

## Readiness for Village Apparatus in Tourist Destinations Competitiveness of Tanjung Lesung SEZ, Tanjung Jaya Village, Panimbang District, Pandenglang

Felix Goenadhi

President University

Jl. Ki Hajar Dewantara, Cikarang Utara, Bekasi, 17530

Correspondence Email: [felix.goenadhi@president.ac.id](mailto:felix.goenadhi@president.ac.id)

ORCHID ID: 0000-0002-1463-7745

### ARTICLE INFORMATION

#### Publication information

#### Research article

#### HOW TO CITE

Goenadhi, F. (2022). Readiness for Village Apparatus in Tourist Destinations Competitiveness of Tanjung Lesung SEZ, Tanjung Jaya Village, Panimbang District, Pandenglang. *Journal of Community Development in Asia*, 5(3), 31-39.

#### DOI:

<https://doi.org/10.32535/jcda.v5i3.1758>

Copyright©2022 owned by author(s).

Published by JCDA



This is an open-access article.

License:

the Creative Commons Attribution-Non Commercial 4.0 International (CC BY-NC-SA 4.0)

Received: 30 June 2022

Accepted: 31 August 2022

Published: 20 September 2022

#### ABSTRACT

Special Economic Zones (SEZ) Tourism in Tanjung Lesung is a distinct advantage because it can provide promising business development potential. However, this potential is less than optimal due to the condition of village apparatuses to develop tourist villages in the vicinity or SEZ supporting areas, namely Tanjung Jaya Village, not running optimally. The research aims to assist stakeholders, including village governance, in financial management, budgeting, and accountability. This research uses a qualitative method by conducting a Focus Group Discussion (FGD) with the Tanjung Jaya Village Head, Panimbang District Secretary, the POKDARWIS Chair, and several other village apparatuses who can make the supporting area better. The results obtained based on the FGD are by developing Human Resources (HR) for Micro, Small, and Medium Enterprises (MSMEs) and making the people of Tanjung Jaya Village aware of the need for tourism in the SEZ supporting area. The other result was a lack of training for staff or owners of MSMEs.

**Keywords:** Development, MSMEs, Tourism Destinations, Training, Village Apparatus.

## **INTRODUCTION**

One of the tourist destinations in the Banten area is Tanjung Lesung. This is followed by the Special Economic Zone (SEZ) with a beachfront and beautiful natural scenery. It is believed to boost the community economy around the SEZ (Purba, 2006). As Ismail and Vennecya (2022) state that Tanjung Lesung tourism can be a tourist center in Banten Province with high economic value and sustainable environmentally friendliness. Nevertheless, the buffer zone will be better if some policies from the village government are adjusted to the actual conditions, such as poor road conditions in several villages, uneven development between villages, and the lack of street lighting. Therefore, the Tanjung Lesung SEZ must look at the surrounding supporting areas, known as the buffer zone or SEZ buffer area (Suryani & Febriani, 2019). Or else, as stated by Mamora (2018), these could wrongly imply that the Tanjung Lesung SEZ does not pay attention to the buffer area or does not provide benefits for the residents.

The dedication of local governments to support village governments in resolving village financial planning issues is significant. The local government in Tanjung Jaya Village is apprehensive about the village government success in achieving their goals. Their concerns include village financial management training organization, village information system training, assisting villages with all types of village budget management activities, and increasing village revenues. In many areas, local government support and direction is visible.

The buffer zone must work with village officials, sub-districts, Pokdarwis, and tourist village managers to develop four priority agendas in the Nawacita. They are developing Indonesia from the boundary of not being a safe tourism country by strengthening regions and villages within the state unity; improving the quality of life of Indonesian people; increasing people's productivity and competitiveness in the international market; and realizing economic independence by developing strategic sectors of the domestic economy (Ningsih, Dewi, & Mulyawati, 2018). According to Tourism Awareness Group Guidebook, Pokdarwis is a community-level organization or institution whose members are tourism actors with concerns and responsibilities that act as drivers in developing tourism and can improve regional development through tourism for the community surrounding tourists objects (Rahim, 2012). Additionally, it contributes to raising people's knowledge and awareness of the industry, which can raise tourism's value to the local economy. Nawacita of tourism is the increase of attractiveness by effective utilization of untouched highly new avenues in order to accelerate national economic development.

For the past four years, the Ministry of Tourism has attempted to develop a Indonesia's tourism strategy policy of 2015 to 2019 with five base strategies: archipelago tourism marketing expansion, destination and industry development, institutional tourism development, management support development, and worldwide tourism marketing expansion.

