

Empowerment model by Village Owned Enterprises (BUMDes) realizing sustainable village tourism in Malang Regency

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Article History:

Received: 02/08/2022

Revised: 04/08/2023

Accepted: 11/10/2023

Published: 28/10/2023

This research aims to describe the role and empowerment model of BUMDes in realizing sustainable village tourism, serving as a reference for policymakers in harnessing the potential towards effective governance. The data in this study is primarily collected through an in-depth analysis of purposively selected, relevant informants. Subsequently, the qualitative data obtained is analyzed using the Miles, Huberman, and Saldana model. The research findings reveal that empowerment, characterized by three indicators: conscientization, community organizing, and resource delivery, is not effectively carried out by BUMDes. Local communities respond to the presence of Cafe Sawah tourism independently, initiating businesses and trade within the Cafe Sawah area. BUMDes efforts to maintain the existence of Cafe Sawah tourism involve training and education for employees on rural tourism development, improving marketing management through enhanced social media promotion and conventional institution outreach, ensuring visitor comfort, delighting with natural scenery, providing local cuisine, and enhancing overall visitor experience. This study sheds light on the importance of BUMDes in fostering sustainable rural tourism while highlighting opportunities for improvement and development in their empowerment strategies.

Keywords: BUMDes, cafe sawah, empowerment, village tourism

How to cite: Rohman, A., Rozikin, M., & Adhitama, M.O. (2023) Empowerment model by Village Owned Enterprises (BUMDes) realizing sustainable village tourism in Malang Regency. *Publisia: Jurnal Ilmu Administrasi Publik*, 8(2), 126-138 <https://doi.org/10.26905/pjiap.v8i2.8264>

1. Introduction

The Trust of Law Number 32 of 2004 concerning Villages asserts in Article 213 that a village can establish a Village-Owned Business Entity (*Badan Usaha Milik Desa* or BUMDes) in accor-

dance with the needs and potential of the village (Ira & Muhamad, 2020; Nasyah, 2022). One of the objectives of establishing a Village-Owned Business Entity (BUMDes) is to increase the income of the community, as stipulated in Government

Regulation Number 72, Article 78, Paragraph 1, which allows Village Governments to establish Village-Owned Business Entities according to the needs and potential of the village (GR No. 72 of 2005). The management of BUMDes is the right of the Village Government, as stated in Government Regulation Number 72, Article 79, Paragraph 1, which specifies that the Village-Owned Business Entity as mentioned in Article 78, Paragraph 1, is a village enterprise managed by the Village Government (GR No. 72 of 2005).

Village tourism is one of the village's potentials that can be developed by BUMDes to increase income (Hastutik et al., 2021). With village tourism, the number of job opportunities can increase, unemployment rates can decrease, and the sustainability of the village's environment and culture can be preserved (A'inun et al., 2014; Santosa et al., 2021; Nasyah, 2022). The Central Government continues to encourage Local Governments and Village Governments to explore their respective regional potentials and create new tourism destinations focused on improving community welfare and empowerment (Santosa et al., 2021; Huraerah, 2013).

Village tourism is commonly managed by BUMDes as one of the means for the village to stimulate the local economy and increase community income (Adlani, 2017; Ridlwan, 2014; Sidik, 2020). BUMDes is a local economic driver based on the needs, potential, and capacities of the village to improve the well-being of the community. The development of BUMDes has increased following the enactment of the Village Law, which grants villages the right to manage their own potentials (Sumiasih, 2018).

As of now, Malang Regency has 300 BUMDes, consisting of 79 independently categorized BUMDes, 127 categorized as developing, and 94 BUMDes classified as pioneering (Fizriyani, 2020). When compared to the number of villages and sub-districts in Malang Regency, which is 390, the number of BUMDes is considered significant (BPS Kab. Malang, 2021). One of them is "Cafe Sawah" in the Pujonkidul Village, Pujon Subdistrict. In 2018, Jawapos reported that the average

daily visitors reached 500 people, and on weekends, it reached 3,000 people (Hardiyanto, 2018). During the Covid-19 pandemic in 2020, when large-scale social restrictions (PSBB) were implemented by the government, Cafe Sawah still contributed Rp. 1.4 billion to the Village's Revenue (Ira & Muhamad, 2020; Pambudi et al., 2021; Sari & Nabella, 2021; Widiyanto, 2021).

