as a stakeholders in the development of the tourist village Kungkuk been running quite well considering the infrastructure and training that have been implemented to give a good impact for the community and tourists. In addition to infrastructure development, culture and tourism department Batu also make efforts to increase the quality of human resources through training where the manager on tourism, socialization and workshops. Results obtained from the training and workshop is perceived by the community and be good. Prior to the training of local community government and managers lack the ability to manage a tourist village. With the help of the government in the form of training so people can get the knowledge and skills to manage Kungkuk first tourist

village in providing services to tourists. Prior to the training of local community government and managers lack the ability to manage a tourist village. With the help of the government in the form of training so people can get the knowledge and skills to manage Kungkuk first tourist village in providing services to tourists. Prior to the training of local community government and managers lack the ability to manage a tourist village. With the help of the government in the form of training so people can get the knowledge and skills to manage Kungkuk first tourist village in providing services to tourists.

All the activities of department of culture and tourism based on Batu Mayor Regulation number 73 in 2016 on the functions and working procedures of the department of culture and tourism Batu. The design of a number of activities written in the form of a work plan and related strategic plan. In the Work Plan department of culture and tourism in the Batu 2017 has the following objectives,

1. Realization of the quality of tourism human resources professionals as well as a national paradigm that is realized through training and counseling
2. Realization *DTW* consistent with *Sapta Pesona* thus giving satisfaction to the tourists, both domestic tourism and tourists who come to visit
3. Realization of smoothness and ease of travel and services in the field of tourism

4. The creation of the development of tourism products based on natural and cultural resources are packaged and empowered through the use of science and a touch of local art
5. The availability of employment opportunities for small and medium enterprises so intertwined partnership between small and medium enterprises with based on mutual respect, appreciate, and benefit oriented populist economic empowerment
6. The realization of the security and safety of tourists, through the provision of safeguards so that travelers obtain enjoy the ride comfort during travel
7. The creation of cultural arts as a characteristic of the area which is one of the tourism assets
8. The realization of an intensive marketing in different regions to increase tourist arrivals in order to empower local communities and introducing *DTW* cultural arts
9. Availability of tourist facilities in accordance with the needs and desires or expectations of tourists
10. The realization of an information network among tourists, businessmen tourist travel and travel services

The work plan contains goals and objectives the department of culture and tourism Batu. Some agendas are designed based on the work plan has been running quite well. On the first point that has been mentioned that the training and extension has been implemented by the

government in order to improve the quality of human resources in the tourism world clearly understands Kungkuk tourist village. On the second point mentioned the establishment of neighborhood *sapta pesona* tourist area which was supposed to satisfy travelers where it relates to the geographical conditions of the tourist village Kungkuk supporting and formed naturally. The third point explains that in realizing the smoothness of travel and tourism department of culture Batu perform paving roads in the tourist village Kungkuk, paving the road construction is felt by tourists and all those who mobilized in the tourist village Kungkuk. On the fourth point which creates the development of tourism products based on natural and cultural resources are packaged and empowered through the use of science and a touch of local art. This can be seen in the development and training of small and medium businesses in the community. The entire small business community use existing natural resources such as apple chips and the government provides guidance in empowering the community. On the fifth point mentioned on the provision of employment opportunities and the establishment of a partnership based on social economy. It was stated by government intervention as stakeholders by facilitating the tourist village Kungkuk so there are partnerships between managers and stakeholders, on the other hand people also earn income from the tourist village of existence. On the next point also touched on marketing operations, maintenance, security for tourists, and the realization of a tourist destination as expected. With the implementation of

the work plan of the department of culture and tourism Kota Batu, the overall objective has been fulfilled to the fullest, especially in the implementation of development efforts Kungkuk tourist village. Government intervention in the form of efforts in maximizing the quality of human resources of managers started from the assumption revamp the public the importance of tourism potential excavation. Making people aware of their role and the benefits of tourism with local wisdom can support tourism activities with ecotourism base. Society being able to manage a tourism business by utilizing the existing potential and small industrial community for the sake of profit. Their potentials as geographical advantage and natural resources are preserved making Kungkuk tourist village stands independent and productive. An institutional element of society made by the government through *Pokdarwis* perform the optimization, structuring, promotion in running tourist village. This is consistent with the statement Suryana (2015: 33) wherein one tourist development component with institutional elements. Institutional element that has been accomplished has a role as the main stakeholders in the planning, promotion and running relationships with public and private parties.

Government intervention with physical development of facilities and infrastructure such as toilets, public road and the gate entrance and other public facilities that assist in the management. It is as presented Soebagyo (2012: 156), tourism development can be done with the development of

facilities and infrastructure. There was also presented by Suryana (2015: 33), a component of tourism development with the development of accommodation, facilities and travel services, transport services and facilities, and other infrastructure. Researchers found the accommodation facilities of government intervention in the development of the tourist village Kungkuk form of accommodation where training for homestay owners in providing services to the tourists. Besides profitable for homestay owners also tourists get satisfactory service. Tourism service facilities referred to in the form of a toilet and outbound equipment to visitors. In addition nameplate made by the government in the framework of the promotion strategy to help attract tourists who come to visit. The facilities and transport services such as access roads built through government intervention to facilitate the mobilization of all activities in the village. Absence of public transport in the village forced the tourists to use private vehicles to reach the tourist destinations. The facilities and transport services such as access roads built through government intervention to facilitate the mobilization of all activities in the village. Absence of public transport in the village forced the tourists to use private vehicles to reach the tourist destinations. The facilities and transport services such as access roads built through government intervention to facilitate the mobilization of all activities in the village. Absence of public transport in the village forced the tourists to use private vehicles to reach the tourist destinations.