Based on the Nawacita, the central government wants to develop rural areas by collaborating between village officials, SEZs, and supporting areas or buffer zones. However, Pokdarwis and tourism village managers could not have a good team performing well because Pokdarwis members were already working elsewhere, so they could not focus on tourism development. Therefore, it is necessary for Pokdarwis members to work well together in terms of developing Human Resources (HR) to support the tourism destination competitiveness.

Pokdarwis needs to develop and be more concerned about tourist spots with great potential, and they also have to make some improvements to the existing tourist spot. With that being the case, the village apparatus take the initiative to build a place or market for Micro Small Medium Enterprise to sell their goods. However, the building is still empty, with no seller or buyer existing. The possible reason is that there is no visitor or guest that came to Tanjung Lesung. Although, the data from Tanjung Lesung Resort proved that some guests stayed in the Tanjung Lesung Resort and another homestay.

In Tanjung Lesung and Tanjung Jaya Village, the main attraction is water sports. However, after a short conversation with the villagers there, Tanjung Jaya Village has a conservation area for coral reef, a bamboo artisan, woods, batik, and some more with limited marketing. Most of the marketing is done by an individual or by the artisan itself, and villagers mention that they did not get any support from the village government to increase the awareness of tourists. This is because BUMDes, the official village government that covers and supports them, does not operate anymore. However, from the financial report from the head village of Tanjung Jaya, there was an expense to BUMDes to support tourism. Even so, the villager did not feel the contribution of it.

## **LITERATURE REVIEW**

### **Tourism Destination Competitiveness**

Tourism destination competitiveness is a complex comparative and multidimensional to identifying and measuring the factors that make tourists feel happy, satisfied, have a memorable experience, and an improvement for the future (Salinas Fernández, Serdeira Azevedo, Martín Martín, & Rodríguez Martín, 2020). Salinas Fernández et al. (2020) mention that in tourism destination competitiveness, there are 14 pillars consisting of air transport infrastructure, business environment, cultural resources and business travel, environmental sustainability, ground and port infrastructure, health and hygiene, human resource and labor market, ICT readiness, international openness, natural resources, price competitiveness, security and safety, the prioritization of travel and tourism, and tourist service infrastructure.

In addition to the models mentioned above, numerous empirical studies have been conducted that use information about specific tourist attractions to evaluate the significance of the positive relationship between perceived tourism-related businesses of the destination's relative performance (Crouch, 2011).

Tourism destination competitiveness is the place that reinforces the visitors' travel experience by customizing and making their awareness of local and tourist activities, products, and service accessibility. Tourism destination competitiveness could be done by encouraging destination management organizations (DMOs), local institutions, and tourism organizations to make decisions and take actions based on data formed within the tourist attraction, gathered, managed, and processed through the technology infrastructure (Mandić & Garbin Praničević, 2019).

Hanafiah and Zulkifly (2019) defined Tourism Destination Competitiveness (TDC) as the capability to increase tourism expenditures and continuously attract visitors while offering memorable experiences and enjoyment economically, improve the destination's community members, and preserve the destination's natural capital for the betterment of life.

TDC in many developing countries adopted a resort-based tourism model, where cheap labor supply validates tourism's tendency to support conceptual and geographic issues of inequality. The fastest and easiest way for these countries to advertise their tourism activities is to hand over control of tourism development to multinational companies taking an interest in short-term profits and sustainable development as a minor concern (Goffi, Cucculelli, & Masiero, 2018). Goffi et al. (2018) state that it is evident that most of the community development is not ready and needs proper training from Corporate Social Responsibility (CSR) and support from the government and university for research and development. Based on the literature above, TDC in a developing country like Indonesia still uses cheap labor and depends on the private stakeholder to increase the tourist and maintain all facilities to generate income.

### **Village Apparatus**

The central government's allocation of village budgets has obligated some villages to employ professionally qualified finance top management. With Law Number 6 of 2014 on Village, countless expectations occur from society and government (Mulyanto, 2015), including village community prosperity, a large and powerful village government, and a decent quality of local life.

A decent quality of life can be done with the village budget, such as increasing income from BUMD (A municipally owned corporation) to BUMDes (Village-owned Enterprises). Therefore, the government's assistance with village budgets is intended to inspire the village to become a separate and credible village capable of meeting its own needs and not relying solely on government assistance (Basirruddin, 2012; Wardoyo, 2015).

To have good planning in spending with the money they have from the regional government, and the village apparatus needs to have good competence. Competence is an adequate skill for performing a job or expertise owned, as well as an implied skill. HR expertise relates to the capability of humans to deal with situations or events while carrying out their responsibilities (Pasban & Nojodeh, 2016). Therefore, the capacity of the village apparatus to acquire skills, knowledge, and insights through training, education, experience, and learning, is one aspect that can be improved (Wahyudi, Achmad, & Pamungkas, 2021).