Cafe Sawah is one of the business units established by BUMDes Sumber Sejahtera in Pujonkidul Village, Pujon Subdistrict, Malang Regency. Pujonkidul Village is a highland area with a mountainous or hilly topography, reaching an elevation of 1,200 meters above sea level. Pujonkidul Village covers an area of 323.159 hectares, dominated by 578 hectares of production forests, 240 hectares of plantations, and 87 hectares of agricultural land (BUMDes Pujonkidul Profile, 2019).

These potentials are maximized through the establishment of business units managed by BUMDes. The formation of BUMDes in Pujonkidul Village was initiated in 2015 as an implementation of Village Law No. 6 of 2014. One of its units, Cafe Sawah, was founded on October 11, 2016, and officially inaugurated on March 12, 2017. The presence of Cafe Sawah is still thriving and remains one of the popular village tourism destinations (Ira & Muhamad, 2020; Pambudi et al., 2021; Sari & Nabella, 2021).

However, the management of village tourism often faces complex challenges, including the limitations of knowledge and human resources within BUMDes to create and manage village tourism initiatives (Hasan & Hemawan, 2018; Ridlwan, 2014; Zaini, 2017). On the other hand, there are also issues related to the asymmetric cooperation and collaboration between the community (community groups) and the local village government (Prastiwi, 2023).

It is essential to study how BUMDes empowers communities in realizing sustainable village tourism to increase income. This research aims to describe the role of BUMDes in achieving sustainable village tourism as a reference for policymakers in utilizing regional potentials and

empowering communities towards good governance.

2. Literature Review

Empowerment is a development process in which communities actively participate with the aim of improving their own situation and conditions (Muslim, 2007; Rahmadani et al., 2019; Rahmat & Mirnawati, 2020). Therefore, the success of empowerment depends not only on the implementer of empowerment but also on the active role of the community as the subject of empowerment (Maryani & Nainggolan, 2019).

Empowerment is defined as the transfer of power through knowledge to create a productive group that achieves social welfare. Empowerment refers to individuals, while social capital refers to their ability to have resilience in meeting their needs (Damanik, 2019).

Given the importance of community empowerment, especially at the rural level, it is necessary to conduct studies to continually improve the quality of empowerment that leads to the realization of empowerment goals. In this research, we will explore how the empowerment carried out by Village-Owned Business Entities (BUMDes) is related to the sustainability of village tourism.

According to Government Regulation No. 4 of 2015, BUMDes is a business entity in which all or a significant portion of its capital is owned by the village through direct investment from the village's separated wealth to manage assets, service offerings, and other businesses for the welfare of the village community. This aligns with Law No. 32 of 2004 concerning Regional Governments and Government Regulation (GR) No. 72 of 2005 concerning Villages.

In the location of this study, considering the types of tourism mentioned above, it falls under new tourism. This is because, initially, the existence of "Cafe Sawah" was a rice field that functioned as suitable agricultural land, as usual. Meanwhile, village tourism management falls within the scope of BUMDes' work, as mandated by the legal basis governing BUMDes. The ques-

tion is how village tourism can develop if BUMDes itself faces many challenges in its implementation, such as inadequate human resources both in terms of quantity and, especially, quality.

As an organization overseeing village business units, BUMDes generally has three important roles (Hadiwijoyo, 2018): (1) The role of conscientization, which is an effort to influence the awareness and behavior of the community by providing understanding, so that the community realizes the potential of its environment and manages it as village tourism; (2) The role of community organizing, which involves guiding the community to understand and be aware of their competencies, capacities, environmental conditions, problems, and solutions in meeting their livelihood needs by optimizing available resources. Community involvement in the development and sustainability of tourism is crucial; (3) The role of resource delivery, which involves providing the community with an understanding and guidance on the existing potential so that it can be managed to the best of their abilities.

These three roles are central to BUMDes in ensuring the sustainability of village tourism. For example, the role of conscientization is necessary because the success and sustainability of the initiated tourism greatly depend on the support of the local community. This also includes the role of community organizing, which can be accomplished by absorbing development aspirations, especially in the establishment and management of tourism (Pariyanti & Susiani, 2020; Ramadana et al., 2013; Sidik, 2020). The primary element in development is the community (Agustine & Dwinugraha, 2021; Zuhriansyah, 2013). In other words, the aspirations of the community are the main source for purposeful and beneficial development. This is particularly important in the development of BUMDes, where community aspirations are crucial to absorb.

