

WATESNEGORO VILLAGE GOVERNMENT STRATEGY IN DEVELOPING TOURISM AT SUMBER GADUNG

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ABSTRACT

Tourism development is an effort to improve, advance, and improve tourist facilities and services needed by the community. This research aims to analyze and explain the Strategy of the Watesnegoro Village Government in Developing Gadung Source Tourism. The basic concept used in this research is the theory of strategy according to James Brian Quinn including goals, policies, and programs. This qualitative research uses a purposive sampling technique. Data were collected using interviews, observation, and documentation. Data analysis used interactive Miles, Huberman, and Saldana. The results show that the objectives of tourism development in Watesnegoro Village are to increase the number of tourist visits, improve the community's economy, overcome unemployment, and preserve the environment. Policies in the development carried out by the village government are by making improvements and providing infrastructure, car free day activities, and gymnastics with tourists and including the role of youth organizations as tourism managers. The tourism potential development program is the utilization of promotional platforms including the creation of mass media, websites, and social media accounts (Instagram and Facebook) in disseminating Gadung sources and carrying out cooperation with the Sidoarjo Regency Youth, Sports, Culture and Tourism Office.

Keywords: *Strategy, Village Government, Tourism Development*

A. INTRODUCTION

Tourism is a journey from one place to another to create happiness as an effort to be one with the environment. (Chaerunissa, 2020; Kodhyat, 1983; Musanef, 1995; Narendra et al., 2019; Prayogo, 2018; Robbi, 2022; Santi, 2018; Sinaga, 2010; Soedarso et al., 2014; Spillane, 1987; Yoeti, Oka, 2008; Yuniningsih, 2018). This field is one of the activities that play an important and reliable role as a producer of "foreign exchange" and provides a lot of "profit" for the Indonesian state. (Febriani, 2020; Laipi et al., 2020; Maghfiroh, 2021; Mebri et al., 2022; Mudea et al., 2017; Pamularsih, 2021; Pendit, 2002; Pramono et al., 2019; Santi, 2018; Wiarsini, 2021). Development in the tourism sector can increase revenue and build regional to global economic growth rates (Benony, 2020; Hendrita, 2017; Kampana, 2015; Pamularsih, 2021; Soedarso et al., 2014).

By accelerating economic growth globally, tourism can also be trusted to improve people's lives. The *Undang-Undang Republik Indonesia Nomor 10 Tahun 2009* on Tourism states that tourism is an activity that involves the community, entrepreneurs, and government, to support various kinds of tourist

facilities and services. Meanwhile, tourism development is an effort in improving, advancing, increasing tourist facilities and services needed by the community (Chaerunissa, 2020; Musanef, 1995; Pearce, 1981; Pramono et al., 2019; Pamularsih, 2021; Primadany et al. ; Yoeti, Oka, 2008 Suryono, 2004; Yakup, 2019).

Tourism is one of the sectors of economic growth which is the basis of tourism development in East Java (Farida et al., 2020). However, the tourism sector still has several obstacles so a development strategy is needed. Tourism development is still faced with various problems ranging from the lack of human resources (HR), communication, publication, investment, and environmental aspects to conflicting policies in a tourist attraction (Nugroho, 2020). Problems that often occur in tourism development include problems related to infrastructure, transportation, and connectivity (Abadi et al., 2013). Tourism development in Ponorogo is not yet optimal due to limited socialization and communication, and inadequate infrastructure to tourist destinations (Kusbandrijo et al., 2018).

For tourism development, a strategy is needed. Strategy is an important element in the development of an organization/agency to achieve its goals. (Mintzberg et al., 2003). There are three important elements in deciding on a strategy including goals, policies, and programs. The strategy used in each region is different depending on the conditions of the region and the culture of the local community.

The Mojokerto District Youth, Sports, Culture and Tourism Office, for example, has a strategy to develop tourism objects through tourism promotion and tourism business development (Nurhani et al., 2004). Salatiga City builds "City branding" as a tourism development strategy to increase local revenue (PAD) (Pramono et al., 2019). Mandangin Island, Sampang Regency, and Pura Siwa have strategies such as providing complete tourist facilities according to the needs of tourists (Maulidiya, 2020; Wiarsini, 2021). Jombang Regency has a lot of potential, including religious, natural and cultural potential (Novaria, 2017). Abangsongan Village recommends tourism development strategies including the promotion of tour packages, community empowerment, construction of outbound facilities, environmental care programs, and tourism training (Pamularsih, 2021). Surabaya City has several strategies, namely promotion, creating photo spots and signboards, increasing public awareness to participate in the community with Tourism Awareness Groups, and implementing "urban farming" through "hydroponics and viticulture" (Sundari et al., 2022).

