

# Village Government Management Practices in The Development of Tourism Villages in Baha Village, Mengwi District, Badung Regency, Bali Province.

I Gede Janamijaya\*, Rhesa Anggara Utama, I Ketut Jika, A.A.A Dewi Larantika  
{janamijaya5@gmail.com, rhesa.anggarautama@warmadewa.ac.id, larantikaagung@gmail.com,  
jikaketut@gmail.com}

Program Studi Ilmu Pemerintahan Universitas Warmadewa Jalan Terompong No.24, Sumerta Kelod.  
Kecamatan Denpasar Timur, Kota Denpasar, Bali, Indonesia

**Abstract.** This research focuses on the government management practice in the growth of tourist villages in Baha Village, Mengwi District, Badung Regency, Bali Province. The development of tourist villages in Baha Village has been running for a dozen years, but many parties believe it has not been carried out effectively. Thus, the tourism potential in Baha Village also has not been managed well. This study aims to provide an answer to the topic of how government management in the creation of tourist villages in Baha Village has been carried out thus far. The actors involved in the development of tourist villages are analyzed as a unit in this study's qualitative methodology. In-depth interviews, observation, and documentation procedures are used to collect data, and the selection of informants is based on criteria. The findings indicated that the village government and tourism village management groups in Baha Village, Mengwi District, Badung Regency, Bali Province, had implemented government management practices with a variety of agendas, including planning, organizing, mobilizing, and government control, and that these practices had produced successful outcomes, including a quality improvement. Supporting infrastructure, raising public awareness of the organization and the community, providing financial assistance for the development of rural tourism because it is a Village-Owned Enterprise, and enhancing the quality of the regional natural and cultural environment. The Conclusion of this study indicates that while the practice of creating a tourist village in Baha Village, Mengwi District, Badung Regency, Bali Province has had a positive impact, it has not operated at its best. This is because of the limited capacity of human resources, financing, community involvement, and supporting facilities; therefore, it is necessary to continuously and sporadically strengthen and improve all of its aspects.

**Keywords:** baha village; development of tourist villages; management by the government,

## 1. Introduction

The Island of the Gods, Bali, is a world tourism destination with various tourist destinations that are considered very worthy to be visited by both local and foreign tourists. Since 1924, (Mill and Marrison, 2012:17) Bali has been known as worthy of being a destination because it meets the requirements with the availability of various attractions,

accommodation facilities, simple infrastructure, transportation, and convenience guaranteed by the Dutch colonial government.

As time went on, after 1992 through the holding of the International Conference on Cultural Tourism in Yogyakarta, (Oka 2021:2) the Government of Bali began to develop a tourist village to empower the potential in the village with all its uniqueness and authenticity, starting from Penglipuran Village (Bangli Regency), Sebatu Village (Gianyar Regency), dan Jatiluwih Village (Tabanan Regency). These three villages are the forerunners of the development of tourist villages in Bali, and also the alternatives to anticipate tourist saturation with the offered tourism products.

The presence of this tourist village has triggered various villages in Bali to develop into tourist villages, one of them is Baha Village which has been designated as a tourist village by the Government of Badung Regency, Bali Province through Badung Regent Regulation Number 47 of 2010. This determination was made considering that Baha Village has various potentials that can be advanced (Arnawa & Pandawani, 2019). A variety of potential natural resources can be improved into a tourist attraction ranging from rice fields (subak) consisting of subak lupud and subak months, expanses of plantations, natural landscapes (mountains, hills, and rice fields), rivers and caves (goa of struggle), springs and beji temples (tirta tourism), neat village environmental conditions, ancak trees as one of the landmarks, reserved land for development.

From the various potentials described above, on the other hand, various other negative facts were found based on records from several sources such as previous research data and reports from community service activities carried out by representatives from various tertiary institutions in the Province of Bali, stated that Baha Village, Mengwi District in its development as a tourism village has not been carried out optimally. It is still faced with several problems, including those related to minimal supporting infrastructure, packaging & marketing of tourism products that are not carried out professionally, all the potential possessed by Baha Village has not been managed, which in turn, is considered by various parties to be closely related to the implementation of their governance.