## **b. Interventions of Local Managers as Stakeholders in development of Kungkuk Tourism Village**

In the tourist village management Kungkuk known throughout the decision-making centered to the organizer. Rulemaking activities and the design concept to meet the needs of tourists carried out unilaterally by the management. In this case the manager is responsible become key stakeholders in which the entire rulemaking by executive authority of the manager. This is in line with the opinions according Putra Suharto (2008: 25) that the stakeholders can be defined in three major groups, namely:

- 1) Key stakeholders who are legally empowered to stakeholders in decision-making in which the main stakeholders include executive element at each level with regard to all institutions that play a role in the implementation of development programs.
- 2) Primary stakeholders who are stakeholders who have a direct interest in the policies, programs, and projects. In this case generally involved in the decision-making process by knowing the aspirations of the people. These stakeholders include society, other personalities and public institutions responsible for decision-making.
- 3) Secondary stakeholders are stakeholders who do not have a direct relationship with the policy, project or program, but take part in government decisions because of their own problems. These

stakeholders made up of a group of critics, non-governmental organizations, and other community organizations.

The role of the manager of the local community authorities in the whole process of management and decision-making in the tourist village Kungkuk. Business related role as key stakeholders and other parties such as government and private parties.

For involving local communities in addition to the management also in the development of a major intervention. The overall design to the benefits derived from tourism activities in order to support the economy of the surrounding community as well as other benefits. It is as disclosed Soebago (2012: 156), tourism development to support economic growth can be done by involving the local community. The impact of tourism into the points considered. It is expected that the considerations in all aspects can be taken benefits as well as contribute to the surrounding community. This relates to the provision of new jobs as well as the conservation of nature as the positive impact of the existence of the tourist village. It also encourages people to be economically profitable activity. Many opportunities that will benefit if it can encourage people to actively participate in the development of the tourist village economically. Community in addition to having the opportunity to offer the potential of local wisdom as industrial chips also gain knowledge in the development of a good tour of the training provided also through experience learning by doing.

In the marketing potential of the cooperation of the whole tour takes a good party managers as key stakeholders, governments and the private sector. Promotion is done by the manager through the use of social media somewhat less than the maximum given the narrowness of the scope of the relationship between the manager and the prospective tourists. Promotions that can be fairly well with the cooperation of the private sector that tour and travel in promotion strategy. In addition the government also helped carry out the installation of signage and communication with other local authorities about travel information in the tourist village Kungkuk. As the definition of a promotion by Soekadijo in Hadiwijaya (2012) is the adjustment between the tourism product with travel demand, on the other hand travel publication creating demand by influencing the demand for tourism products that feature conformity with the request. Direct promotion is done in the form of brochures, advertising, systems of workshops and mouth to mouth. The marketing strategy has done quite well considering the information provided to the existence of the tourist village Kungkuk can be easily found by potential tourists.

In creating a tourist village concept required environmentally sustainable. The thing to note is the availability of natural resources are preserved for the benefit of future generations. This is consistent with the statement by the Ministry of Environment (1990) can be measured based economy development sustainability based on three criteria, namely:

- 1) Without waste in the use of natural resources;

- 2) There is no pollution and adverse environmental effects;
- 3) In its activities should be able to increase the resources that can be used and resources that can be replaced.

Overall tourism activities in the tourist village of Kungkuk exploit the natural resources that already exist with regard sustainability. This is because the ability of the community and a team of experts who understand the maintenance of natural resources such as agriculture and livestock. Small industrial community as chips producing also produce waste that is not so bad for the environment. Observations conducted by researchers also no big industries that produce pollution and seldom are motor vehicles makes the air cleaner. Natural resources are utilized by the community in the form of plantations and agriculture can be maintained and replaced at any time. This supports the sustainable tourism.

A concept of ecotourism in the perspective of sustainable development is also not free from several aspects. Linking efforts in sustainable tourism can be viewed through the following schemes.

