

Implementation of Regional and Village Government Administration in the Management of Tourism Villages

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Abstract

The implementation of local and village government administration in managing tourism villages is crucial for achieving sustainable development goals. This study analyzes policy implementation in the context of tourism village management in Ponggok Village, using policy implementation theories from George C. Edwards III, Merilee S. Grindle, Van Meter and Van Horn, and T.B. Smith. Local government administration refers to the administrative activities and management of government affairs in the region in accordance with the principle of decentralization, while village government administration focuses on regulating and managing the interests of the local community. This study highlights the importance of effective communication, the availability of adequate resources, the attitude and commitment of policy implementers, and a supportive bureaucratic structure for successful policy implementation. In Ponggok Village, synergy between the village government, Village-Owned Enterprises (BUMDes), and tourism awareness groups (Pokdarwis) proved key to tourism village management. Support from local and central governments, increased human resource capacity, and the development of clear development plans were also contributing factors to success. This study recommends the need for training for village officials and Pokdarwis, as well as building good communication between relevant parties to achieve sustainable development goals.

Keywords: Implementation, Regional Government, Ponggok Village Government.

Abstrak

Penyelenggaraan administrasi pemerintahan daerah dan desa dalam pengelolaan desa wisata merupakan hal krusial untuk mencapai tujuan pembangunan berkelanjutan. Penelitian ini menganalisis implementasi kebijakan dalam konteks pengelolaan desa wisata di Desa Ponggok dengan menggunakan teori implementasi kebijakan dari George C. Edwards III, Merilee S. Grindle, Van Meter dan Van Horn, serta T.B. Smith. Administrasi pemerintahan daerah mencakup kegiatan administratif dan pengelolaan urusan pemerintahan di wilayah tersebut sesuai dengan prinsip desentralisasi, sedangkan administrasi pemerintahan desa berfokus pada pengaturan dan pengelolaan kepentingan masyarakat setempat. Penelitian ini menyoroti pentingnya komunikasi yang efektif, ketersediaan sumber daya yang memadai, sikap dan komitmen pelaksana kebijakan, serta struktur birokrasi yang mendukung demi keberhasilan implementasi kebijakan. Di Desa Ponggok, sinergi antara pemerintah desa, Badan Usaha Milik Desa (BUMDes), dan Kelompok Sadar Wisata (Pokdarwis) terbukti menjadi kunci dalam pengelolaan desa wisata. Dukungan dari pemerintah daerah dan pusat, peningkatan kapasitas sumber daya manusia, serta penyusunan

rencana pembangunan yang jelas juga menjadi faktor penentu keberhasilan. Penelitian ini merekomendasikan perlunya pelatihan bagi perangkat desa dan Pokdarwis, serta pembangunan komunikasi yang baik antarpihak terkait guna mencapai tujuan pembangunan berkelanjutan.

Kata kunci: Implementasi, Pemerintah Daerah, Pemerintah Desa Ponggok.

Introduction

Tourism is a sector that plays a strategic role in driving economic growth, improving community welfare, and introducing regional potential to the wider community (Huda, 2020). In the era of sustainable development, the tourism sector is viewed not only as a recreational activity but also as a development instrument capable of creating jobs, increasing community income, and strengthening the cultural and environmental identity of a region. Therefore, developing the tourism sector is a priority in national and regional development policies (Rahmi, 2016).

Conceptually, tourism is defined as a temporary journey undertaken by an individual or group of people to a place outside their home for recreation, education, business, or other purposes, without the intention of earning a living in the destination (Sari & De Fretes, 2021). This definition aligns with Burkart and Medlik (1981) and the World Tourism Organization (WTO), which emphasizes that tourism activities are undertaken over a specific period of time for the purpose of gaining experience, enjoyment, or knowledge. In Indonesia, the definition of tourism is also regulated in Law Number 10 of 2009 concerning Tourism, which explains that tourism comprises a variety of tourism activities supported by various facilities and services provided by the community, businesses, the government, and local governments (Sari et al., 2023).

The existence of the tourism sector has a broad impact on people's lives. This impact is not only evident in increased economic activity through job creation, increased community income, and increased investment, but also encompasses social, cultural, political, ideological, defense, and security aspects (Widagdo & Rokhlinasari, 2017). Furthermore, tourism development can also serve as a means of preserving local culture if managed appropriately, as it encourages communities to maintain traditions, local wisdom, and environmental sustainability as tourist attractions. Therefore, tourism management must be carried out sustainably, paying attention to the balance between economic, social, cultural, and environmental aspects (Apriyanti & Hatmoko, 2023).