Table 1. Number of Tourist Visits to East Java

Year	Number of Visits
2019	85.561.561
2020	22.497.857

Source: disbudpar.jatimprov.go.id.

Table 1 shows the number of domestic tourists visiting East Java. Since 2020 during the Covid-19 pandemic, the number of foreign tourists visiting has decreased by 72.75% when compared to 2019 before the Covid-19 pandemic

occurred.

Table 2. Number of Foreign Tourist Arrivals to East Java

Month	Number of Tourist Arrivals		
	2019	2020	2021
January	13.792	17.047	20
February	17.389	11.700	69
March	20.497	5.774	52
April	18.431	21	108
May	14.529	12	160
June	22.485	97	181
July	24.913	76	52
August	29.180	24	10
September	20.462	20	2
October	20.895	-	37
November	20.780	-	-
December	20.546	-	-

Source: *jatim.bps.go.id*

From 2020 to 2021 the number of foreign tourists visiting East Java decreased significantly due to the covid-19 pandemic. There are 38 regencies/cities in East Java Province, one of which is Mojokerto Regency District.

Table 3. Number of Visitors to Mojokerto Attractions

No.	Objek Wisata	Tahun	
		2019	2020
1.	Wisata Padusan Pacet	51.745	266.673
2.	Air Terjun Dlundung	97.650	97.538
3.	Pertiraaan Jolotundo	197.036	58.555
4.	Makam Religi Troloyo	433.276	135.691
5.	Pemandian Air Panas Padusan Pacet	349.226	169.235
6.	Museum Trowulan	37.776	12.492
7.	EkowisataTanjungan	57.307	28.555
8.	Siti Inggil	1.940	-
9.	Coban Cangu	33.691	19.340
10.	Pemandian UbalanPacet	53.394	24.041
11.	Candi Bajangratu	15.057	6.625
12.	Candi Brahu	14.714	7.006
13.	Candi Tikus	16.598	6.592

Source: *Disparpora Kabupaten Mojokerto*

It is known that the number of visitors to tourist attractions in Mojokerto Regency fluctuates every year. Judging from the table above, the Mojokerto district government can create a new strategy to improve and manage tourist attractions properly. With that, it can attract local tourists / foreign tourists to visit tourist attractions in Mojokerto district. The table below is data related to the number of visitors to Sumber Gadung tourism.

Table 4. Number of Visitors to Sumber Gadung

Month	Number (Person)	
	2020	2021
January	-	148
February	-	58
March	-	70
April	-	48
May	-	50
Juny	-	60
July	-	55
August	-	55
September	45	63
October	96	53
November	128	-
December	177	-

Source: processed by the author

Table 4 shows that the number of visitors to Sumber Gadung tourist destination fluctuates every month. With that, optimal development and management is needed starting from infrastructure so that visitors are more interested in visiting the destinations. In addition, the amount of income earned from Sumber Gadung tourism is shown in Table 5. The largest income of the tourism sector in Watesnegoro Village during the one year was in December, which was Rp 354,000. The income was only obtained from the parking lot, which is managed in collaboration with the youth organization. Meanwhile, entrance tickets to tourist destinations still do not exist because no village government policy regulates them.

Table 5. Total Revenue of Sumber Gadung Tourism

Month	Total Money In (Rp)	
	2020	2021
January	-	Rp 296.000
February	-	Rp 116.000
March	-	Rp 140.000
April	-	Rp 96.000
May	-	Rp 100.000
Juny	-	Rp 120.000
July	-	Rp 110.000
August	-	Rp 110.000
September	Rp 90.000	Rp 126.000
October	Rp 192.000	Rp 106.000
November	Rp 256.000	-
December	Rp 354.000	-

Source: processed by the author

Regency/City, Village is also very important to do management in order to develop tourism in the village, considering that the village has natural tourism potential that has not undergone significant changes and is still maintained in its authenticity so that it is attractive to many visitors. In the *Undang-Undang Republik Indonesia Nomor 6 Tahun 2014* concerning villages in article 1 number 1 states that villages are villages and customary villages or what are called by other names, hereinafter referred to as villages are legal community units that have territorial boundaries that are authorized to regulate and manage government affairs, the interests of the local community based on community initiatives, origin rights, and/or traditional rights recognized and respected in the system of Government of the Unitary State of the Republic of Indonesia. When viewed from its topography, each village has its own uniqueness that can be developed as village tourism.