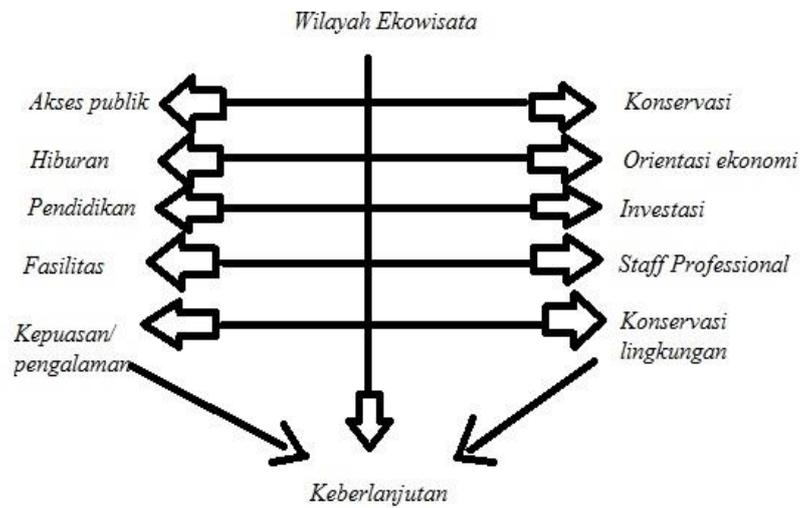
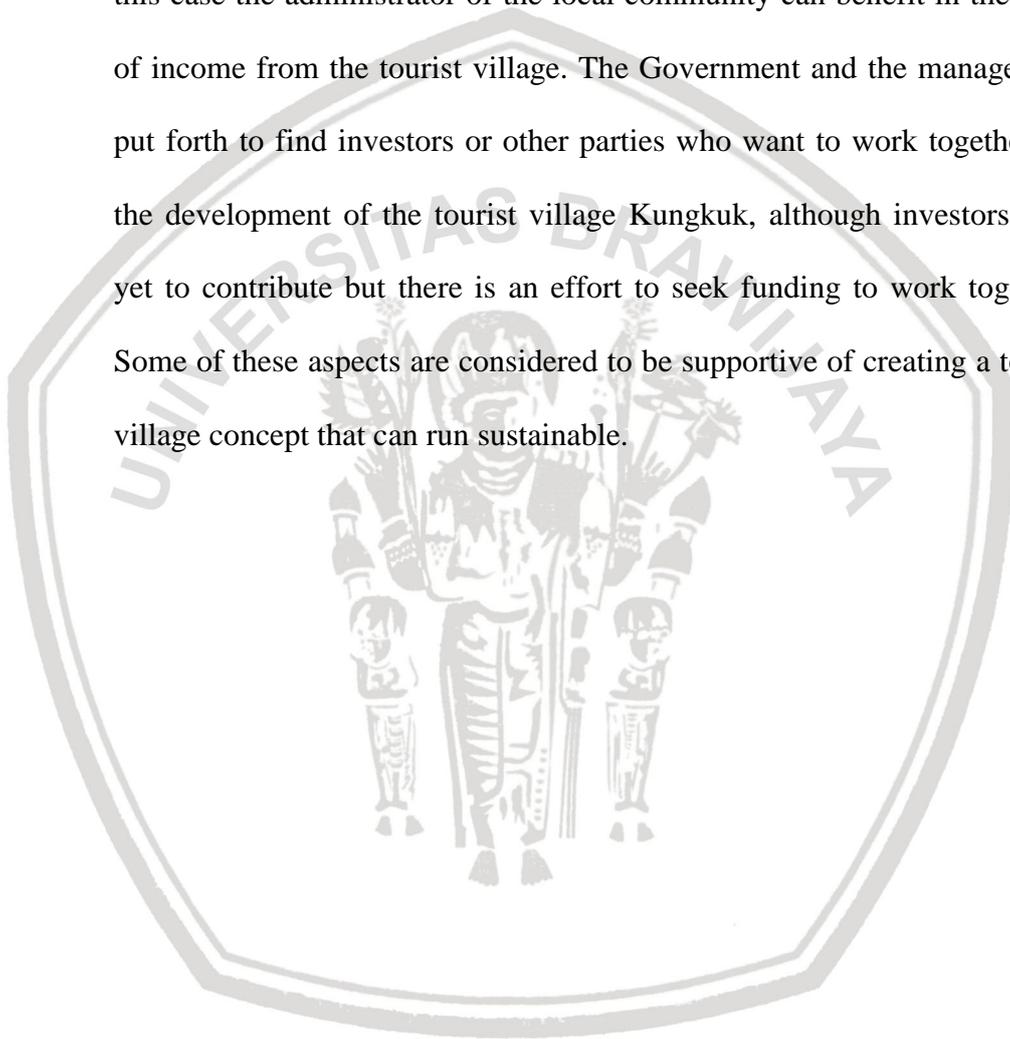


Figure 12. Ecotourism and Sustainability. Source: Nugroho (123)

Through the scheme, some aspects such as eco-tourism area with the geographical conditions favor a region where Kungkuk tourist village that is expected to run sustainable. Public access via the infrastructure of roads built that facilitate the mobilization of the general public said to be quite good. Education in the form of training of government helps managers to run services to tourists with quality human resources are always maximized. Amenities in this case in the form of facilities and infrastructure built by the government has been exploited as much as possible to support sustainable tourism. Customer satisfaction as the interviews that were outlined earlier that tourists are quite satisfied with the services provided manager Kungkuk tourist village at the time of travel. Both in terms of general conservation and environment have also been pursued through the experts that professional staff and the

community's ability managing natural resources available and maintained for use by the next generation. Tourist village management activities have contributed in supporting the economy of surrounding communities given that the management of the economic oriented Kungkuk tourist village, in this case the administrator of the local community can benefit in the form of income from the tourist village. The Government and the manager has put forth to find investors or other parties who want to work together for the development of the tourist village Kungkuk, although investors have yet to contribute but there is an effort to seek funding to work together. Some of these aspects are considered to be supportive of creating a tourist village concept that can run sustainable.