In recent years, the concept of tourist villages has evolved into a development strategy based on local potential. A tourist village is a rural area that offers attractions in the form of natural beauty, culture, traditions, and community activities, packaged into a tourism product (Pattaray, 2021). The development of a tourist village aims not only to increase the number of tourist visits but also to empower the community as the main actors in managing and utilizing the village's potential. Through a community-based tourism approach, communities are given the opportunity to participate in the planning, management, and economic benefits of tourism activities (Sugiarti et al., 2016).

One example of successful tourism village development in Indonesia is Ponggok Village, located in Klaten Regency, Central Java Province. This village has

successfully transformed its natural resource potential, namely springs, into a leading tourist destination with national recognition (Zakiyah & Idrus, 2017). Tourist attractions such as Umbul Ponggok and Umbul Sigedang-Kapilaler have become iconic water tourism destinations, offering unique experiences, such as snorkeling in natural springs with various underwater features. These innovations have succeeded in attracting tourists from various regions, making Ponggok Village one of the fastest-growing tourist villages (Razzak & Qodir, 2020).

The success of Ponggok Village is inseparable from government support through various policies and regulations that encourage the development of tourism villages. Furthermore, the role of Village-Owned Enterprises (BUMDes), the village government, and active community participation are crucial factors in creating effective and sustainable tourism governance. (Afifah et al., 2025). This collaborative approach enables professional, transparent, and community-oriented natural resource management. Innovation in tourism product development, service quality improvement, and village income management are key to Ponggok Village's success in building the local economy (Permana et al., 2025).

The success of Ponggok Village demonstrates that locally-based tourism development can be a driving force for village development. In addition to increasing village revenue and creating new business opportunities, the existence of tourism villages also encourages improvements in the quality of human resources through community empowerment in various creative economy sectors. Ponggok Village's experience illustrates that synergy between the government, community, and tourism managers is a crucial factor in realizing sustainable tourism. Therefore, Ponggok Village deserves to be used as an example of best practices in tourism village development that can integrate economic, social, cultural, and environmental aspects in a balanced manner.

Method

This study uses a qualitative approach with a case study method to explore the development of the Ponggok tourism village in Klaten Regency, Central Java. Data were collected through in-depth interviews, participant observation, and document analysis (Rukin, 2019). Interviews were conducted with key stakeholders, including the management of the Tirta Mandiri Village-Owned Enterprise (BUMDes), the village government, and tourists. Participatory observation was conducted by observing tourism activities and local community interactions at various tourist locations in Ponggok Village, such as Umbul Ponggok and Umbul Sigedhang-Kapilaler. Document analysis included local regulations, BUMDes annual reports, and various publications related to tourism village development. The data obtained were analyzed using thematic analysis methods to identify key patterns and themes in the development and management of the tourism village. Data validity was ensured through triangulation of data sources and methods, as well as member checking to ensure the accuracy and credibility of the findings.

Result and Discussion

The research results show that the implementation of regional and village government administration in the management of Ponggok Tourism Village plays a

crucial role in realizing effective and sustainable tourism governance. Good administration serves as the foundation for coordination between stakeholders, ensuring optimal management of the village's potential. Structured management also improves the quality of services provided to tourists while providing economic benefits to the village community.

The success of Ponggok Village is influenced not only by its abundant natural resources but also by the village government's ability to formulate policies, plan, organize program implementation, and oversee all tourism management activities. Therefore, the administrative aspect is a determining factor in creating professional tourism village management.

One of the key findings of this research is the strong collaboration between the village government and the Tourism Awareness Group (Pokdarwis). These two institutions play complementary roles in developing the tourism potential of Ponggok Village. The village government is responsible for formulating policies, providing administrative support, and facilitating various development needs, while Pokdarwis acts as the technical implementer directly involved in tourism destination management activities.

This collaboration is fostered through a clear division of tasks, intensive communication, and a shared goal of improving the welfare of the village community. Each tourism development program is designed through deliberation, ensuring that decisions reflect community needs while simultaneously considering the sustainability of tourism management.

The synergy between the village government and the Tourism Awareness Group (Pokdarwis) in Ponggok Village demonstrates the application of collaborative governance principles, a governance model that emphasizes the importance of cooperation between the government, the community, and various stakeholders in the decision-making process and the implementation of public policy. Under this concept, the government is no longer the sole actor determining the direction of development, but rather acts as a facilitator, encouraging community participation in every stage of village tourism management. Through this collaboration, each party can contribute their knowledge, experience, and resources, making the management of tourism potential more effective, transparent, and oriented towards the common good.