Finally, there is the role of delivering human resources to ensure that they have the necessary qualifications. This role can be performed by providing training to the residents and then recruiting them. According to Elfrianto (2016),

one of the reasons for the failure of an organization or institution in achieving its goals is the lack of appropriate skills among human resources. Therefore, it is considered crucial to provide education and training for human resources.

3. Research Methods

This research utilizes a qualitative method with a descriptive design. The research location is BUMDes Sumber Sejahtera in Pujonkidul. Data is collected through in-depth interviews, observations, and the review of documents related to the research focus. The primary research questions are about how BUMDes provides awareness (understanding) to the community about the potential in the surrounding area, their responses, and the impact of awareness efforts. Subsequent questions are related to how BUMDes motivates, coordinates participation, and mobilizes the community to support existing tourism and BUMDes. Additionally, questions are posed regarding how BUMDes enhances the knowledge and abilities of the community in managing the existing potential.

Informant selection is determined using purposive sampling, which involves selecting informants who are perceived to have a deep understanding of the research focus and issues and are considered reliable (Sutopo, 2006). The research informants include: (1) The Village Chief; (2) The Director of BUMDes; (3) The Director of Cafe Sawah; (4) The Head Receptionist of Cafe Sawah; (5) Traders in the Cafe Sawah area, and (6) the Head of Neighborhood Unit 08, where Cafe Sawah is located.

The data from the research are analyzed using an interactive model, consisting of four components: data collection, data presentation, data condensation, and verification/conclusion drawing (Miles et al., 2014; Ridder et al., 2014).

Data collection, both in-depth interviews, observations, and reviewing documents related to the research focus was carried out in May 2022. The data that has been collected is then sorted and presented in the results and discussion sec-

tions. The next step is for researchers to condense existing data by examining issues related to research data. In the final stage, researchers carry out verification and draw conclusions.

4. Results and Discussion

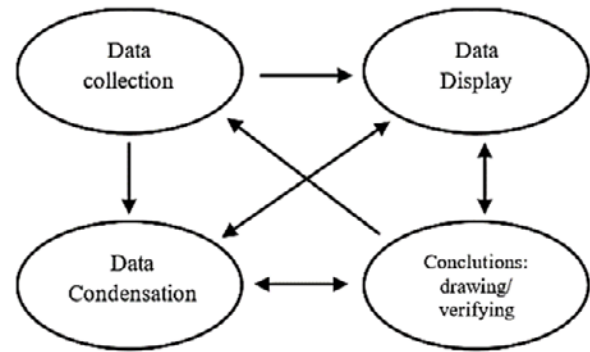


Figure 1. Data Analysis Components
Source: (Miles et al., 2014)

The formation of BUMDes Pujonkidul in 2015, later named BUMDes Sumber Sejahtera, has established 10 business units to date, which include managing clean water, a village store, village tourism, tourist parking, Cafe Sawah, waste management, agriculture, paving and brick printing, guest hosting, and a souvenir center. Out of the 10 business units created by BUMDes Sumber Sejahtera, all units are operating successfully. However, the trending and promising one at the moment is Cafe Sawah.

The conditions in Pujonkidul Village align with the idea that among the village potentials that can be harnessed by BUMDes and have an impact on increasing community income is the tourism sector (Hastutik et al., 2021). As reported by Hardiyanto (2018), Cafe Sawah receives approximately 500 visitors per day, with numbers reaching 3000 on holidays. This is a significant number considering it is managed at the village level.

However, when the Covid-19 pandemic struck, the number of visitors dropped drastically. This was due to travel restrictions imposed on the general public and the limited operating hours of Cafe Sawah, which were restricted to until 5:00 PM during the pandemic. In 2022, Cafe Sawah

began to open more freely while still adhering to health protocols, and the number of visitors gradually returned to normal. With a significant number of visitors, there is a need for intervention by the Village Government, particularly in this case, by BUMDes, as an extension of the village's hand in harnessing the village's potential to empower the community and improve their well-being. The importance of empowerment, seen from a philosophical perspective, is aimed at helping the lower to middle-income population to meet their basic needs (Maryani & Nainggolan, 2019). Given the increasing potential of Cafe Sawah, the key point of empowerment should not be forgotten, which is to be based on the principle of education so that the community can become self-reliant in the future.