Based on some of the empirical facts described above, through this research new knowledge, (novelty) was obtained about the development of tourist villages in terms of government management studies as a state-of-the-art study of government science. Besides, there was no previous research conducted regarding The development of a tourist village in Baha Village viewed from the perspective of government management. Therefore, the formulated question is about how the practice of village government management in the development of a tourist village in Baha Village, Mengwi District, Badung Regency, Bali Province.

Strictly speaking, this study aims to describe and analyze the management practices of Desa Baha in developing its status as an environment-based tourism village, so research is proposed regarding "Village Government Management Practices in the Development of Tourism Villages in Baha Village, Mengwi District, Badung Regency, Bali Province".

## **2. Literature Review and Theoretical Framework**

Certain definitions and understandings of a village, including the writer quoted from Soetardj Kartohadikoesoemo, explains the terms "desa", "dusun" and "desi" (remember the word swa-desi), as well as the words "negara", "negeri", "negari", " nagari", "negory" (from the word nagarom), originating from the Sanskrit word, which means homeland, land of

origin, land of birth". ("Desa", PN Balai Pustaka, Jakarta 1984:15). Also explained: "What is called a village is a legal entity where a community of people who have the power to exercise self-government live". (1984:16).

While the concept of a tourist village from Inskeep's (1991) point of view is a form of tourism where a small group of tourists lives in or near traditional life or remote villages very well reveals that a tourist village is a form of tourism, and learns about village life and the local environment.

Another opinion is that village tourism (Sugiarta: 2008) as a form of rural tourism can provide many benefits to develop various resources owned by rural areas. Thus, tourism villages can provide experiences for tourists and opportunities for the community to develop any creativity, innovation, and economic progress.

In connection with the practice of government management conceptually, Ndraha argues that government management is a government concept that emphasizes the concept of management functions, including:

- Government planning.

- Organizing government resources.

- Use of government resources.

- Government control. (Ndraha, 2011:160)

From the explanation above, government management is a concept of combining management and government to achieve goals by utilizing existing resources so that the management of orders in the development of a tourist village can be interpreted simply as a process and effort in repairing or changing something that already exists in improving and advancing the situation for the better with plans that have been designed and determined.

### **3. Object and Research Methods**

#### **3.1 Research Objects**

This research was conducted in Baha Village. Baha Village is one of 15 villages in Mengwi District, Badung Regency, Bali Province which is an area with a land elevation of 250 meters above sea level, with relatively low rainfall, with the following administrative area boundaries: To the north, it is bordered by Sobangan Village, To the east, it is bordered by Dauh Yeh Cani Abiansemal Village, to the south, it is bordered by Gulingan Village, to the west it is bordered by Werdi Bhuwana Village (Document Description Profile of Baha Village, Mengwi District, Badung Regency in 2022).

Baha Village has 2 (two) Traditional Villages, (Baha Traditional Village and Cengkok Traditional Village, and 7 (seven) Banjars, Pengabetan Banjar, Second, Gegaran, Bedil, Kaja Clothing, Kelod Clothing, and Cengkok. Where there are 2 (Two) Baha Villages) Traditional Village.

#### **3.2 Research Methods**

This study uses qualitative methods with a qualitative-descriptive approach, with a unit of analysis of the actors involved in the development of tourist villages. Determination of informants is completed based on criteria, where data collection uses in-depth interviews, observation, and documentation techniques.

This research used a qualitative research type is a type of research that aims to analyze in depth a phenomenon or case related to the research focus to be explored in the field (Creswell

2009:4; Ritchie and Lewis 2003:1-6), referring to the understanding The researcher chose a qualitative design to understand and analyze phenomena that occur in the field, including the process of exploring facts and object data in the field as they are related to how village government management practices in the development of a tourist village in Baha Village, Mengwi District, Badung Regency, Bali Province.

