

Implementation of the Tourism Development Master Plan Policy in the Tourism Village of Kepuharjo, Cangkringan District, Sleman Regency, Yogyakarta

Endah Neni Miyayi

Universitas AMIKOM Yogyakarta
✉ Jl. Ring Road Utara, Ngringin, Condongcatur, DI Yogyakarta 55281, Indonesia
✉ endah.miyayi@students.amikom.ac.id

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ABSTRACT

This study provides an overview implementation of Sleman Regency Regional Regulation No.11 of 2015 which regulates the 2015-2025 Regional Tourism Development Master Plan to develop the Kepuharjo Tourism Village in Cangkringan District, Sleman Regency, Yogyakarta. Furthermore, this study uses the type of rule application from George C. Edward III. In the preparation of this research, the researcher used a descriptive qualitative approach. This means that the types of data sources used are primary and secondary data. Based on the results of interviews and observations, it can be concluded that the implementation of the policy for developing the Tourism Village of Kepuharjo Village is not optimal. The implementation of the program is not optimal because there are several factors that influence the development of tourism villages, namely from the resources and bureaucratic structures. Meanwhile, the driving factors for the development of the tourism village are aspects of communication and disposition.

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INTRODUCTION

This study provides an overview of the implementation of the Sleman Regency Regulation Number 11 of 2015 which regulates the 2015-2025 Regional Tourism Development Master Plan as a tourism development master plan policy. The target of this research is Kepuharjo Tourism Village, Cangkringan District, Sleman Regency, Yogyakarta. This research is interesting to study because of the emergence of the tourism village phenomenon as a logical consequence of the allocation and authority of the budget in the village after the village law. Of course, this provides dynamics or opportunities for the village to increase the income of the village community. The Kepuharjo tourism village initiated the management of the tourist village as a result of the tourism

development master plan policy, namely the Sleman Regency Regulation Number 11 of 2015 which regulates the 2015-2025 Regional Tourism Development Master Plan.

Government is government agencies and institutions as well as officials who develop a state policy or government regulation. In carrying out state policies, there are several underlying aspects, namely based on/compliance with applicable decisions, public interests/needs and the future are goals, along with the best strategy or strategy to solve problems in order to achieve predetermined goals (Irawan, 2019). Furthermore, public policy is all work/activities carried out by the government, the results will form a simultaneous activity that looks different. Therefore, public policy is everything that is chosen by the government to be implemented or not implemented (Anjelina, Science, Dan, Politics, & Lampung, 2017). In addition, public policy is like the answer to a problem, it will try to solve, reduce and restrain an evil and its opposite as well as possible in the best way and controlled action (Publisher & Isnaeni, 2011). Therefore, the policy is an effort to achieve predetermined goals/targets, such as problem-solving efforts and the use of special supporting facilities, and at a specific duration level. Policies are usually basic in nature because policies only outline general guidelines as a reference to act/apply in order to achieve predetermined goals (Ramdhani & Ramdhani, 2016). In the public policy cycle, there is an implementation stage, where implementation is carried out after the policy is formulated so that it is easy to understand/clear the objectives (Wahyudi, Sukamara, & Tengah, 2016).

A tourist village is a village that has a unique recreational attraction, namely in the form of characteristics of rural areas or community cultural activities. These potentials are managed attractively through tourism supporting services or infrastructure that can support development, with organized management, neatly arranged so as to legalize the arrival of visitors to tourist villages so that they can advance or improve the welfare of the local community (Atmoko, Akademi, & Yogyakarta, 2014). In addition, village tourism is a form of recreation, consisting of a small group of tourists who live in or in remote villages or are separated from the hustle and bustle of the city and have a desire to learn about life in the village and the surrounding environment (Geogra & Gadjah, 2003). Therefore, it is displayed in the form of unifying tourism elements, such as accommodation, supporting facilities and so on (Zakaria, Suprihardjo, Planning, & Engineering, 2014). Thus, a tourist village is a rural/environmental area that presents the uniqueness of the village in terms of customs, socio-culture, daily life, conservative buildings, and has a village layout.

