

Community Based Tourism Management in Bajandik Riam Tourism, Batu Benawa, Hulu Sungai Central District

Pengelolaan Pariwisata Berbasis Masyarakat di Wisata Riam Bajandik, Batu Benawa, Kabupaten Hulu Sungai Tengah

Received:

25 January 2023

Accepted:

5 July 2023

Published online:

20 October 2023

*Raditia¹, Taufik Arbain¹, Muhammad Riduansyah Syafari¹¹Magister Administrasi Publik, Universitas Lambung Mangkurat, Banjarmasin, Indonesia

*Correspondence email: raditiafradetha@gmail.com

Abstract

This study aims to analyze and identify Community-Based Tourism Management in Riam Bajandik Tourism and examine the actors involved in managing the tourism both internally and externally. In addition to knowing the factors that influence the management of Riam Bajandik tourism. The results of the study show that tourism management is only formed based on deliberation meetings from the agreement of the residents, the management has support from the Regional Government even though in its implementation there are rules that are violated especially there is no legality nor is there a written letter, Actor involvement is only carried out by the surrounding community, namely the Village Head, Community Patrons, Religious Leaders, Pokdarwis Members and Tourism Managers. One of the principles in tourism development is that it leads to the concept of community empowerment and social participation, in which the tourism manager is only managed by the surrounding community and the spirit of mutual cooperation is high. Several inhibiting factors related to the management of Riam Bajandik Tourism, namely, frequent miscoordination and communication between managers, lack of budget for development, lack of human resources (HR) regarding Art Of Tourism (Art in Tourism), lobbying which is always accommodated by the government, and conflicts of interest in tourism business competition.

Keywords: Tourism Management, Community Empowerment, Participation

Abstrak

Penelitian ini bertujuan untuk menganalisis dan mengidentifikasi pada Pengelolaan Pariwisata Berbasis Masyarakat di Wisata Riam Bajandik dan mencermati aktor yang terlibat pada pengelolaan wisata tersebut secara internal maupun eksternal. Selain itu mengetahui faktor yang mempengaruhi pada pengelolaan Wisata Riam Bajandik. Hasil penelitian menunjukkan bahwa pengelolaan pariwisata hanya dibentuk berdasarkan rapat musyawarah dari kesepakatan para warga, pengelolaan tersebut ada dukungan dari Pemerintah Daerah meskipun pada penerapannya ada aturan yang dilanggar terlebih tidak adanya legalitas juga tidak adanya surat tertulis, Keterlibatan aktor hanya dijalankan oleh masyarakat sekitar yaitu Kepala Desa, Tetuha Masyarakat, Tokoh Agama, Anggota Pokdarwis dan Pengelola Wisata. Prinsip dalam pembangunan wisata ini salah satunya mengarah pada konsep pemberdayaan masyarakat dan partisipasisosial, pada pelibatannya pengelola wisata hanya di kelola oleh masyarakat sekitarnya serta semangat kegotongroyongan yang tinggi. Beberapa faktor penghambat terkait pengelolaan Wisata Riam Bajandik yaitu, sering terjadi misskoordinasi dan komunikasi antar pengelola, minimnya anggaran pada pembangunan, minimnya sumber daya manusia (SDM) mengenai Art Of Tourism Seni dalam Wisata), loby yang selalu ditampung pemerintah, dan adanya konflik kepentingan pada persaingan bisnis wisata.

Kata kunci: Pengelolaan Pariwisata, Pemberdayaan masyarakat, Partisipasi

Introduction

This research is inspired by the community's desire to manage natural tourism, also known as ecotourism. Ecotourism involves the community in the context of empowering the community both socially and economically, in this context at least being able to increase their daily side income. Socio-cultural motivations are related to increasing the sense of mutual cooperation and increasing social capital in rural communities through the management of community-based tourism. It would appear that the community has come to the realization that the management of natural tourism may be economically successful. This is due to the fact that the environment, which possesses resources in the form of natural beauty and distinctiveness, is a driving element in the creation of tourism. It is possible that on this premise, the community wishes to manage it themselves since there are economic advantages, allowing the community to realize how vital it is to promote tourism. This would be due to the fact that the community is aware of the importance of developing tourism and economic in nature.