Based on the observations made by researchers, the strategy carried out by the Watesnegoro Village Government is to promote to the general public. In this case, the Watesnegoro Village Government collaborates with the mass media to promote Sumber Gadung tourism. However, in carrying out the promotion, it has not gone as expected, this can be seen from the lack of visitors to the tour. In addition, the development of infrastructure on the tour has also not been neatly organized, such as the placement of selling stands for traders at the Sumber Gadung tourist location. Not only that, the facilities (infrastructure) around the tour are also still minimal, even though the completeness of infrastructure facilities in a tourist spot is an important thing to note in order to attract visitors to visit a tourist spot. The research is interesting to conduct because Sumber Gadung of Watesnegoro Village has historical tourism potential that has not been well utilized, the promotion of tourism potential is still lacking, and there is no policy for managing Sumber Gadung as an attractive tourist destination. This research aims to analyze and explain the Strategy of the Watesnegoro Village Government in Developing Gadung Source Tourism. The basic concepts used in the strategy according to James Brian Quinn include goals, policies, and programs (Mintzberg et al., 2003).

B. LITERATURE REVIEW

Strategy

Strategy is the integrity of something that is done to achieve goals and is closely related to guidelines and activities (Mudea et al., 2017). Strategy is a fundamental effort chosen by a group to achieve goals and always considers the obstacles that will be faced (Fred David, 2011). The meaning of "strategic" is meant as tips, ways, and tactics to perform efficient management functions toward organizational goals (Nawawi, 2012). Strategy is a series of fundamental decisions and actions made by top management and implemented by all levels of an organization to achieve organizational goals (Siagian, 2016).

James Brian Quinn argues that the analysis of diplomatic military strategy and similar analogies in other fields provide some important insights into the basic dimensions, nature, and design of formal strategy. The effective strategy contains three important elements including a) Purpose, is the hope that an

organization/institution wants to achieve. Goals become one of the important elements to produce a strategy, because determining goals is closely related to the strategy that will be chosen by an organization/institution to achieve its goals. b) Policy, a series of provisions that guide and provide limits to the actions to be taken. Policies are created to determine the direction of the goals and strategies of an organization/institution so that the formulation of regulations is more effective in setting "strategies". c) Programs, Programs are stages of action that are carried out to achieve a predetermined goal. The program has the meaning to arrange various actions so that it can maximize the strategy as determined (Mintzberg et al., 2003).

Village Government

The village government is the organizer of government affairs and the interests of the local community in the system of government of the Unitary State of the Republic of Indonesia. The Village Government is the Village Head or elements of the Village Government organizers, namely village officials. The authority possessed by the village includes the implementation of village development, guidance, and empowerment of village communities that are guided by the community, village culture, and the right of origin (Pemerintah RI, 2014).

The village government has an important role in utilizing human resources (HR) and natural resources (*SDA*) to improve the welfare of villagers (Sugiman, 2018). The position of village government in empowering its citizens must be able to manage its households independently and prioritize the rights of its citizens. The village government also has a function to organize top government policies and village policies.

Tourism

The *Undang-Undang Republik Indonesia Nomor 10 Tahun 2009* which effectively states that tourism is an activity that involves the community, entrepreneurs, and government, to support a variety of tourist facilities and services (Pemerintah RI, 2009). Tourism is a variety of government, business, and community activities to serve, manage, and organize what is needed by visitors (Karyono, 1997). Tourism is the temporary departure of a person for a short period time to new locations for happiness or certain interests (Santi, 2018).