The existence of Cafe Sawah, from the perspective of tourism types, falls under new tourism (Kurniawati, 2013). Cafe Sawah is categorized as such because its facilities, infrastructure, and amenities do not occur naturally but are created or organized. Hence, both the government and the community need to pay attention to the resulting impacts, such as environmental damage, erosion of local culture, reduction of agricultural and plantation land, pollution, and other factors.

Harmony between BUMDes and the Locals

Empowerment is the active participation of the community in the development process with the aim of improving the situation and conditions and raising the standard of living of the community itself (Maryani & Nainggolan, 2019). Empowerment is an effort to create a productive community through the transfer of social capital (knowledge), enabling people to have the skills and abilities to meet their basic needs (Damanik, 2019).

In line with the issues in this research, one of the problems that hinders the functioning of BUMDes is the limited knowledge and skills of the community. This issue requires the intervention of BUMDes, as an extension of the Village Government, to transfer knowledge and skills to

the community in order to enable them to see and manage the potential in their surroundings, ultimately leading to an improvement in well-being.

The presence of Cafe Sawah is an example of a potential developed by BUMDes to demonstrate that the village has the potential to attract a significant number of visitors. However, conflicts often arise between the village government and BUMDes due to the limited knowledge of the community in harnessing this potential.

The research findings indicate that there have been no conflicts between the village government and BUMDes. The harmony between BUMDes, the Village Government, and the community is excellent. This situation has arisen because the community has directly experienced the positive impacts, including the continuous development of the village, increased family income, especially for those who open businesses in the Cafe Sawah area, and job opportunities for young people in the village. The impacts of the presence of Cafe Sawah can be both direct and indirect. Direct impacts are felt by residents who start businesses or are employed. Indirect impacts are seen in the continuous development of the village.

These findings reinforce previous research findings that rural tourism can have positive impacts, such as creating new job opportunities for the local community, reducing unemployment, and improving the welfare and standard of living of the community (A'inun et al., 2014). The research findings also support the idea that tourism in villages is a means to stimulate and develop the local economy based on the needs, potential, and capacity of the village (Sumiasih, 2018).

However, there are some who are not pleased because they do not benefit from it and feel inconvenienced due to the increased traffic on village roads and the changes in the driving conditions compared to how it used to be.

The Role of BUMDes in Empowerment

Research findings regarding the role of BUMDes in community empowerment and their

relationship to the three roles described by Hadiwijoyo (2018).

Awareness-raising (conscientization)

One of the roles of BUMDes in community empowerment is the role of awareness-raising for the community regarding the various potentials that can be harnessed (Hadiwijoyo, 2018). In brief, this role involves the process of building the community's awareness of the existing potentials. This process will subsequently influence the mindset and behavior of the community in managing the surrounding potentials (Ridlwan, 2014).

By providing awareness to the community, it is expected that the community will take an active role in managing the village's potentials, especially in the development of tourism. However, this research has found a different condition in BUMDes Sumber Sejahtera in Pujonkidul Village. This BUMDes does not perform the role of awareness-raising for the community. Instead, the role of awareness-raising is carried out by the Pujonkidul Village Government and is incidental, not well-planned. Awareness-raising is limited to socialization during community activities. It involves appeals to support the development of units managed by BUMDes, particularly the Cafe Sawah, which currently contributes significantly to the income of both the Village Government and the community.

The development of Cafe Sawah, when examined from its profile, began with an idea from a group of village youth and was then opened to the public in 2016. However, this idea did not emerge due to the awareness-raising efforts of BUMDes and the Village Government because such efforts were not carried out as they should have been.

Cafe Sawah is still a popular family tourist destination, and it needs to be maintained by implementing the role of BUMDes in providing awareness to the community. This effort is necessary to stimulate new ideas or innovations from the community, so Cafe Sawah can continue to

evolve to maintain visitor interest. Innovation in every tourist destination is crucial to ensure its sustainability and to remain a driver of the local economy, especially for the local community and the Village Government.

Community organizing

In addition to the role of awareness-raising, BUMDes also has the role of community organizing in relation to the existence of Cafe Sawah. This role involves efforts to provide understanding and awareness of the community's abilities, capacities, and environmental conditions. Furthermore, it is intended to mobilize the community to respond to existing issues and develop solutions to those issues. The role of community organizing also aims to provide guidance on how the community can optimize the potential in their surroundings to meet their needs.