## **2. Supporting and Inhibiting Factors in Development of Kungkuk Tourism Village**

### **a. Supporting Factors in the Development of Tourism Village Kungkuk**

Kungkuk tourist village that has the charm of the beauty of the geographic location makes the village unique. The access road is constructed such that also supports tourism activities in facilitating the general mobilization to achieve the tourist village.

#### **1. Supporting geographical conditions**

Tourist village which has a panoramic view of the mountains adds to the uniqueness of the tourist village Kungkuk own. The layout of the tourist village and mountain Mt.Arjuno between pandernan and clean air is that pamper tourists who travel. Conditions tourist village directly adjacent to the access road to Cangar and Mojokerto. This is an added value to the tourist village Kungkuk because it is not owned by any other tourist village in Batu.

#### **2. Supporting Access Road**

A tourist destination supported not only by geography, but also the access road provided. A tourist destination that has a poor road access tend to be avoided by potential tourists. According to Sunaryo (2013: 173), accessibility is all the means that makes it easy for tourists to reach a destination or destination related. The road construction that the government support in mobilization

activities in the village Kungkuk. Moreover Kungkuk village located between access from Batu city towards Mojokerto, then allow the village become a transit destination for tourists.

### **b. Inhibiting Factors in Development of Kungkuk Tourism Village**

Many of the problems that arise in the optimization of the development of Kampung Kungkuk travel. Lack of funding is a barrier in the main followed by a lack of investors who took part in the development. The quality of human resources that are less well attended with around public awareness is still lacking on the importance of tourism is also an inhibiting factor considering a draft tourist village is a tourist destination with a specific interest.

#### **1. Limitations Funds in Development Efforts**

Funds is the main resource development. Funds allowed all development activities go well. In view of the complexity of the procedures to apply for funding at higher levels of government is one of the causes of lack of funds. In this case the investors are expected to take part in development efforts. Each of the stakeholders both government and the manager always being open to any prospective investor.

#### **2. Problems in Communication between Stakeholders Related**

In doing activities both in the form of program or another usually involves more than one party. As for example the department of tourism and culture Batu agenda acceleration program also

involves a tourist village manpower office in Batu. As it is known that each stakeholder in the government or other parties have their own agenda and work plan based on the strategic plans of each relevant local work unit. So it can be concluded when running one program of a particular department will be encountered communication problems. As described Van Meter and Van Horn in Sabu (2012: 34), one of the aspects that must be considered in the implementation of the program is communication between the organization and the strengthening of activities in the implementation of the program should be supported and coordinated by other agencies. Cooperation is considered critical in the implementation of a program. When the coordination between each of the relevant stakeholders can be interwoven communicative the programs implemented are expected to be effective.

### **3. Kungkuk Tourism Village as Specific Interest Travel Destinations**

The whole tourist destination has a different tourist segments. The division segmentation of tourists in the tourist destination relating to the interests and intentions of every tourist who comes to visit. Kungkuk tourist village has an urban tourist segment that has a special interest in natural travel such as aquaculture, agriculture-based education, educational farm and dairy milk and tourist

activities based on local wisdom. In fact known to the thousands of tourists who come to Batu on a specific time period spent for modern and manmade traveled like Jatim Park. Thus the expansion of information in the context of a marketing strategy always needed to attract tourists with related interests more visits.

#### **4. Quality of Human Resources Less than Maximum**

The quality of human resources of the manager provided allow passage of the effective travel services. The availability of good human resources can be acquired through training, workshops, and learning by doing as society receive tourists as an evaluation and learning in the future. Department of culture and tourism facilities such as Batu provide training and counseling for tourism people in the tourist village of Kungkuk in order to improve the quality of human resources as key stakeholders in delivering services to the tourists. As described Nugroho (153), human resources have an important role in operating the services of ecotourism. Through the expertise, skill, and creativity, human resources management in the short run and the long run.

#### D. Recommendation

Recommendations are given researchers reviewed data from the research and analysis of issues. Good synchronization between the problems that occur in the field requires a design recommendations have the fore and has a target orientation and strategic direction for the next five to ten years. The acceleration of village development requires the existence of local government at both the responsive and responsive provincial and district levels as well as rapidly establishing policies to facilitate and supervise the Village in order to implement the village building paradigm. All stakeholders should be involved and participate actively in taking up roles for the development of rural tourism areas, especially the business community and the community. Urge the local government to immediately consolidate the acceleration of village development through a program with a more effective monitoring function is important. In formulating the recommendations needed an analysis of the problems that occur in the related tourist villages. The recommendation by the researcher is through simple but specific technique and it is possible to be implemented. Data analysis of the problems derived load current condition of the problems faced in the area of problem analysis scheme can be described as follows,