Kepuharjo Village is a village that has advantages in its geographical and topographical conditions. In addition, Kepuharjo Village has the potential to become a tourist village that is a destination in Sleman Regency. This is due to the potential tourist attractions of Kepuharjo Village, namely traditional arts, dance, culinary tourism, beautiful and cool natural destinations, and beautiful mountain views close to Mount Merapi. Of course, some of these objects are historical objects of the eruption of Mount Merapi, the memory gallery of my home, and educational tours such as the hamlet educational tourism village, as well as a mini museum of the rest of my treasures.

Using Edward III's theory, this study uses communication factors, resources, disposition, and bureaucratic structure to explain the implementation of the tourism development master plan policy in the tourist village of Kepuharjo, Cangkringan sub-district, Sleman district. Therefore,

there are 4 important factors in the implementation of public policies in achieving successful implementation. The four factors are communication, resources, disposition, and bureaucratic structure (Irawan, 2019). First, each rule can be applied regularly if there is an effective relationship between the implementer and the target party. It aims to be organized in an orderly manner and ward off imperfections in the plan. That is, the more expert the education level of the target party towards the plan, the lower the error rate in implementing the plan in the field. Second, adequate resources must support any policies, human resources, or financial factors. Human resources are a sense of capacity and good character from the regulator that includes all parties targeting financial programs/activities, namely the maturity of an investment program/policy. Third, the implementation of government programs or policies must pay attention to human resources and financial resources because without the expertise to implement a policy it will not run slowly and without financial resources the plan will not succeed in achieving the targets and targets that have been previously set. arrange. Third, the executor has personality and behavior, such as having a responsibility, an obligation not to lie, and not being dictatorial or democratic. If the implementor has neat character and uniqueness, then it can execute the rules well as expected by the implementor. When policymakers have the opposite attitude to policymakers, policy implementation does not move in an orderly and ineffective manner. Fourth, the bureaucratic structure is an important aspect of policy implementation. An important scope in the aspect of the bureaucratic structure is the organizational structure and procedures. In the aspect of procedures, the use of Standard Operating Procedures (SOP) includes a clear, easy-to-understand and systematic framework. Therefore, program implementation has been defined to avoid convoluted and ineffective mechanisms. In the organizational structure, stakeholders must protect the presence of quick decision-makers in case of extraordinary events or unexpected things in the program. Thus, the four factors were developed because they are interrelated with each other in order to provide benefits.

METHODS

This research uses descriptive qualitative research. Therefore, this descriptive study observes and analyzes the implementation of Kepuharjo tourism village development policies. Qualitative research method is a research method based on the understanding of positivism, which is used to observe natural object situations. The key to this instrument is that researchers who use descriptive methods can describe events in detail and show a more detailed or detailed analysis that cannot be explained by quantitative methods (Study, Communication, Ahmad, & Yogyakarta, 2016). In qualitative research, the reviewer himself becomes a tool in the data collection process (Sugiyono, 2016). In addition, qualitative research focuses more on the application of self as an instrument. Thus, researchers need to mobilize all their sensory functions to be able to uncover social phenomena in the field (Mulyadi, 2011). This research was conducted at the Kepuharjo Village Office, Cangkringan District, Sleman Regency. Furthermore, the resource person from this research was the Head of Kepuharjo Village, Cangkringan District, Sleman Regency. This type of research data includes primary data and secondary data. Primary data, namely data obtained by the reviewer directly in the form of data from questions and answers with sources, and data obtained from the field (Kristin & Salam, 2016). Furthermore, secondary data is data obtained from research archives and document review, namely the use of recorded evidence to support research such as books, newspapers, journals, articles, regional regulations, laws and so on that are carried out by researchers. (Paturusi, Bagus, & Surya, 2017). Furthermore, the data collection

methods are documentation, observation, and interviews. First, documentation is a way of collecting data starting from collecting, copying, and reviewing archives, both recorded, illustrated, and electronic archives. The documents needed in this research are books, newspapers, journals, articles, regional regulations, laws related to the implementation of tourism village development policies. Second, observation is direct observation of the object of research by collecting data. The observation process starts from recognizing the place to be studied. After identifying the location for mapping, in the process of this mapping will be obtained a general estimate of the target in the study. This is done after identifying the informants to be observed, when and for how long. Third, the interview is a discussion about a specific goal. The conversation is carried out in two aspects, namely the interviewer and the aspect of delivering information/data about a problem raised. Interviews are carried out by preparing in advance the questions that will be asked to the informants or interviewees (Rachmawati, 2007). This research was conducted by interviewing the Head of Kepuharjo Village, Cangkringan District, Sleman Regency.