The implementation of collaborative governance in Ponggok Village is evident in the clear division of tasks between the village government, Village-Owned Enterprises (BUMDes), Pokdarwis, and the community. The village government is responsible for policy formulation, program planning, and administrative oversight, while the Tourism Awareness Group (Pokdarwis) plays a role in managing the operations of tourist destinations and empowering communities in the tourism sector. Village-Owned Enterprises (BUMDes) support business and financial management, while the community participates as business actors, service providers, and environmental stewards. This division of roles creates a complementary working relationship, enabling various tourism development programs to be implemented in a more coordinated and sustainable manner.

The research also shows that communication is a crucial factor in the successful implementation of tourism village management policies. Open, intensive, and continuous communication ensures that all information regarding program planning,

budget utilization, activity implementation, and evaluation of results can be fully understood by all parties involved. Through effective communication, the potential for misunderstandings, conflicts of interest, and differences in perception can be minimized. Furthermore, good communication also fosters mutual trust, increases community participation, and strengthens the commitment of all stakeholders to achieving tourism village development goals.

These findings align with the policy implementation theory proposed by George C. Edwards III (1980), which states that communication is a key variable determining the success of a policy's implementation. According to Edwards III, effective communication must fulfill three essential elements: clarity, consistency, and transmission of information to the appropriate parties. Clarity of information ensures that each implementer correctly understands the policy's objectives and procedures, while consistency of messages prevents differing interpretations among policy implementers. Meanwhile, targeted information delivery ensures that all actors receive the information necessary to optimally carry out their duties and responsibilities.

In the context of Ponggok Village, effective communication implementation is evident through regular coordination between the village government, Village-Owned Enterprises (BUMDes), Tourism Awareness Groups (Pokdarwis), and the community in formulating various tourism development policies. Each program to be implemented is first discussed through a deliberation forum so that all parties have the opportunity to express their opinions, provide input, and agree on the steps to be taken. This participatory communication pattern creates a shared perception of the goals of tourism village development, strengthens collaboration between stakeholders, and increases the effectiveness of policy implementation. Thus, communication not only serves as a means of conveying information but also serves as a crucial instrument in building synergy, trust, and sustainable management of the Ponggok Tourism Village.

Beyond communication, research has found that Ponggok Village has systematically mapped the village's potential and resources. Identifying village assets is the first step in determining the direction of tourism development, ensuring that each potential can be optimally utilized. The Head of Ponggok Village, Junaedi, explained that the village has several springs (umbul) as its primary natural resource. This potential was then developed into water-based tourist attractions, such as Umbul Ponggok and Umbul Sigedang-Kapilaler, which attract large numbers of tourists. The development of water-based tourist attractions demonstrates that Ponggok Village has successfully transformed its natural potential into a productive economic resource. Management is carried out without diminishing the ecological function of the springs, ensuring that conservation remains a key focus in all tourism development activities.

This success demonstrates that inventorying and mapping village potential is a crucial part of village government administration. Through accurate data on available resources, the village government is able to develop development programs that are more focused, efficient, and aligned with community needs.

This research also highlights the importance of improving human resource capacity in managing tourism villages. Village officials, BUMDes managers, and

Pokdarwis members require adequate competencies to carry out administrative functions, tourism services, marketing, and financial management professionally.

Training and mentoring are important strategies for improving the quality of human resources. Training programs can cover tourism destination management, excellent service, digital marketing, social media management, tourism product development, and accountability-based financial management.

Improving human resource competency will impact the quality of service provided to tourists. Good service will provide a positive experience, increasing visitor satisfaction, strengthening the image of the tourism destination, and encouraging repeat visits.

From the perspective of policy implementation proposed by George C. Edwards III, resources are one of the key variables determining the success of a policy. Edwards III explained that a policy cannot be implemented effectively if the implementers are not supported by adequate resources. These resources include not only competent and skilled human resources but also the availability of budgets, facilities and infrastructure, technology, and information necessary for the policy implementation process. Therefore, the success of policy implementation depends not only on the quality of the regulations developed but also on the organization's ability to provide all the resources needed to support the achievement of policy objectives.

In the context of managing the Ponggok Tourism Village, resources are a crucial factor supporting the successful implementation of village government administration. Ponggok Village possesses significant natural resources, particularly the presence of springs or springs, which have been developed into leading tourist attractions such as Umbul Ponggok and Umbul Sigedang-Kapilaler. In addition to natural resources, the village government is also supported by the Village-Owned Enterprises (BUMDes), the Tourism Awareness Group (Pokdarwis), village officials, and the community's active participation in managing the tourist destination. The availability of these various resources enables professional tourism management, from program planning and operational management to tourist services, to the development of tourism innovations that can enhance the destination's competitiveness.