# Stakeholders Interventions in optimizing Kungkuk Tourism Village to be sustainable

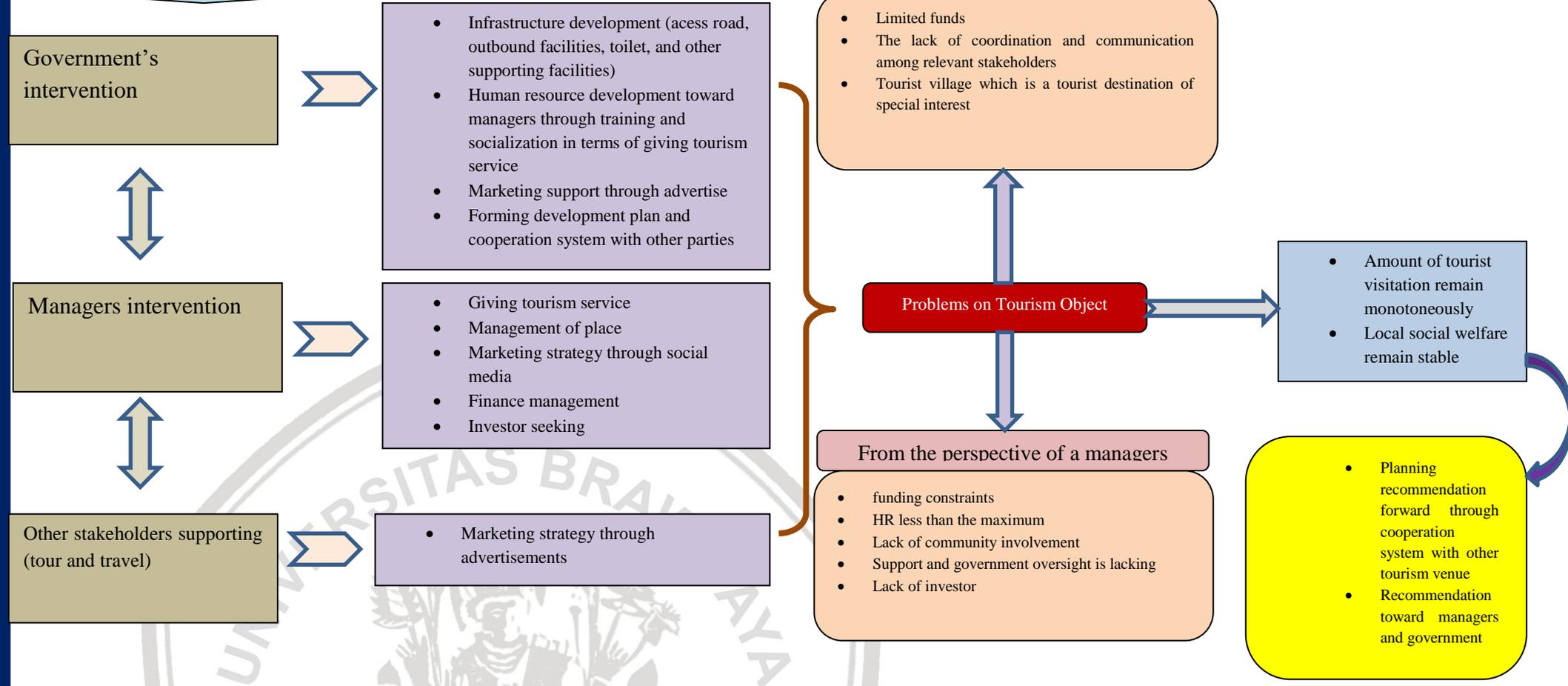


Figure 13. Interventions of Kungkuk tourism village development. (Source: proceed by researcher)

### 1. Recommendation System Cooperation with Other Tourism DTW

Associated with the development of the tourist village Kungkuk involving multiple stakeholders, it is necessary to be on call to another tourist destination to become the new stakeholders. Given the failure of the program ever among stakeholders hence the recommendation to approach the following cooperation system uses the concept of a more modest cooperation where tourists visiting other tourist destination information and a bonus ticket to visit the tourist village Kungkuk.