The literature above concludes that a village apparatus is a person that works with the government, and their competencies can be gotten from learning, training, and experience that need to develop according to the needs of the society.

## **RESEARCH METHOD**

The method used in this research is qualitative, using a Focus Group Discussion (FGD) with the head of Tanjung Jaya Village, which is represented by the District Secretary, Chair of Pokdarwis, and village managers. This community service activity is carried out by lecture activities and the implementation methods carried out are:

### **Focus Group Discussion (FGD)**

Focus group discussions are widely used in conservation qualitative research methods (Nyumba, Wilson, Derrick, & Mukherjee, 2018). Berkes (2004) mentions that although most people arise their ideas, mental constructions, and understandings from their surrounding context and develop these from experience and knowledge, the link between people's socio-cultural situation and their opinions is crucial to natural resource decision-making. Considering the recent rise of participatory research in conservation

based on Bennett et al. (2017), it is essential to consider the context and remit of focus group discussion as a method for qualitative.

This research uses Focus Group Discussion with Single Focus Group Discussion with the stakeholder from Tanjung Jaya Village, the head of the village, the coordinator of Pokdarwis, and from BWJ (Banten West Java), and some students from President University. From this FGD, the researcher may gather information from various sources related to the state of Tanjung Jaya Village to find out the problems that will be given a temporary solution.

### **Lectures and Discussions**

This method was chosen so that the writer and the speaker can easily present essential concepts so that they can be understood and the participants can quickly master them. Through the delivery of presentations by displaying attractive pictures and displays that are relatively dense, fast, and easy, the lecture method can attract participants' attention so that they are actively engaged in discussions. Lecturer materials are about the readiness of the village apparatus to do the coordination related to tourism destination competitiveness.

The discussions are about the standard of the tour guide, the readiness of the website that should be operating from the village apparatus, and the standard of doing excellent service. The discussions start with the introduction, current situation, problems, and potential solutions.

## **RESULTS**

From the results of the Focus Group Discussions with the head of Tanjung Jaya Village, the secretary of the Panimbang Subdistrict, the Chair of the Pokdarwis, as well as several members of the tourism village manager, it can be concluded that there are several policies from the village head which aim to improve the economy of the Tanjung Jaya Village community through the development of Micro Small and Medium Enterprises (MSMEs), but the tourism village managers do not feel the results. One of the village heads' policies is to build roads, but the construction seems to be forced because it takes several meters of land from MSME actors. The discussion that took place was enough to provoke emotions from the participants. However, because the researchers and the team managed to bring the atmosphere into a fluid state again, there were no unwanted things.

The other result found in the FGD is that the Pokdarwis coordinator and several members of the village apparatus do not know about the vision and mission of the head of the village. Besides that, transparency in budgeting is also one of the issues that come up that affect the events or building manpower in tourism. The other issue that needs to be focused on is the trust of the village apparatus members in the head of the village. Not only that but the need to do teamwork to ensure that tourism will bring a good effect in income to the society is also important.

Regarding tourist destination competitiveness, the results obtained based on the FGD are the lack of public awareness that tourism business actors often charge high prices to tourists making them feel cheated and reluctant to return. This condition impacts a bad experience for the tourist, as it is said by Hanafiah and Zulkifly (2019) that tourists will not have a pleasant experience. Furthermore, based on FGD, most of the village

apparatus did not know about the 14 pillars of TDC. Therefore, in order to make a successful destination, they needed to be educated about it.

To make tourists have a good experience, tourism managers feel that there should be a price list or a clear system, but from business actors, this situation must have more capital, and they are reluctant to make such inputs. The potential that has not been carried out further is from the agricultural side, which has been abandoned after the tsunami that occurred so that some farmers who are engaged in agriculture are now working in the handicraft sector.

The motivation of members of Pokdarwis was very low because they could not generate money from Pokdarwis, so they tried to find other jobs to fulfill their needs. The first time, Pokdarwis had 12 members in total, but now two members are left. This current situation is hard for tourist destinations to compete with other tourist destinations in the Banten Regency.

Most of the village apparatus, including the coordinator of Pokdarwis, did not understand the tourism destination competitiveness needed to make tourists have a wonderful experience. For example, the tourist products, service, pricing, and how to engage with the other organization.