This research shows that BUMDes Sumber Sejahtera in Pujonkidul Village does not perform the role of community organizing. This role is primarily carried out by the Village Government and is incidental. There are no specific activities aimed at community organizing by either BUMDes or the Pujonkidul Village Government. This role is only incorporated into village activities such as communal work to clean the neighborhood of each community to support the development of tourism and the comfort of visitors.

As a result, this research does not align with the findings of the study by Hadiwijoyo (2018) that BUMDes performs the role of community organizing (Hadiwijoyo, 2018). This research yields different findings, indicating that the presence of Cafe Sawah does not directly involve the community in responding to the existing issues; instead, it is managed by the Cafe Sawah operators themselves.

Meanwhile, the people in Pujonkidul Village do not pay too much attention to the potential in their surroundings. They mainly focus on their respective professions. Only a portion of the community is responsive and takes advantage of

the presence of Cafe Sawah by opening businesses or selling in the Cafe Sawah area. From this description, it can be said that the community does not actively participate (as coordinated by the Cafe Sawah management) in the development and sustainability of Cafe Sawah. The community members who participate do so on their own initiative and at their own expense.

Resource delivery

Next, the role of empowerment that must be carried out by BUMDes in relation to the existence of village tourism is the role of resource delivery. Based on the research findings, BUMDes does not generally provide resource delivery to enhance the skills of the village community. Similarly, the delivery of other resources to the community is also lacking.

Thus far, both the Village Government and BUMDes have mainly focused on how the community can actively participate in village development. One aspect of this is by conveying their aspirations or opinions about what can and should be done for the advancement of the village and the improvement of the community's welfare. The reality that has been observed is that the community tends to be indifferent to the encouragement and conveyance of aspirations concerning the village's potential. However, when land, such as the Cafe Sawah, becomes available, the community eagerly competes to establish businesses and seek profits.

This finding contrasts with the research by Hadiwijoyo (2018), which claims that BUMDes plays a role in helping the community identify the potential in their surroundings, enabling it to be managed effectively and have a positive impact on the village's and the community's income (Hadiwijoyo, 2018). To ensure the sustainability and continuity of village tourism, particularly Cafe Sawah, BUMDes must take the initiative to empower resource delivery, especially human resources.

Analyzing the results of the study by Murwadji & Rahardjo (2017), there are six key

points that serve as evaluations in BUMDes management, including: (1) Insufficient understanding of BUMDes managers; (2) The limitations of existing BUMDes managers; (3) The general community's lack of understanding of the role and management of BUMDes; (4) Suboptimal socialization, guidance, and supervision of BUMDes management; (5) The insufficient prioritization of budget allocation from the Village Budget (APB Desa) and village funds for BUMDes; and (6) The less than optimal identification of the village's potential.

Of these six points, the research findings indicate that three points need improvement. First, the community requires more effective socialization and guidance regarding the purpose and impact of BUMDes' presence on village development and community welfare. Second, BUMDes management should be more efficient, particularly in fulfilling their roles in raising awareness, community organizing, and resource delivery. Third, there is a need for more effective identification and mapping of the village's potential in the surrounding area.

Maintaining the Existence of Village Tourism

It has been emphasized in Government Regulation No. 27 of 2005, Article 79, Paragraph 1, that the management of BUMDes is the right of the Village Government. Thus, the Village Government has full authority in managing BUMDes, and BUMDes also has complete responsibility for its management, including the sustainability of the business groups under it. According to Sumiasih (2018), the existence of BUMDes has rapidly developed following the enactment of the Village Law, including the management of village tourism.

In reality, nearly all villages are competing in the development of village tourism, which presents a challenge in maintaining the existence of village tourism. Common issues faced by villages in managing village tourism include a shortage of human resources. Therefore, it is not easy to maintain the existence of village tourism amidst

the proliferation of new and appealing village tourism. There is a need for systematic and serious efforts to preserve the existence of village tourism, including Cafe Sawah tourism in Pujonkidul Village.

The research data analysis results show that the efforts made by BUMDes Sumber Sejahtera and the Pujonkidul Village Government to maintain the existence and sustainability of Cafe Sawah tourism involve improving infrastructure, particularly the main access road to the tourism sites in Pujonkidul. They also provide training for employees and tourism operators at Cafe Sawah, enhance marketing management through social media promotion and conventional institutional awareness. However, the current focus of Cafe Sawah and BUMDes management is more oriented towards social media.