While Denzin and Lincoln (2003:6-9) and Creswell (2009:175, 195-196) emphasize that qualitative research is important to do to reveal 6 (six) things, (a) deepen certain **meanings**, (b) understand and explore certain **contexts**, (c) identify **unanticipated phenomena**, (d) understand the processes that occur behind the phenomena, (e) construct **causal explanations**, and (f) describe **patterns**, of the six main considerations, this research is qualitative in nature, trying to reveal in depth the phenomenon to be studied. In this connection, Garna (2000: 77) argues that "qualitative research emphasizes the nature of something that contains a value, and seeks answers to questions that also emphasize how social experience is formed and culture is formed and given meaning".

## **4. Results and Discussion**

Through the results of research and discussion regarding village government management practices in the development of tourist villages in Baha Village, Mengwi District, Badung Regency, Bali Province, it is hoped that readers can comprehensively know and understand the efforts made by several development actors in Baha Village, Mengwi District concerning the development of tourist villages, especially by local village government actors.

Conceptually, government management practices consist of several aspects including aspects of government planning functions, organizing government resources, mobilizing government resources, and supervising the mobilization of government resources.

### **4.1 Government Planning Function**

The results of the research show that the Baha Village Government has a very decisive role in efforts to develop a tourist village through a government planning function approach, this is carried out through various constructive actions oriented towards increasing village progress in many aspects, one of which is through the tourism village development program.

Planning for the development of a tourism village in Baha Village is carried out through the establishment of the Village RPJM and Village RKP documents so that the Baha Village Government already has a policy basis for developing a tourism village. The existence of a tourism village development program in Baha Village is closely related to the cultural and natural potential of Baha Village which can be used as the basis for the development of a tourist village, namely considering that Baha Village is one of the villages in Mengwi Regency, Bali Province which has great natural and cultural potential to continue to be developed. , leading to an increase in the welfare of the people of Baha Village both on a scale (outwardly) and Niskala (inwardly).

The results of the study show that several impacts are expected from the tourism village development program in Baha Village, Mengwi District, Badung Regency, Bali Province, including economic, socio-cultural, and environmental impacts. From these three aspects, it is hoped that they will complement each other and be needed by the community for now and in the future so that as per the author's analysis, the development of sustainable tourism villages

can be a solution amid globalization to further empower the potential of society, culture, nature as the capital of life.

Still based on the results of research that the method of the Baha village government in planning a tourism village development program through interview studies with several informants and documentation obtained in the field shows that the development of a tourist village in Baha village is carried out in several ways with stages. The development of a tourist village by the Baha Village Government is an effort to carry out the mandate of the Baha Village development planning because the development of a tourist village is part of the village development plan.

Village development planning in Baha Village is a phased process of activities organized by the village government by involving BPD and elements of the community in a participatory manner to utilize and allocate village resources to achieve the goals of Baha Village Development following the Vision and Mission of Baha Village.

According to the results of the researcher's analysis, there are goals, targets, and targets in the tourism village development program in Baha Village, so the development of the tourist village has been planned with a directed design, to facilitate the Baha Village Government in carrying out directed steps following goals, aim, targets for the development of a tourist village. As part of the practice of planning a tourism village development program, from the researcher's point of view, this is the right thing to do.

#### **4.2 The Function of Organizing Government Resources**

Organizing government resources is an integral part of village government management practices in the development of tourist villages in Baha Village, Mengwi District, Badung Regency, Bali Province. There is an urgency in organizing government resources as an effort by the Baha Village Government to realize a tourism village development program following predetermined plans.

At this stage, the village government organizes the identification of government resources through a work team involving the tourism village manager who has determined resources including human/apparatus resources, natural/cultural resources, financing resources, and regulatory resources.