The ability of the village apparatus significantly impacts the outcome of village financial planning. This supported the findings of Asrori (2014) and Rasjid and Blongkod (2016), who argued that the ability of the village apparatus determines the performance of village budget management. This suggests that village heads and apparatuses play a critical role in the success of central government-provided village budget management to prosper the society and promote village development. The village apparatus's functionality and performance in question follow village budget management requirements.

## **DISCUSSION**

The discussion from the result of the Focus Group Discussion, the main problems that should be discussed is the vision and mission from the head of the village to the coordinator of Pokdarwis and other apparatus about tourism destination competitiveness. The head of the village also mentioned that he did not understand tourism itself and how to increase tourist destinations suitable for domestic or international tourists.

The coordinator of Pokdarwis feels that he and his team are slightly hard to get approval to make an event or funding from the head of the village. The rejection is mainly about the constantly changing template and incomplete budgeting. From that being the case, the solution is to have a guideline about proposing an introduction to budgeting.

The other apparatus of the Tanjung Jaya village was unaware of the importance of tourism destination competitiveness in a developing country. This is related to Goffi, Cucculelli, and Masiero (2018) about the not readiness of the village apparatus concerned about conflicts in the village concerning village budget management that effective village budgets management is required. Consequently, changes in adequate information systems, human resources, and synergy must be addressed. The ability of the village apparatus is essential for the success of village financial planning. The ability of the village apparatus in all areas fully supports the government's goal to make the

village self-sufficient. The village apparatus includes the Village Secretary and other Village Apparatus led by the Village Head.

The research may assist village governance in budgeting, financial management, and accountability. Furthermore, moral or ethical values are the determining factors of financial planning. The local governments occupy an insignificant role in managing village budgets. However, they could synergize with the apparatus to facilitate training, supervise, coach, and perform mentoring. The local governments have their governance scope based on APBD (Regional Budget), while the village government has an autonomous government based on APBDesa (Village Budget).

## **CONCLUSION**

The development of the HR aspect is to provide awareness to tourism village managers and MSME business actors as well as several community representatives who must always be fostered in collaboration with Pokdarwis. The awareness that is done is to provide an understanding that the price given to tourists must be the same as the price they give to local residents. Furthermore, Pokdarwis and tourism village managers will be given training. Due to insufficient time, the training cannot be carried out simultaneously with the seminar, so later in the future, training will be held with the Pokdarwis chairman, as well as several members, tourist village managers, as well as representatives of MSMEs. They will later equip them to trust each other and make them aware that they must work together to develop a supporting area or buffer zone for the Tanjung Lesung SEZ.

This study concludes that village officials feel ready, but they are independent of each other and lack mutual trust with other tourist village officials. Therefore, there are several policies from the village head which are felt to be less beneficial for the people of Tanjung Jaya Village as a SEZ supporting area in Tanjung Lesung. The program that will be provided in the future is HR training on soft skills to Pokdarwis members, Tourism Village Managers, and Banten West Java (BWJ) as a Company Social Responsibility (CSR) program. So that later the POKDARWIS, Tourism Village Managers can provide input or explanations and retrain the people of Tanjung Jaya Village.

## **ACKNOWLEDGMENT**

The study was funded by The Directorate of Institutions, Directorate General of Higher Education, Ministry of Education, Culture, Research, and Technology, 2021. Grant No. 3348/E3/PKS.08/KL/2021.

## **DECLARATION OF CONFLICTING INTERESTS**

The author declared no potential conflicts of interest concerning the research, authorship, and/or publication of this article.

## **REFERENCES**

- Asrori. (2014). Kapasitas Perangkat desa dalam penyelenggaraan pemerintahan desa di Kabupaten Kudus. *Jurnal Bina Praja*, 6(2), 101–116.
- Basirruddin, M. (2014). Peran pemerintahan desa dalam pengelolaan keuangan Desa Alai Kecamatan Tebing Tinggi Barat Kabupaten Kepulauan Meranti Tahun 2012. *Jurnal Online Mahasiswa FISIP*, 1(2).