Tourism development is an effort to improve, advance, and improve tourist facilities and services needed by the community (Chaerunissa, 2020; Musanef, 1995; Pearce, 1981; Pramono et al., 2019; Suryono, 2004). According to Joyosuharto, tourism development has three functions including, 1) promoting the economy, 2) maintaining the nation's personality, preserving the function and quality of the environment, 3) fostering a sense of love for the homeland and the admin nation. Meanwhile, according to Kurniawan (2015) the elements of tourism development include 1) attractions, attractions that arise due to natural conditions, man-made objects, and cultural events. 2) transportation, influence tourist visits and the development of accommodation. 3) accommodation, which is a place to stay for tourists. 4) service facilities, by providing facilities and services in line with the development of the flow of visits. 5) infrastructure, infrastructure development will provide benefits to the community and support tourism development.

C. METHODS

This research is located in Watesnegoro village, Ngoro sub-district, Mojokerto district, precisely at the Sumber Gadung destination site. This qualitative research used a purposive sampling technique. The informants of this research were six people. These informants include the Secretary of Watesnegoro Village, the Head of Watesnegoro Hamlet, the Head of Watesnegoro Youth Organization, the Treasurer of Watesnegoro Youth Organization, and the Community. Collection technique used selecting primary and secondary data as the type of data and using in-depth interviews, observation, and documentation. To clarify the scope, the focus of this research is on the Strategy of the Watesnegoro Village Government in Developing Gadung Source Tourism. Using the Strategy Model theory according to James Brian (Mintzberg et al., 2003) with the following indicators: a) Objectives, b) Policies, c) Programs. Then explain the obstacles that occur in Gadung Source Tourism Development. The data analysis model that researchers use is interactive Miles, Huberman, and Saldana. According to Miles, Huberman, and Saldana, a) Data condensation, is the process of selecting, focusing, simplifying, abstracting, and transforming data on field activity notes in research. b) Data Presentation, an organization, unification, and information that can be concluded. Carrying out in-depth data analysis is also the basic purpose of presenting data that can help researchers. c) Drawing Conclusions, in research in the form of summarizing data that is in line with the formulation of problems that have been encountered and as a researcher chooses the final step by summarizing the complex data that has been by him (Miles et al., 2014).

D. DISCUSSION

Overview of Sumber Gadung Tourism

Sumber Gadung is an asset of Watesnegoro village that is managed by the village government together with the youth organization. Sumber Gadung is a relic of the Majapahit kingdom. It is located in a hamlet area and on the edge of a rice field. There are two springs in Sumber Gadung including a fish pond and a swimming pool.



Figure 1. Gadung Source Tourism
Source: processed by the author

Every Saturday and Sunday many local village children swim at Sumber Gadung. Furthermore, there is a pavilion that is used by the village community as a gathering place such as for example village alms activities. The following are some documentation results of Sumber Gadung tourism.

Watesnegoro Village Government's Strategy in Developing Sumber Gadung Tourism is based on James Brian Quinn (Mintzberg et al., 2003) including goals, policies, and programs.

Objective

Goals are expectations that an organization/institution wants to achieve. Objectives become one of the important elements to produce a strategy, because determining goals is closely related to the strategy that will be chosen by an organization/institution to achieve its goals. The objectives carried out for the development of Gadung source tourism are by following per under the *Undang-Undang Nomor 10 Tahun 2009*. The strategy for developing Gadung source tourism has the following objectives:

1. **Increase the number of tourist visits**, by promoting through mass media, namely in collaboration with Radar Mojokerto.
2. **Improve the community economy**, the development of Sumber Gadung tourism has a positive impact on the people of Watesnegoro Village. The following is the statement of the Secretary of Watesnegoro Village who stated the purpose of the Sumber Gadung tourism development.

“The purpose of the development of Sumber Gadung tourism is to improve the economy of the Watesnegoro Village community so that people who have a low economy (down) can sell around the tourist sites because our initial goal (Village Government) with the development of Sumber Gadung tourism to help the economy of the local village community,” (interview October 25, 2021)

This was also conveyed by Mrs. Ani as one of the traders who sells around Sumber Gadung tourism.

“The existence of this Sumber Gadung tour can increase income for my family by selling around this tour. The income I get on Saturdays and Sundays is sometimes Rp. 70,000 - Rp. 100,000 on weekdays Rp. 40,000 - Rp. 50,000, so the income from selling is uncertain.,” (interview October 28, 2021).