Another effort to maintain the existence and sustainability of Cafe Sawah tourism is to involve human resources from outside the village because local human resources do not entirely meet the criteria. Furthermore, BUMDes Sumber Sejahtera and the Pujonkidul Village Government also strive to maintain the comfort of visitors and offer a beautiful natural environment with the backdrop of extensive rice fields..

Creating New Jobs

The findings in this research indicate that one of the purposes of establishing BUMDes is to increase the income of the village and its residents, in part by creating job opportunities for the local population. In Cafe Sawah, almost all employees are from the local community. However, in certain cases, external employees are hired due to limitations in local human resources. Everything related to Cafe Sawah, including the business and parking facilities, is managed entirely by the people of Pujonkidul themselves.

These research findings reinforce the results of A'inun et al. (2014), which state that the development of village tourism can have positive impacts, including the creation of new job opportunities, especially for the local village residents.

The opening of new job opportunities also leads to a reduction in unemployment rates.

Impacts of Village Tourism

The research findings indicate that the presence of Cafe Sawah as village tourism has had positive impacts, such as creating new job opportunities and improving the well-being of both the community and the village as a whole. Residents can find employment as employees or open their own businesses. Micro, Small, and Medium Enterprises (MSMEs) are thriving, and the community's awareness is broadening as they interact with various visitors.

Hence, the empowerment initiatives led by BUMDes and the Village Government have grown, posing their own set of challenges. As mentioned by Maryani & Nainggolan (2019), empowerment should be conducted with an educative approach, and BUMDes and the Village Government play pivotal roles in transforming the community from being unable to fully meet their daily needs to becoming self-reliant.

Through effective and sustainable empowerment, community strength can be established in fulfilling their daily needs, which are primarily: (1) The provision of basic necessities, including clothing, food, and shelter in a decent manner; (2) Reaching productive needs, where the community is not just passively relying on regular income but actively creating new opportunities to increase income and well-being; and (3) Enhancing the ability to participate in development and decision-making processes (Damanik, 2019). This is considered crucial to ensure the meaning of empowerment focusing on the active role of the community.

Meanwhile, the negative impacts involve certain segments of the village community (not the government and BUMDes), leading to tensions, but such situations are common everywhere. On the positive side, from a clothing perspective, there is a modern and open change. Additionally, one of the current negative impacts is a shift in behavior. In the past, there was a

strong sense of togetherness, but now there's more individualism. People who used to prioritize the principle of mutual assistance are now measured by their finances. For example, during community service activities, many do not attend and only contribute food or send money, claiming they have other work to do, and so on.

These issues need to be addressed, and the best solutions must be found. The purpose of empowerment is to enhance institutional management, improve businesses, increase income, preserve the environment, raise the standard of living, enhance justice, and promote community prosperity. Therefore, empowerment should be promoted both by BUMDes as the driving force of the village economy and by the Village Government as the government body with the authority to manage various local resources (Maryani & Nainggolan, 2019).

The negative impact of the presence of Cafe Sawah as village tourism, as per this research's findings, primarily relates to social aspects. Thus, empowerment aimed at improving societal aspects should be strengthened. While the presence of Cafe Sawah has significant positive impacts and benefits for the general public in terms of development and community well-being, there are negative consequences that must be continually mitigated and minimized.

Empowerment Model by BUMDes to Realize Sustainable Village Tourism

The presence of village tourism, which has now become a significant sector, requires the maximum participation of the community. Therefore, raising community awareness about participation, organizing, and directing potential and resources are essential steps. These efforts are made to achieve sustainable village tourism, leading to the advancement of village development and community welfare.

Realizing sustainable village tourism indeed involves highly complex efforts, which also necessitate providing space for the lowest levels of

local government structures, namely Neighborhood Association (RW) and Community Unit (RT) leaders, to participate in its management and preservation. The synergy and harmony of all parties involved in village tourism management are crucial for its success and sustainability, including BUMDes (Village-Owned Enterprises) and the local village.

As a recommendation for an empowerment model by BUMDes for the community in achieving sustainable village tourism, it can be reflected in a model like Figure 2 regarding the empowerment model by BUMDes.