- Bennett, N. J., Roth, R., Klain, S. C., Chan, K., Christie, P., Clark, D. A., Wyborn, C. (2017). Conservation social science: Understanding and integrating human dimensions to improve conservation. *Biological Conservation*, 205, 93–108.
- Berkes, F. (2004). Rethinking community-based conservation. *Conservation Biology*, 18, 621–630
- Crouch, G. I. (2011). Destination competitiveness: An analysis of determinant attributes. *Journal of Travel Research*, 50(1), 27-45. Doi: 10.1177/0047287510362776
- Goffi, G., Cucculelli, M., & Masiero, L. (2018). Fostering tourism destination competitiveness in developing countries: The role of sustainability. *Journal of Cleaner Production*. Doi: 10.1016/j.jclepro.2018.10.208.
- Hanafiah, M. H., & Zulkifly, M. I. (2019). Tourism destination competitiveness and tourism performance. *Competitiveness Review: An International Business Journal*, 29(5), 592–621. Doi:10.1108/cr-07-2018-0045.
- Ismail, Y., & Vennecya, D. (2022). Study of people's opinion about Tanjung Lesung tourist destination. *Journal of Community Development in Asia*, 5(1), 30-40. Doi: 10.32535/jcda.v5i1.1383
- Krueger, R. A., & Casey, M. A. (2000). *Focus groups: A practical guide for applied research* (4<sup>th</sup> ed.). Thousand Oaks: Sage Publications Inc.
- Mamora, R. N. (2018). Bayu: *The Tanjung Lesung SEZ project should just be abolished*. Retrieved from <https://www.rmolbanten.com/read/2018/08/15/2493/Bayu:-Proyek-SEZ-Tanjung-Lesung-Sebaik-Deleted-Saja->
- Mandić, A., & Garbin Praničević, D. (2019). Progress on the role of ICTs in establishing destination appeal. *Journal of Hospitality and Tourism Technology*, 10(4), 791–813. Doi:10.1108/jhtt-06-2018-0047.
- Mulyanto. (2015). Keberlakuan UU No. 6 tahun 2014 tentang desa di Bali dalam perspektif sosiologi hukum. *Mimbar Hukum*, 27(3), 418-431. Doi: 10.22146/jmh.15880
- Ningsih, O., Dewi, I. K., & Mulyawati, L. S. (2018). Prioritas pengembangan kawasan ekonomi khusus Tanjung Lesung. *Jurnal Online Mahasiswa (JOM) Bidang Perencanaan Wilayah & Kota*, 1(1), 1–6.
- O.Nyumba, T., Wilson, K., Derrick, C. J., & Mukherjee, N. (2018). The use of focus group discussion methodology: Insights from two decades of application in conservation. *Methods in Ecology and Evolution*, 9(1), 20–32. Doi: 10.1111/2041-210x.12860.
- Pasban, M., & Nojehdeh, S. H. (2016). A Review of the Role of Human Capital in the Organization. *Procedia - Social and Behavioral Sciences*, 230(May), 249–253. Doi: 10.1016/j.sbspro.2016.09.032.
- Purba, B. (2006). *Pengembangan pariwisata terhadap kesejahteraan rakyat* (Master's Thesis). Universitas Sumatera Utara, Medan.
- Rahim, F. (2012). Pedoman kelompok sadar wisata. Retrieved from [https://www.academia.edu/34207116/Pedoman\\_Kelompok\\_Sadar\\_Wisata\\_i](https://www.academia.edu/34207116/Pedoman_Kelompok_Sadar_Wisata_i)
- Rasjid, H., & Harun, B. (2016). *Peningkatan Kapasitas aparatur desa dalam pengelolaan keuangan desa di desa Juriya Kecamatan Bilato Kabupaten Gorontalo Provinsi Gorontalo*. Retrieved from file:///C:/Users/Raptor/Downloads/Peningkatan-Kapasitas-Aparatur-Desa-dalam-Pengelolaan-Kuangan-Desa-di-Desa-Juriya-Kecamatan-Bilato-Kabupaten-Gorontalo-Provinsi-Gorontalo.pdf
- Salinas Fernández, J. A., Serdeira Azevedo, P., Martín Martín, J. M., & Rodríguez Martín, J. A. (2020). Determinants of tourism destination competitiveness in the countries most visited by international tourists: *Proposal of a synthetic index*. *Tourism Management Perspectives*, 33, 100582. Doi: 10.1016/j.tmp.2019.100582
- Suryani, N. I., & Febriani, R. E. (2019). Special economic zones and regional economic development: A study of the literature. *Convergence: The Journal Of Economic Development*, 1(1), 40-54. Doi: 10.33369/convergence-jep.v1i2.10902



- Wahyudi, S., Achmad, T., & Pamungkas, I. D. (2021). Village apparatus competence, individual morality, internal control system and whistleblowing system on village fund fraud. *WSEAS Transactions on Environment And Development*, 17, 672-684. DOI: 10.37394/232015.2021.17.65.
- Wardoyo, H. (2015). *Strengthening of village financial management and optimizing role of Bumddesa an effort to Mandiri and credible village in Kulon Progo Regency*. Paper presented at National Seminar on Gathering of Public Sector Accounting Lecturer Forum 2015, Universitas Atma Jaya Yogyakarta.