RESULTS AND DISCUSSION

The implementation of the Sleman Regency Regional Regulation Number 11 of 2015 concerning the Master Plan for Tourism Development is less than optimal. First, communication has fulfilled the transitional dimension that a policy needs to be channeled to policy implementers. In addition, it is conveyed to the parties involved and the target group of a policy. Second, regarding the aspect of human resources in implementing tourism policies, the village government still has several obstacles in the development of tourist villages. Obstacles experienced such as employees in this village office who are still high school graduates and many are not from the field of tourism science so it is still difficult to develop and requires a third party who is an expert or professional in terms of developing a tourist village. Furthermore, the budget in Kepuharjo Village is still limited because Kepuharjo Village is still focused on making infrastructure and infrastructure. Third, development related to tourism villages has been carried out by a multi-level bureaucracy, which includes the Sleman Regency Government which was delegated to the Tourism Office as the top level, the Cangkringan Regency Government as the middle level, and the Kepuharjo Village Government as the last level. Fourth, the Tourism Office has provided guidance to villages in terms of community empowerment in Kepuharjo Village. Furthermore, there are also other institutions that help develop tourist villages, one of which is an institution for women's empowerment.

In the success of policy implementation, one of the factors that can affect the success of a policy is influenced by the communication variable. Each rule will be applied regularly if there is an effective relationship between the implementer and the target party. So that it can be cemented regularly and ward off imperfections in the plan. The more skilled the education level of the target party in the plan, the lower the error rate in implementing the plan in the field. A policy needs to be communicated to the implementer besides that there are also parties involved and who is the target group so that a policy is successful in achieving its goals and objectives. According to Edward III, communication has 3 (three) dimensions in policy implementation. The first is the transition dimension, after that clarity and the last is consistency. First, the transitional dimension, where what is meant by the transition dimension here is that a policy needs to be channeled to policy implementers. This is then conveyed to the parties involved and the target group of a policy.

According to Mr. Heri Suprpto as the Head of Kepuharjo Village, he said that the Tourism Office conveyed to the Village Government directly or the village government was invited to attend the Tourism Office in the process of submitting related regulatory information related to tourism. Usually, the agency conducts monitoring and evaluation regarding tourism development. Second, the dimension of clarity that provides a point of emphasis on the communication variable must have communication clarity. It takes understanding made by implementers and stakeholders and target groups of policies to know what they are doing now. According to Mr. Heri Suprpto as the Head of Kepuharjo Village, the development of tourist villages in Kepuharjo does not involve investors. This can be seen in the existence of The Lost World Castle. This is because the management of this location only involves the role of the community around Kepuharjo Village, which is a community of residents of The Lost World. Meanwhile, the origin of the name The Lost World Castle is a village that was lost after the eruption. Third, the consistency dimension which emphasizes the need for clarity to avoid confusion or the need for consistency from implementers, interested parties and target groups. According to Mr. Heri Suprpto as the Head of Kepuharjo Village that the activities carried out for tourism development still refer to the Sleman Regency Government Regulation Number 11 of 2015 concerning the Master Plan for Tourism Development (RIPK).

Furthermore, human resources or financial factors are still an obstacle. Human resources are a sense of capacity and good character from the regulator that includes all parties targeting financial programs/activities, namely the maturity of an investment program/policy. The implementation of government programs or policies must pay attention to human resources and financial resources. This is because a policy will not run slowly if it is not accompanied by implementation skills, and the plan will not succeed in achieving the targets and targets that have been set if it is not accompanied by financial resources. According to Mr. Heri Suprpto as the Head of Kepuharjo Village that the village government still has several obstacles in developing tourist villages, such as employees in this village office who are still high school graduates and there are still many employees whose scientific degrees are not basic tourism science, so that in implementing the policies of the Sleman Regency Regional Regulation on the Master Plan for Tourism Development (RIPK) is still difficult. This gives rise to consequences in the form of the need for third parties who are experts or professionals in the development of tourist villages. Furthermore, according to Mr. Heri Suprpto as the Head of Kepuharjo Village, said that in Kepuharjo Village there are still limited village funds from the Kepuharjo Village government because Kepuharjo Village is still focused on making infrastructure and infrastructure, and has not led to the development of tourist villages.