This means that the trader sell every Monday-Sunday with uncertain income. However, selling around the Gadung source tour can also help the economy or the cost of living for his family.

1. **Overcoming unemployment**, The presence of Sumber Gadung tourism can provide jobs, reduce unemployment, and contribute to progress in entrepreneurship. Tourism development also aims to increase the potential of human resources (HR), namely village youth, especially members of youth organizations. The youth of Watesnegoro Village are expected to play a role in channeling creative ideas to create and advance the development of Sumber Gadung tourism.
2. **Preserve the environment**, the purpose of developing Gadung source tourism is to maintain sustainability because the tour is a relic of Majapahit so that it is

not misused by certain parties. Gatot as the head of the hamlet added the following.

“The form of preservation of Sumber Gadung is to preserve infrastructure and culture. In terms of preserving infrastructure, we clean the facilities, including cleaning the pond, adding a playground, and maintaining the pavilion building,” (interview October 25, 2021)

The preservation of Sumber Gadung tourism is divided into two, namely preservation of infrastructure and cultural preservation. Preservation of infrastructure in the form of facility cleaning activities including cleaning the pond, maintaining the pavilion building, and adding a playground to Sumber Gadung tourism. Meanwhile, preservation in terms of culture includes beliefs formed by the previous community. By believing that the fish in the pond should not be fished or taken because if they violate this belief, problems will befall them.

Policy

Policies are a series of provisions that guide and limit the actions to be taken. Policies are created to determine the direction of the goals and strategies of an organization/institution so that the formulation of regulations is more effective in setting "strategies".

The policies of the government of Watesnegoro Village, Mojokerto Regency in the development strategy of Gadung source tourism are:

1. Improve and provide infrastructure.
2. Car free day activities and gymnastics with tourists.
3. Including the role of youth organizations as the manager of Gadung source tourism.

The first policy of the Watesnegoro village government is to take action by repairing and providing infrastructure. The following is a statement from the Secretary of Watesnegoro Village regarding this policy.

“The policy taken by the village government to develop this destination is to improve and provide facilities and infrastructure around Sumber Gadung tourism. I think the facilities and infrastructure in this tour are far from good, especially the play facilities for children are still lacking. This tour also still needs to be improved, starting from visitor seats, toilets, and there is also no prayer room yet,” (interview October 25, 2021).

In the results of the interview above, Wahid explained that the infrastructure of Sumber Gadung tourism can be said to be far from good, especially in terms of infrastructure. With this, the Watesnegoro Village government needs to make strategic decisions for the development of Sumber Gadung tourism by improving facilities. The following is documentation of road access to Sumber Gadung.

It can be seen that the access road to Sumber Gadung tourism is still damaged, including uneven roads and potholes. With that, the reduced enthusiasm of visitors to visit Gadung Source Tourism is caused by these infrastructure problems. In addition to improving road access, direction signs are needed so that tourists can more easily find tourist locations. *Second*, the village government will

collaborate with youth organizations to resume routine activities on sumber gadung tourism after the Covid-19 pandemic.



Figure 2: Road Access to Sumber Gadung Tourist Attraction
Source: (processed by the author, 2021).

The routine activities are, car free day and joint gymnastics which are attended by tourists and become a special attraction for visitors. In addition, it is an opportunity for the local community to sell their goods and thus increase their income. Third, the Watesnegoro village government adopted a policy by appointing members of the youth organization as the manager of "Sumber Gadung" tourism.

The Program

Programs are stages of action that are carried out to achieve a predetermined goal. The program has the meaning to arrange various actions to maximize the strategy according to what has been determined. Gadung source tourism development program with the following main activities:

1. Utilization of mass media in disseminating gadung source tourism.
2. Increasing promotional platforms including the creation of websites and social media accounts (Instagram and Facebook).
3. Coordination and cooperation with the Mojokerto Regency Youth, Sports, Culture and Tourism Office.

First, the program carried out by the Watesnegoro Village Government for the development of Sumber Gadung tourism includes promotion through mass media. The Watesnegoro Village Government collaborated with Radar Mojokerto to promote the destination "Sumber Gadung" so that the hope is that the destination will be better known by the public as shown below.