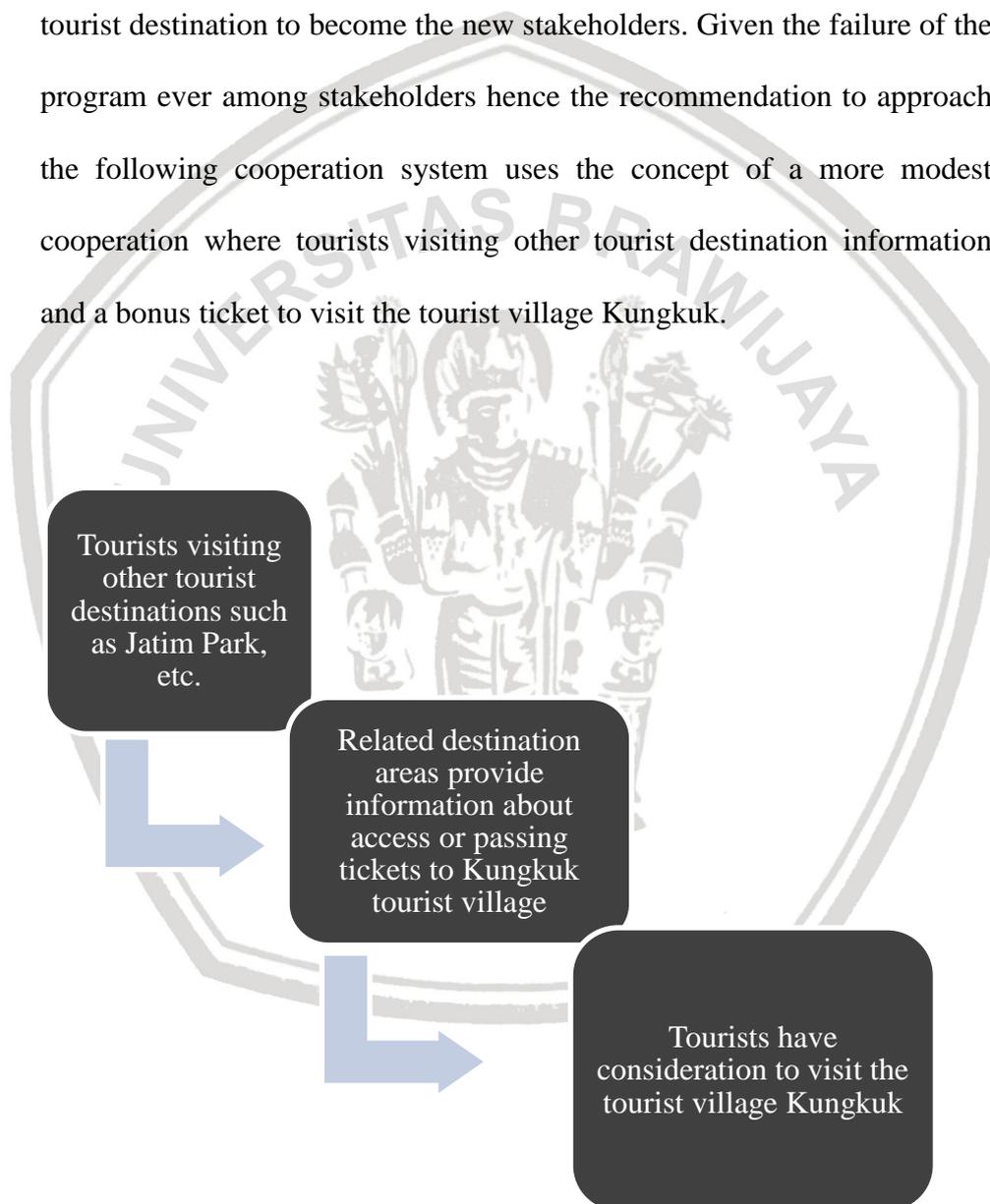


Figure 14. Scheme of cooperation system recommendation (Source: proceed by researcher)

Kungkuk tourist village only provides a suite of travel services for tourists group with a predetermined amount. Thus the other tourist destinations that run in cooperation with the tourist village Kungkuk classify segments of tourists who will obtain information and season tickets to the tourist village Kungkuk. Information services provided in order to introduce travelers to the existence of the tourist village Kungkuk based ecotourism and traditional education. This recommendation is in the hope travelers will encompass more and broader marketing strategy.

## **2. Recommendations for Local Managers and Government**

Recommendations are given for the management and optimization of the government for the cooperation that already exists. Communication between all parties is also expected to run more efficiently. the following recommendations given by researchers are directed directly by each stakeholders who have an important role in the development of tourist villages. as for the recommendations given to the government also to the relevant village managers. In this case the researchers describe draft policy recommendations aimed at managers and government as follows,