On the other hand, tourism, in addition to being advantageous to the economy, also stimulates social cohesiveness and the participation of the people in the surrounding area, which is why the community places a high value on community-based tourism. In addition to their primary source of income as laborers or farmers, the goal is to broaden the base of their economic support.

On top of that, the participation of actors is also an important role as a view that is oriented towards good things such as decision-making and advice, and in this case, the role of management is expected to play an active role in organizing members beginning with the aspects of planning, organizing, directing, and controlling in order to achieve goals effectively and efficiently. In order for management to be more effective in managing and promoting tourism, certain concepts, such as utilizing local wisdom in the form of intriguing structures and sites, are required. This ensures that tourism will be distinctive and appear spectacular in the eyes of tourists. Aside from that, management needs to pay attention to how tourist resources are being managed. Every potential for tourism should be safeguarded and preserved in order to keep it in good condition and ensure that it continues to have value for travelers.

As stated by Durkheim (1933), social solidarity is established as a result of social closeness and cohesiveness based on moral teachings and individual confidence in one another, which is increased through shared emotional experiences. Community-based tourism also has an effect on social solidarity and social cohesion. Community-based tourist management has a policy of empowering community groups participating in tourism management with the goal of organizing and providing regulations for parties involved in managing tourism. This policy, in addition to establishing solidarity, has the purpose of enabling community groups involved in tourism management. Policies aimed at empowering communities can provide members of such communities

more agency on an individual level, as well as in groups and organizations. The empowerment of employees will result in significant advantages for organizations, including an increase in the effectiveness of those organizations (Stewart, 1998).

Legislation Number 10 of 2009 concerning Tourism stipulates, in general, that all tourism implementation policies in Indonesia must be based on the principles and norms included in the Tourism Law and all of its implementing laws and regulations. This is one of the policies that comes along with the legislation and is one of the policies that must be adhered to. It is impossible to deny that the local communities that develop and continue to exist in close proximity to a tourist attraction have become a component of an integrated tourism ecological system. Because of this, there is a need for planning in such a manner as to stimulate social, economic, and cultural components, which are the primary concerns in the process of planning the growth of tourism. According to Suansri (2003), community-based local wisdom is driven by five factors: the economic dimensions, the social dimensions, the cultural dimensions, the environmental dimensions, and the political dimensions.

Literature Review

Tourism is a complex activity that can be viewed as a large system consisting of various components such as economic, socio-cultural, ecological, political, and so on. Understanding tourism as a system shows that there are actors involved and have a role in moving the tourism system. In general, there are three main pillars that make up a person in tourism, namely: (1) society, (2) private sector, and (3) government. In the management of Community-Based Tourism in Riam Bajandik, the local community itself is the main pillar, including community leaders, non-governmental organizations, community groups, and mass media.

This management must be able to be carried out and developed by the community. It must have reliable local management who have broad insight into tourism development, as stated by Terry (1958) in his book *Principles of Management* that the basic function of management consists of four items, namely: (1) Planning, (2) Organizing, (3) Implementation (Actuating) and (4) Supervision (Controlling). Moreover, tourism management is able to carry out its function according to its function, so the direction taken to develop tourism will be better. Management is a process that helps formulate an organization's policies and goals or a process that provides supervision to those involved in implementing and achieving goals (Handoko, 1997).

Community-based tourism management has had a positive impact on the economic development of communities, which have been successfully empowered independently. Apart from that, tourism has succeeded in developing and empowering communities to help in the economic sector. The community empowerment process is an effort to help the community develop its own abilities so that they are free and able to solve problems and make decisions independently. The main

elements of the community empowerment process are granting authority and developing community capacity, and these two elements cannot be separated (Adisasmita, 2006).

Community-based tourism has an impact on solidarity and social cohesion. As stated by Emile Durkheim, social solidarity is formed because of social closeness and cohesiveness based on moral messages, and individual trust in one another is strengthened by shared emotional experiences. The participation of a person both mentally and emotionally contributes to the decision-making process, especially regarding issues where the personal involvement of the person concerned carries out responsibility for doing so (Winardi, 2005).