Still, based on the results of the research, it shows that there are several potentials and needs that have been organized by the village head to support the implementation of the tourism village development program in Baha Village, including several potentials related to human resources including apparatus who are considered to have competence in the field of tourism village development, apart from the apparatus side as well as raising support and recruiting potential from the local community from various communities such as Kelompok Sadar Wisata (Pokdarwis), tourism village groups, subak communities and other groups appointed as tourism village managers as partners with the Baha Village Government who make a positive contribution to the development of tourist villages In Baha Village, apart from that there is an organization of various natural and cultural potentials in Baha Village, such as determining various natural potentials such as subak, springs or beji, Mupud traditions and so on.

The existence of an organizing role in the development of a tourist village carried out by the Baha Village Government in practice is technically held under the guidance, and direction of the affairs of the government section for the tourism village manager which was formed by the Baha village government based on a village head or village head decree as outlined in the

official report. As for the membership of the tourism village manager, it consists of Kelompok Sadar Wisata (Pokdarwis), Kelompok Desa Wisata (Pokdewi), as well as other community representatives who have direct concern for being involved in the development of tourism villages.

### 4.3 The Function of Mobilizing Government Resources

The aspect of mobilizing government resources in government management practices in the development of tourist villages in Baha Village, Mengwi District, Badung Regency, Bali Province is a very important part.

Based on the results of the study, shows that there is a main role for the Village Government, especially the leadership of kepala desa dinas (perbekel) as the leader of the Baha Village Government in carrying out the leadership function of mobilizing government resources through communication, coordination, collaboration activities including in managing apparatus resources, financing resources, regulations, regional potential, apart from the role of the village head, referring to the role of village officials in the work team, especially those dealing with village development affairs, one of which is through the development of tourist villages by the government section.

As findings in research in mobilizing government resources by the Baha Village Government, as follows, First, communication, regular and non-routine meetings such as Paruman Desa, visits to villagers to raise support from the wider community, and involvement of various stakeholders' interests in Baha Village include tourism village managers, subak communities, kelompok sadar wisata (pokdarwis), kelompok desa wisata (pokdewi), youth organizations, community empowerment institutions, traditional village chiefs, and all traditional village banjars to participate in the development of tourist villages, through communication channels both directly and indirectly to utilize government resources for the smooth running of tourism village development programs.

Second, coordination, arrangement, integration, integration of the shared interests of Baha Village in the implementation of the tourism village development program, whether carried out with the tourism village management group, Badung Regency Government through the Tourism Office, Mengwi District Government, Baha Village Consultative Body, Traditional Village Officials, Village Banjar, especially in the internal institutional village of Dinas Baha to ensure that government resources in the tourism village development program are carried out.

Third, collaboration, facilitating collaboration with all parties so that they can optimize exploration of all the potential of Baha Village which can be utilized for the development of tourist villages through positive communication, obtaining various information, and building a shared perception of the importance of collaboration.

**Table 1.** Realization of Mobilizing Government Resources in Baha Tourism Village

No	Hasil
1	There is an arrangement of rice farming areas (rice fields) with the subak system which is still sustainable, by building a Subak museum as a tourist attraction.
2	There is a tracking tour package by tracing the natural potential of the unspoiled village environment;
3	There is a tracking/cycling path which is an icon of the Baha Tourism Village.
4	There is a pilot fish farming by administering probiotics to fish feed.
5	There are examples of rosella cultivation starting from nurseries to the harvesting process

	and training in making product variants from rosella flowers.
6	There is a construction of Selfie Spots and stopovers in the form of hexagonal bales, triangular bales, and assistance with information bales.
7	There is training on the use of android-based applications to facilitate communication and information between waste producers and collectors so that it is useful.

Source: Research Processed Results, 2022

#### 4.4 Government Control Function

According to the results of the research, shows that the government control function by the Baha Village Government has so far been carried out based on the previously established tourism village development program, especially regarding who is implementing it, the budgeted allocation of funds, what potential is being developed, in essence as a whole it is expected to be able to support the implementation of a tourism village development program in Baha Village in Mengwi District, Badung Regency, Bali Province.