Furthermore, an apparatus is required to be able to achieve a predetermined target orientation. However, it is necessary to implement a service that works with a sincere heart to serve the community which is not only oriented towards achieving goals. Policy implementers have a very important role in realizing the implementation of a policy so that it can be in accordance with the goals and objectives that have been set. In this study, it was found that the policy implementers had a fairly positive response to be able to implement the policy. There is a role from the Tourism Office as a leading sector that seeks to develop tourist villages. The agency continues to strive to optimize policies related to the development of tourist villages. According to Mr. Heri Suprpto as the Head of Kepuharjo Village, he said that the Tourism Office at that time held training for villages in terms of community empowerment in Kepuharjo Village. In addition, there are also

other agencies that help develop tourist villages, such as the Women's Empowerment Service. Meanwhile, the Women's Empowerment Service empowers housewives to be creative and innovative in an effort to improve the family economy. The agency provides training in product development. The Tourism Office also continues to try to negotiate destinations that can be used as new tourism without changing the potential of Kepuharjo Village. However, the people of Kepuharjo Village still feel that the service commitment has not been maximized so that they are unable to carry out programs that are carried out continuously. Therefore, there needs to be a commitment from the apparatus that is not a reason for the transfer of the apparatus to stop running a program or to make policies successful. Therefore, it is necessary to optimize existing commitments in implementing programs based on continuous empowerment. In addition, monitoring and evaluation are also needed to be able to measure the effectiveness of the level of success achieved. Thus, this is the basis for developing a tourist village that empowers rural communities as the center of the success of a program.

In implementing policies, the composition of the bureaucracy is an important aspect. An important scope in the aspect of bureaucratic structure is the organizational structure and procedures. In the aspect of procedures, the use of Standard Operating Procedures (SOP) includes a clear, easy-to-understand and systematic framework. Program implementation has been determined to avoid convoluted and ineffective mechanisms. In the organizational structure, stakeholders must protect the presence of quick decision-makers in the event of unexpected events in the program. According to Mr. Heri Suprpto as the Head of Kepuharjo Village that development related to tourism villages has been carried out by the Sleman Regency Government which was delegated to the Tourism Office as the top level, the Cangkringan Regency Government as the middle level, and the Kepuharjo Village Government as the last level. Meanwhile, the coordination flow mechanism is carried out in stages, starting from the service, sub-district, to the village level. In addition, coordination can also be done from the tourism awareness group, where the district government can go directly to the tourism awareness group without going through the sub-district or village level. Thus, the four variables, namely communication, resources, disposition, and bureaucratic structure were developed to achieve the benefits to whom the plan was made. Furthermore, all of them work together and influence each other in achieving goals between one variable and another.

CONCLUSION

The implementation of the Sleman Regency Regional Regulation Number 11 of 2015 concerning the Master Plan for Tourism Development is less than optimal. This is influenced by several factors. First, communication has fulfilled the transitional dimension that a policy needs to be channeled to policy implementers. In addition, it is conveyed to the parties involved and the target group of a policy. Second, regarding the aspect of human resources in implementing tourism policies, the village government still has several obstacles in the development of tourist villages. Obstacles experienced such as employees in this village office who are still high school graduates and many are not from the field of tourism science so it is still difficult to develop and requires a third party who is an expert or professional in terms of developing a tourist village. Furthermore, the budget in Kepuharjo Village is still limited because Kepuharjo Village is still focused on making infrastructure and infrastructure. Third, development related to tourism villages has been carried out by a multi-level bureaucracy, which includes the Sleman Regency Government which

was delegated to the Tourism Office as the top level, the Cangkringan Regency Government as the middle level, and the Kepuharjo Village Government as the last level. Fourth, the Tourism Office has provided guidance to villages in terms of community empowerment in Kepuharjo Village. Furthermore, there are also other institutions that help develop tourist villages, one of which is an institution for women's empowerment. Meanwhile, suggestions that can be considered in order to improve the implementation of policies regarding the development of tourist villages are the need for an increase in human resources, especially those in accordance with the competence of expertise in the field of tourism. It aims to provide training to tourism-aware groups in the village. In addition, efforts are needed to organize a clearer bureaucratic structure in the bureaucratic aspect.

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