The view of Chamber (1987) provides the view that if building a village whose environment has tourism means that the government is present at the front, the government is positioned to stand behind the village to encourage independence in developing itself (self-development). Chamber's view is that at least new thinking is needed in the form of supporting variables in landing on this concept, especially the management mechanism, which continues to prioritize the potential and participation of village residents both in the planning, implementation, distribution, monitoring, and reporting stages. Because these stages prioritize village residents as the main actors, the transformation of village development is through tourism destinations.

Method

This research is a case study that takes a qualitative approach and steers clear of positivistic thinking in its methodology. In-depth interviews, focus group discussions, participant observation, and literature reviews on community-based tourism management were some of the approaches the researchers used to address the question posed in the formulation of the issue. The researchers decided to conduct their study at Riam Bajandik Tourism, which is located specifically in Baru Village within Batu Benawa District within Hulu Sungai Tengah Regency. In addition, this tourist attraction is a corridor with other neighboring tourist attractions, such as the attraction at Batu Benawa, Limbuhang Cave, and Mas Island. This site is one of the crucial places for tourism, particularly rafting water tourism.

In qualitative research, the methods of data gathering that are most frequently utilized are observation, interviews, and documentation. In general, these three methods make up the bulk of the data collected. According to Sugiyono (2017), the method of analysis that was utilized in this study was descriptive qualitative analysis. This method requires that all of the data and information obtained be processed through three stages that are one interrelated unit, namely data collection, data presentation, and data reduction, which ultimately results in drawing conclusions/verification so that the findings can be easily understood by others and shared with them.

According to Sugiyono (2017), activities in qualitative data analysis are carried out interactively and take place continuously at each stage of the research until it is complete and the data is saturated. These activities include collecting data from observations or direct observations in the field, making questionnaires, conducting in-depth interviews with some information and documentation, and so on. After that, all of the data collected is processed by selecting, filtering, and simplifying. This indicates that the data, which is still unrefined data in the form of raw data, is presented in a report or description that is comprehensive and detailed. After that, the report is summarised, the essential points are picked, and the emphasis is placed on the most significant aspects of the situation. Data still needs to be adequately validated in the field, whereas data does not need to be thrown out or removed from consideration. Following that, the data that has been processed and simplified in the form of a report is then investigated, analyzed, and related to a variety of ideas and theories that are pertinent to the problem or phenomena, and the data that has been processed and analyzed is then given in the form of a narrative, presenting the findings of the investigation in a structured manner.

Results and Discussions

Bajandik Riam Tourism is a Jeram Water Tour that can be enjoyed for relaxation by both young people and families. The provision of facilities is sufficient for the needs of tourists, the tourism implementation has successfully implemented management functions in general, and there is a committee structure chart even though there are shortcomings experienced by the committee internally. The management of Riam Bajandik tourism in its implementation is strongly encouraged by the local community, who are enthusiastic about building a tourist attraction that, for them, is very profitable in terms of the economic aspect and can be used as additional income outside of their primary jobs, namely farmers and laborers. However, in essence, this tourism is only formed based on deliberation carried out by community figures such as village heads, community elders, and religious figures who play a significant role in the comfort and safety of tourism. The involvement of actors in community-based tourism management here is only oriented toward licensing, decision-making, lobbying, and providing advice. Because if there is discomfort or an incident occurs, the tourists (the actors) have the right to take the best decision-making action possible.

Seeing the development of tourism, the government just supports it and does not want to take over what the community has built. The context of this tourism is very community-based. Apart from that, it has succeeded in empowering the community and developing the community by providing job vacancies even though not all residents get tourism management jobs.

It is hoped that this tourism development will be assisted by the government, especially regarding village road access, which includes other villages, including routes that connect tourism

and villages, where the role of the regional government is as a facilitator. Regarding the involvement of the Regional Government and related departments, they only monitor from a distance. However, this does not mean they are entirely hands-off; instead, they teach the community to be more independent and develop.

The presence of Law No. 10 of 2009 concerning tourism is an important reference that needs to be studied and implemented by the community and government so that there is no confusion. Tourist managers have succeeded in implementing management functions (planning, organizing, actuating and controlling) with careful planning to carry out development through appropriate retribution gathered and even the people involved were willing to volunteer with their spirit of mutual cooperation. Filling in interesting spots follows the times. Their strategy is to attract as many visitors' attention as possible and keep the Riam Bajandik tourist attraction from becoming a distant memory. Bajandik tourism is more likely to be visited by family tourism. Many of the booming tourist attractions in the upstream areas of the river simply sink because the location is not strategic, such as tourist attractions that are crowned as photo spots only, but over time, they will just fade away.