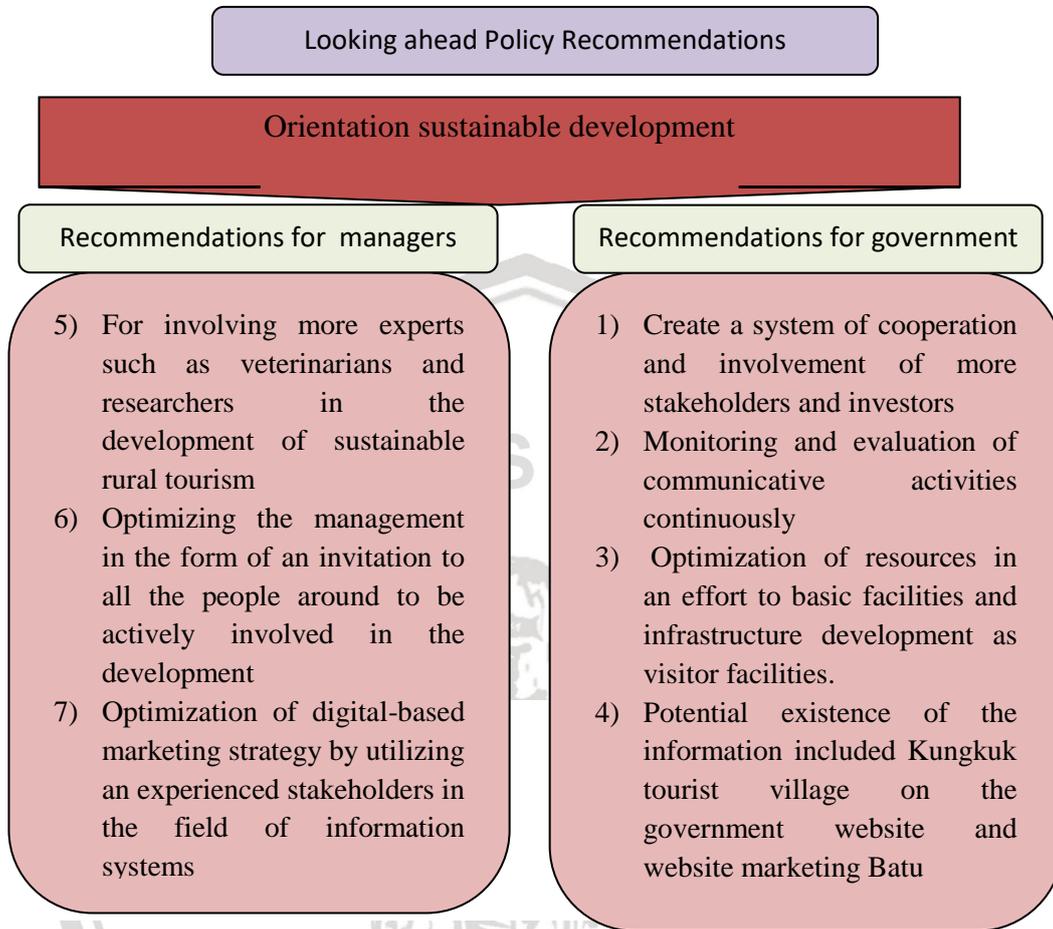


Figure 15. Recommendations for Kungkuk Local Managers and Government (Source: proceed by researcher)

For involving experts such as veterinarians and researchers have been implemented in the development of the tourist village. With further expand the role of experts will be able to support a sustainable tourist village walking. Through the interview data were previously known that not all the people around to take part in the management of the tourist village. It makes maximal development of the tourist village. Utilization of existing human resources to encourage more community tools to take part



actively to the implementation of the optimization in the development of the tourist village. Regarding the marketing strategy that has been done by utilizing social media manager has been running quite well.

Recommendations are given to the first government to get many more stakeholders such as other tourist destinations and investors as providers of funds in development. It can be designed by the government in the form of a program with the goal of stakeholders and financiers. Another thing that must be considered when communication problems on the relevant stakeholders, especially the manager. To overcome these problems it is necessary for monitoring and evaluation of government to the manager who runs a continuous and structured. Based on observations obtained investigators still lack of facilities such as the toilets were not permanent. In this case the researchers provide recommendations for the optimization of infrastructure facilities for the visitors. Utilization of government websites and Batu existing also be considered in the recommendations. By including information about the existence of the tourist village Kungkuk on government websites and Batu it will facilitate the prospective travelers to plan trips.

## CHAPTER V

### CLOSING

#### A. Conclusion

Based on research conducted by researchers related to government intervention and managers as stakeholders in the optimization of the development of the tourist village-based sustainable tourism Kungkuk it was concluded as follows:

1. Government intervention in this case the department of culture and tourism in the development of Batu tourist village mayor Kungkuk based regulation Batu number 73 in 2016 about the functioning and working procedures of the department of culture and tourism Batu then designed into a work plan and related strategic plan. Assistance given by the government intervention in the development of the tourist village Kungkuk form of improving the quality of human resources and infrastructure development in the form of facilities and infrastructure. Improving the quality of human resources for managers in the form of training and workshops. Through training and workshops on tourism so people understand and assumptions about the importance of a travel service. While infrastructure development by the government to build an access road facilities, providing equipment needs of tourism, construction of toilets, and the gate

2. and still their designs in order to support the future construction of tourism waiters activities. The government in this case the department of culture and tourism Batu can not provide assistance in the form of fresh money except through the stage of a proposal to the higher levels of government. This resulted in the absence of a legal document that promises both in the budget, APBDes, and BUMDes in terms of the budget provision.
3. Kungkuk tourist village administrator intervention as key stakeholders is to do the whole trip deals and travel on tourists. People who took part in the management and development of the tourist village Kungkuk duties and responsibilities of each of them based on the working group that has been divided. Business use of resources and potential available in the tourist village without creating a new travel concept. Marketing is done by managers in attracting tourists to cooperate with third parties are tour and travel is also utilizing social media to provide information about the tourism potential in the tourist village. In addition to the community as a whole has not taken part in the development of the tourist village Kungkuk, the problem of limited funds is also a major limiting factor in the development of the tourist village. Overall capital and revenue arrangements made by the management, which in this case the government did not take part in the management of capital and income in the

development of the tourist village. The impact of the construction of a tourist village concept in the tourist village of Kungkuk provide learning for the community in providing travel services and raise incomes around the community's economy.

## **B. Suggestion**

Related efforts to develop village tourism in Kungkuk involving stakeholders such as culture and tourism department and managers in order to realize a sustainable tourist village the researchers gave the following advice:

1. For involving more stakeholders in development such as Jatim Park, Eco Green Park and the other with mutual ties.
2. Utilization means more leverage information systems in order to deliver information about the existence of the tourism potential of the tourist village.
3. For involving more relevant expertise for the realization of the development of a sustainable management of the tourist village.
4. Optimization of human resources managers to invite the entire community plays an active role in the development of the tourist village.
5. Monitoring and evaluation of the government to the managers who are continuous.