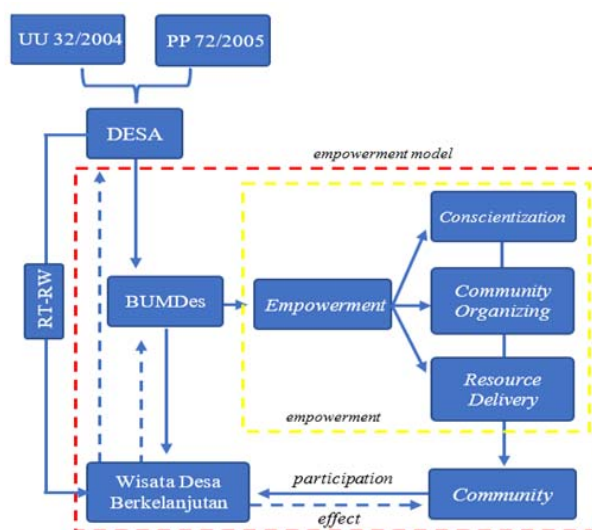


Figure 2. Empowerment Model by BUMDes

Based on Figure 2, it can be seen that the basis for the formation of BUMDes is Law No. 32 of 2004 concerning Villages and Government Regulation No. 72 of 2005 concerning Village-Owned Enterprises (BUMDes). BUMDes establishes business units to manage the wealth and potential of the village separately, promoting local economies and achieving village welfare. BUMDes plays a role in empowerment by creating awareness (consciousness) about the village's potential, organizing (community organizing) to mobilize local resources, and delivering resources (resource delivery) to optimize the utilization of existing potential.

The third object of these roles is the community, with the hope that it will encourage community participation in the development and progress of BUMDes and its business units, including village tourism, to remain competitive. Advanced and sustainable village tourism will undoubtedly have positive effects on the residents and the village. Furthermore, it is necessary to provide space for the village's lower-level structures, namely the neighborhood association (RT) and community unit (RW), to participate.

Thus, the overall findings of this research indicate a different condition than previous research, which revealed that there are still villages that do not manage BUMDes well. Some BUMDes are limited to savings and loan business units without recognizing more extensive potential, such as the potential for tourism (Sumiasih, 2018). Sumiasih's (2018) research also revealed that some BUMDes were formed but not managed at all, thus having no impact on the Village Government or the community.

5. Conclusion

The business unit that has experienced the most rapid development is Cafe Sawah as a natural tourism destination. The presence of Cafe Sawah, which attracts many visitors, is a source of pride for the community because it increases income and promotes the progress of the village. The local economy is improving, and even indirectly, with the continuous growth of village tourism, it is leading to rapid village development and progress.

The role of BUMDes in empowerment is seen through three aspects: (1) the role of raising awareness among the community, (2) the role of community organizing, and (3) the role of resource delivery. The research findings indicate that BUMDes does not directly perform any of these three roles. This is due to the limited knowledge and understanding of the empowerment roles among BUMDes management regarding the community. Additionally, the community is consid-

ered unresponsive and indifferent to the appeals related to the improvement of Cafe Sawah tourism. In response to the presence of Cafe Sawah, the community takes the initiative to benefit from the favorable conditions by opening their own businesses or selling products in the Cafe Sawah area.

To maintain the sustainability of village tourism, especially Cafe Sawah, BUMDes and Cafe Sawah management are making efforts to enhance the skills of existing staff by providing training and education on village tourism development, improving marketing management through increased social media promotions, traditional institutions' socialization, ensuring visitor comfort, providing authentic village cuisine, and enhancing service quality.

The presence of Cafe Sawah as a village tourism destination has opened up new job opportunities for the community, including employment as staff, micro, small, and medium-sized enterprises (UMKM), and trading or selling products in the Cafe Sawah area. However, another aspect to consider is the individualistic behavior of some residents and the shift from involvement in development to financial considerations.

This research recommends that the central government should continue to collaborate with local governments to encourage village governments (Pemerintah Desa) to explore and map the potential of their village tourism to create new and attractive tourism destinations, ultimately benefiting the welfare of the village and its residents.

Furthermore, the research recommends that the progress of the village and the effectiveness of community empowerment carried out by BUMDes should be stabilized through periodic empowerment models and implementation. Village governments should design community behavior that welcomes tourists, and strategic efforts should be made to minimize the negative impacts of village tourism.

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