However, despite promotion through Radar Mojokerto (mass media), the destination is still relatively empty of visitors. *Second*, the Village Government also redesigned its marketing platforms, including the creation of a website and social media accounts (Instagram and Facebook). The program to add promotional platforms through websites and social media accounts has not been implemented until now. As stated by Mr. Wahib the Secretary of Watesnegoro Village.

Watesnegoro, Simpan Objek Wisata Peninggalan Majapahit

7 March 2019 15:30 PM



Figure 3. Promotion through Mass Media
Sumber: (processed by the author, 2021).

"The program that has been implemented by the village government in the development of Sumber Gadung destination is by promoting through Radar Mojokerto, where we utilize mass media through cooperation with Radar Mojokerto to market the historical destination. Aiming for this historical destination to be known by the public". Interview with the Secretary of Watesnegoro Village," (interview October 25, 2021).

Third, The Watesnegoro Village government also has a program to coordinate and cooperate with the Mojokerto Regency Youth, Sports, Culture and Tourism Office to improve the existence of Sumber Gadung tourism.

Implementation of Gadung Source Tourism Development Strategy.

Some of the strategy implementations carried out by the Watesnegoro Village government related to the development of Gadung source tourism are:

1. Evaluate and monitor thoroughly the promotion program and tourism infrastructure.
2. Coordinate well with the Mojokerto Regency Youth, Sports, Culture and Tourism Office, youth organizations and the community around the Gadung source tourism area.
3. Conduct training for traders around tourism and tourism managers.

Constraints in Strategies for Tourism Development.

In the strategy, can be said that it has not been running effectively, and by still encountering obstacles in the Watesnegoro Village Government Strategy in Developing Gadung Source Tourism.

a. Budget

Budget problems in the development of Sumber Gadung tourism affect the lack of provision of facilities and infrastructure. Facilities such as roads to Sumber Gadung tourism, seating, toilets, and children's playgrounds. Repairing, building, and maintaining infrastructure and other supporting facilities requires a large budget. In this activity, the Watesnegoro Village Government utilizes

only the village fund budget to support the success of the program.

b. Not yet included as a Village-Owned Enterprise (BUMDes) Program

Sumber Gadung Tourism has not been included as a Village-Owned Enterprise (BUMDes) program in Watesnegoro Village. This is because there is no budget focused on developing Sumber Gadung tourism, so the village government cannot include this tourism as a BUMDes program.

The new thing in this research is, the village government's strategy in developing tourism in Watesnegoro Village is to create economic independence for the village and its people. There are policies in the process of improving and providing facilities and infrastructure, collaboration with the younger generation or village youth as tourism managers. Promotion strategy through cooperation with Radar Mojokerto and social media (*website, facebook, instagram*) to develop village tourism. The village government's efforts in promoting this tour by conducting socialization to the general public, and will coordinate with the Mojokerto Regency Youth, Sports, Culture and Tourism Office.

E. CONCLUSIONS

Based on the results of the above research, it can be concluded that the Strategy of the Watesnegoro Village Government in Developing Gadung Source Tourism includes a) Objectives, which are to increase the number of tourist visits, improve the community's economy, overcome unemployment, and preserve the environment. b) Policies, making improvements and providing infrastructure, and car free day activities and gymnastics with tourists and including the role of youth organizations as tourism managers. c) Programs, utilizing promotional platforms including the creation of mass media, websites, social media accounts (Instagram and Facebook) in disseminating gadung sources and collaborating with the Sidoarjo Regency Youth, Sports, Culture and Tourism Office.

The development strategy for Sumber Gadung tourism can make Watesnegoro Village a village tourism destination that is not inferior to existing village tours. Tourism can be used as an opportunity if it is developed optimally, which can provide opportunities for village communities to improve their economy. The obstacles in the Watesnegoro Village Tourism Development Strategy are budget constraints, namely the first, the lack of budget used in Sumber Gadung tourism development activities. Second, it has not been included as a Village-Owned Enterprise (BUMDes) program.

For the Village Government to immediately carry out well all the strategies that have been determined in developing Gadung Source tourism including infrastructure development and promotional infrastructure to attract visitors to visit Gadung Source tourism. The Watesnegoro Village Government to engage the private sector and collaborate with the academic community to participate in disseminating Sumber Gadung tourism to tourists.

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