6. Optimizing the development of infrastructure such as toilets by making permanent building to minimize maintenance costs and renewal.



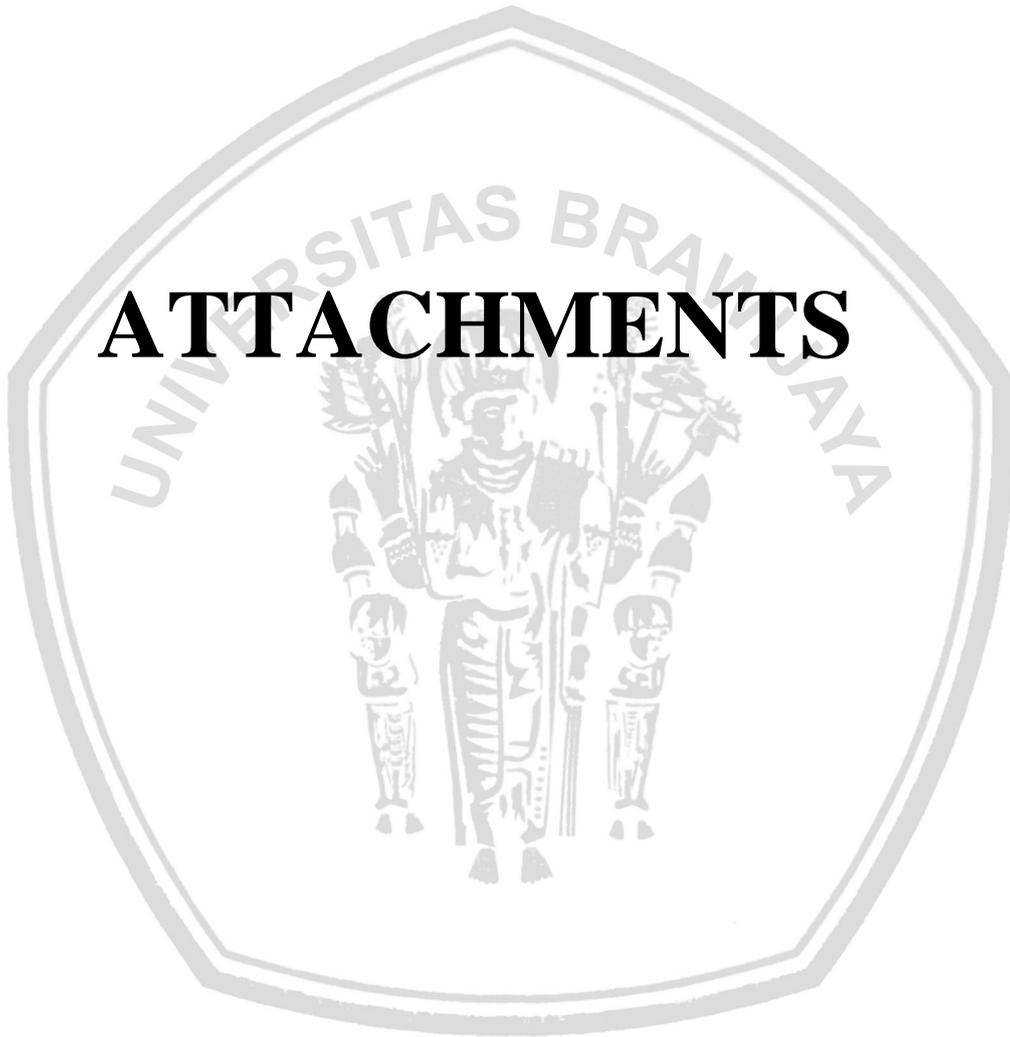
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# ATTACHMENTS



**Research Documentation**



Captured picture after interviewed with Mr. Syaiful Rochani as head of the session object and attractions in the culture and tourism department



Interviewed with Mrs. Rubiati as service business session and facilities in culture and tourism department



Interviewed with Mrs Yayuk Murniwati as vice leader of manager In Kungkuk Tourism Village



Interviewed with Mr Suwito P. as leader of manager In Kungkuk Tourism Village



Kungkuk Village landscape



Researcher while doing observation  
In Kungkuk Tourism Village



Interviewed with Mr Enzo as tourist



Researcher in front of homestay in  
Kungkuk Tourism Village

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**Formal Education**

Education Level	Institution	Year
<b>University</b>	Brawijaya University	2014-
<b>Senior High School</b>	St. Albertus Senior High School of Malang	2011-2014
<b>Junior High School</b>	KOSAYU I Junior High School of Malang	2008-2011
<b>Elementary School</b>	KOSAYU II Elementary School of Malang	2002-2008

**Experience**

Year	Description
<b>2014</b>	Temporary worker on PT Indofood Company project in Saradan-Middle of Java
<b>2015</b>	Voluntary teacher at Loretto Mandeville Hall Toorak, Melbourne, Victoria, Australia
<b>2017</b>	Student exchange awardee at UUM, North Malaysia