Nevertheless, this research demonstrates that strengthening human resource capacity remains a necessity that must be continuously addressed. Village officials, Village-Owned Enterprise (BUMDes) managers, and Pokdarwis (Tourism Group) members require competency enhancement through education, training, and mentoring to keep pace with the increasingly dynamic tourism industry. Furthermore, adequate budget support, the provision of supporting facilities, and the use of information technology in promotion and administrative management are also crucial factors in increasing the effectiveness of policy implementation. Therefore, sustainable resource development is a key prerequisite for realizing professional, competitive tourism village governance that provides sustainable economic and social benefits to the community.

This research also demonstrates that support from local and central governments has significantly contributed to the successful management of Ponggok Tourism Village. This support is realized through the formulation of various policies that support tourism village development, the provision of financial assistance,

infrastructure development, and the implementation of various community empowerment programs. This policy serves as a foundation for village governments to develop tourism potential in a more targeted and sustainable manner. Furthermore, government budget support also enables the provision of supporting facilities, such as road access, parking areas, sanitation facilities, and other public facilities, which can enhance tourist comfort and strengthen the competitiveness of tourist destinations.

The presence of local governments is a driving factor in the integration of village development programs with regional development policies. This synergy ensures that tourism village development does not proceed in isolation but becomes part of a broader regional development strategy. Through strong coordination between district governments, village governments, Village-Owned Enterprises (BUMDes), and Tourism Awareness Groups (Pokdarwis), various development programs can support each other, resulting in more effective governance. This policy integration also facilitates the synchronization of program planning, implementation, monitoring, and evaluation, enabling the simultaneous achievement of regional and village development goals.

Government support is also reflected in various community capacity-building programs aimed at strengthening the quality of human resources in the tourism sector. Training programs on tourism services, destination management, entrepreneurship, digital marketing, and financial management provide opportunities for communities to improve their competencies and competitiveness. Through this empowerment, the community plays a key role not only as beneficiaries of development but also as key actors in developing the village's tourism potential. This demonstrates that the successful management of Ponggok Tourism Village is determined not only by its rich natural resources but also by the quality of its human resources, which are continuously improved through government support.

The findings of this study demonstrate that collaboration between the central government, regional government, village government, Village-Owned Enterprises (BUMDes), Tourism Awareness Groups (Pokdarwis), and the community is a form of governance that supports sustainable development. This synergy between stakeholders creates a mutually reinforcing relationship in the planning, implementation, and development of the tourism village. With the support of policies, funding, infrastructure, and sustainable community empowerment, Ponggok Tourism Village is able to develop as a tourist destination that not only provides economic benefits but also encourages environmental conservation, strengthens village institutions, and improves community welfare in a sustainable manner.

The management of Ponggok Village also reflects the application of good governance principles, including transparency, accountability, participation, effectiveness, and efficiency. The village government involves the community in the planning and implementation of programs, fostering a sense of ownership in the success of the tourism village. From a sustainable development perspective, the implementation of good governance provides long-term benefits for the community. In addition to increasing village income and creating jobs, tourism management also encourages environmental conservation, wise resource utilization, and strengthening the social and cultural identity of the local community.

Overall, the research results indicate that the successful management of Ponggok Tourism Village is the result of a synergy between effective government administration, good communication, utilization of natural resource potential, human resource capacity building, and support from the local government. Collaboration between all stakeholders is a key factor in creating a competitive, independent, and sustainable tourism village. These findings also demonstrate that the Ponggok Village management model can serve as a best practice for other villages in Indonesia in developing community-based tourism through effective governance.

Conclusion

Based on the research results, it can be concluded that the implementation of regional government and village government administration in the management of Ponggok Tourism Village has been running effectively and has made a significant contribution to the success of tourism village development. This success is supported by strong synergy between the village government, local government, Village-Owned Enterprises (BUMDes), Tourism Awareness Groups (Pokdarwis), and the community in managing the village's tourism potential. In addition to being supported by optimal utilization of natural resources, the implementation of tourism village management is also influenced by effective communication, the availability of adequate resources, increased human resource capacity, and policy and funding support from both local and central governments. These factors are able to encourage the creation of participatory, transparent tourism village governance that is oriented towards improving community welfare. The research results also show that the successful management of Ponggok Tourism Village is in line with George C. Edwards III's policy implementation theory, which emphasizes the importance of communication and resource aspects in determining the effectiveness of policy implementation. Open communication and good coordination between stakeholders have created strong collaboration in tourism village management, while the availability of human resources, natural resources, budgets, and infrastructure are the main supporting factors for program success. Thus, the implementation of government administration supported by the principles of collaborative governance can achieve sustainable tourism village management, improve the community's economy, strengthen village institutions, and preserve the environment. The Ponggok Tourism Village management model can serve as an example of best practice for other villages in developing tourism based on local potential through effective and collaborative governance.

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