There is an executor of the government control function or executor of supervision in the context of government management practices in the development of a tourist village in Baha Village, Mengwi District, Badung Regency, Bali Province, which is internally carried out by the Village Head as head of the village government, and village officials as technical implementers of the tourism village development program, Meanwhile, there are executors of government control or executors of external supervision outside the Baha Village government structure, the tourism village management group, as well as various other stakeholders in Baha Village who broadly and participative participate in supervising village development programs, one of which is the development of a tourist village.

Recognizing that there are deficiencies in the implementation of tourism village development in Baha Village shows that the function of mobilizing government resources and government control functions has not been conducted optimally, but through corrective actions taken as an effort to improve the implementation of the tourism village development program so far it has had an impact on change, the impact of these changes can be described as follows:

**Table 2.** Impact of Baha Village Government Control

No	Impact of Government Control
1	The awakened awareness of the villagers is evidenced by their participation.
2	The formation of a tourism village management group in Baha Village which is involved in the development of a tourist village with the village government.
3	The existence of a tourism village development business unit as a Village Owned Enterprise program initiated by the Village Government, BPD, community, and so on, as an important part of the village economy.
4	There is a special collaboration carried out by the Baha Village Government with several universities related to the development of tourist villages such as the Sekolah Tinggi Ilmu Manajemen Indonesia (STIMI) Handayani Denpasar, Universitas Mahasaraswati Denpasar, and so on.
5	Budgeted allocation of funds that are directly linked to the development of tourist villages, such as farm road infrastructure projects, procurement of trash cans, supply rebuttals, and so on.
6	The development of supporting infrastructure related to the development of tourist villages in Baha Village, access to jogging tracks, roads, bridges, irrigation, garbage dumps, and so on.

## 5. Conclusion

In conclusion, this study shows that there are government management practices in the development of tourist villages in Baha Village, Mengwi District, Badung Regency, Bali Province, with the following descriptions, first, the Baha Village Government as a policy maker for tourism village development has facilitated, regulated, served various government actors community-based tourism village managers on various meeting agendas to open up space for dialogue and discussion to produce various collaboration consensus, as well as provide consultations to various parties with an interest in the use of space in Baha village to be involved in developing various community service-based tourism potentials as part of the service function to the public, including jointly with various universities in the province of Bali.

Second, the planning function in the development of a tourism village as part of government management practices in Baha village has been carried out through a series of village deliberations at the village development plan deliberation forum at the beginning of the working period to discuss and establish dokumen rencana pembangunan jangka menengah desa (RPJMDesa) every 6 years once, as well as rencana kerja pemerintah (RKP) once every year, the planning function that has been carried out to ensure that the development of a tourist village is one of the village programs that must receive attention and be implemented with the intent and purpose of realizing the welfare of villagers in Baha Village.

The positive contributions and impacts of the planning function include increasing the readiness of implementing resources, financing, and other sources of support that are more planned, directed, and programmed, with the existence of a planning function that is enough to help organizers of tourism village development in Baha village to execute according to the agreement so that various tourism village development activities are avoided from sporadic things.

Third, the organizing function of government resources in the development of a tourist village in Baha Village, Mengwi District, Badung Regency, Bali Province has been carried out on several matters, including human/apparatus resources, natural resources, financing resources, regulatory resources, as a whole organizing The process is carried out through several stages, namely the formation of work teams, identification of resources, determination of resources, development of resources. There is a positive impact from the implementation of organizing government resources on government management practices in the development of tourist villages in Baha Village, Mengwi District, Badung Regency, Bali Province, including mapping of stakeholder actors, allocation of financing, potential natural culture, list of legal products making it easier to determine the target of developing a tourist village as a basis for execution through mobilizing these government sources.

Fourth, the function of mobilizing government resources in the development of a tourist village in Baha Village, Mengwi District, Badung Regency, Bali Province has been carried out on government sources which were previously carried out through organizing. A finding in research that efforts to mobilize government resources have had a positive impact on realizations such as regional arrangement, infrastructure, transportation support services, information, accommodation and promotion, government cooperation, and others which are as a whole related to the development of a tourist village in Baha Village, District Mengwi, Badung Regency, Bali Province.

Fifth, the function of government control over the mobilization of government resources in the development of a tourist village in Baha Village, Mengwi District, Badung Regency, Bali Province, has been carried out as an effort to minimize deviations from all previously



planned matters, as well as through government control, corrective action efforts provide the impact of the changes include the current awareness of villagers as evidenced by their participation, the formation of a tourism village management group in Baha village which is involved in the development of a tourism village with the village government, then the existence of a tourism village development business unit as a Village Owned Enterprise program initiated by the Village Government, BPD, community and so on, as an important part of the village economy, then there is special cooperation carried out by the Baha Village Government with several universities.

## References

- [1]. Anderson, James A., dkk. 1998. *Strategies of Qualitative Inquiri*. New Delhi, Sage Publication, Inc.
- [2]. Dwipayana, AAGN. dan Eko,Sutarto. 2003. *Membangun Good Governance di Desa*, Yogyakarta: IRE Press
- [3]. Berg, Bruce L. 1989. *Qualitative Research Methods For The Social Science*, Indiana University of Pennsylvania, Boston.
- [4]. Cassel, Chaterine dan Symon, Gillian (ed). 1994. *Qualitative Methodesin Organization Research*. A Pratical Guide, Sage Publications, Singapore.
- [5]. Creswell J.W. 2009. *Research Design: Qualitative, Quantitative and Mixed Methods Approaches, Third Edition*. Los Angeles: SAGE Publication.
- [6]. Denzin, N.K. and Lincoln, Y.S. 2003. *Collecting and Interpreting Qualitative Materials*. Second Edition. London: Sage Publications.
- [7]. Flick, Uwe. 2006. *An Introduction to Qualitative Research*. London: Sage Publication
- [8]. Sunardjo, Unang. 1984. *Tinjauan singkat tentang pemerintahan desa dan kelurahan*, Bandung: Tarsito.
- [9]. Ndraha, Taliziduhu. 2003. *Kybernology (Ilmu Pemerintahan) Jilid 2*. Jakarta: Rineka Cipta
- [10]. Mantra, Ida Bagoes. 2004. *Filsafat Penelitian dan Motode Penelitian Sosial*. Yogyakarta: Pustaka Pelajar.
- [11]. Mill, Christine Robert dan M. Alastair Morrison. 2012. *The Tourism System*. USA: Kendall Hunt.
- [12]. Nawawi, Hadari. 2003. *Metode Penelitian Bidang Sosial*. Gadjah Mada University Press, Yogyakarta
- [13]. Usman, Husaini dan Purnomo Setiady Akbar, 2000. *Metodologi Penelitian Sosial*. Jakarta: Bumi Aksara.
- [14]. Ansell, Chris, & Alison Gash, 2007, *Collaborative Governance in Theory and Practice*, Journal of Public Administration Research and Theory, Vol.18 No.4, Hlm. 543-571
- [15]. Emerson, Kirk., Tina Nabatchi & Stephen Balogh (2012). *Integrative Framework for Collabborative Governance*, Journal of Administration Reasearch and Theory, Vol. 22 no. 1, hal. 1-29.
- [16]. Nalayani, N.N.A.H. (2016). *Evaluasi dan Strategi Pengembangan Desa Wisata Di Kabupaten Badung, Bali*. JUMPA, 2 (2), 189–198
- [17]. Oka, Prasiasa Dewa Putu. 2021. *Optimalisasi Pengembangan Desa Wisata Baha Berbasis Pendampingan*. Jurnal Ilmiah Populer Volume 3.: Widyabhakti Denpasar
- [18]. Zalazar, N.B. (eds). 2015. *Global Heritage A Reader*. Blackwell, pp: 167–188
- [19]. Widanarto, Agustinus, 2016, *Transformasi Manajemen Pemerintahan Dari Aspek Lingkungan Di Kota Bandung* .Volume 2 No 2 : Universitas Padjajaran