The implementation model is supported by Terry (1958), emphasizing that management will be successful if it implements the four basic functions of management, namely planning, there is a thorough plan that is coordinated throughout the tourism committee in achieving a goal so that the planning if regulated as best as possible, have outcomes that can be implemented in the short, medium or long term as planned. The existence of organizing, in which an organization or community needs to have stakeholders who are able to coordinate members, minimizes errors that occur, such as miscommunication and coordination in tourism management.

Tourism is not always an explosion of visitors because the Riam Bajandik tourist attraction itself has certain schedules for tourists. Sometimes, there are also no visitors, causing income and development budgets to be hampered. The existence of lobbies accommodated by the regional government actually becomes an obstacle to additional development costs. Regional governments tend to prioritize natural tourism, which they manage, but instead, the community only supports independent development. Therefore, additional tourist spots have to wait as much as possible from the tourist levy proceeds.

Factors that Inhibit Community-Based Tourism Management in Riam Bajandik

The success of Community Based Tourism Management in managing tourism depends on how they manage tourism as well as possible. On the other hand, if tourism management is not managed properly, it will experience confusion and even degradation, which could threaten the decline of tourism itself. It was found that there were inhibiting factors in managing community-based tourism at Riam Bajandik Tourism. There is often a lack of coordination and communication

between managers

In tourism, miscoordination and communication often occur, which is commonplace in an organization or community, usually due to interactions free from supervision and attention paid to each personality. This impacted the Riam Bajandik Tourism managers, who also needed better communication and coordination in the field. As a result, there needed to be more clarity beyond their control and an unclear division of work in the field, especially dealing with tourism staff. The experience that occurs is handling the explosion of visitors on big days such as weekends, annual holidays, and Eid holidays, so it also has an impact on other things that are correlated with tourism management. Tourism management requires very interactive attention and strong communication between one manager and another to avoid something that generally violates the rules, the occurrence of miscommunication, one of which is a form of negligence committed by each human being in a situation of not paying attention so that it becomes a joint evaluation of all managers.

Minimal Budget for Development

The need for more budget for the development of Riam Bajandik tourism management is an internal problem all managers face. Community-based tourism can rely on more than daily income accommodated in tourism development planning. One of the factors that hinders the slow development of tourism facilities is that they have to wait for the levy income first. From renting facilities, parking fees, and the rest collecting daily stall fees from the community, not to mention that the funds obtained will be divided among other parts, which will, of course, have an impact on the continuity of development. In contrast to tourism managed by the government, you can still rely on the APBD and APBN for the continuity of development. Community-based tourism itself, which is managed purely by local communities, is a challenge in facing tourism independence, after which you must be able to develop and promote your own local products so that the community can progress and independence through self-help tourism. The lack of a budget will result in slow development and will certainly require time beyond the planned target. In order to focus on continuing development, inevitably, the planning must be carried out in stages. When implementing a program in a job, if funds are minimal, then what happens is a setback in work implementation, in which case the targeted planning is unable to maximize the target to be achieved so that in such conditions, it becomes an obstacle for the community or stakeholders in realizing rapid development.

Lack of Human Resources Related to Art of Tourism (Art in Tourism)

Art in tourism is very important to elevate the local cultural values that exist in tourism, but the modernization of some tourism in the archipelago has covered the shift in cultural traditions. Development and potential development in the current millennial era are not only directed at natural

destinations. However, they must also be directed at developing the cultural potential of the region, which can be used as a magnet for tourists to choose when traveling. Apart from that, the creativity of the people is still standard, and they do not know more about the art of developing their tourism, such as the tourism management in Riam Bajandik itself. The pattern that is created tends towards modernization. The concept that was created very instantly was more closely modeled on tourism in the archipelago. The art created elevates local culture only a few percent, such as the gazebo/cottage building and the entrance counter. Apart from that, in the development of Riam Bajandik tourism, there has been a plan to develop local wisdom, such as a plan to process traditional snacks in the Bajandik tourist village, but this plan has not yet been implemented. This was realized because some parties were not ready to do this, so the suggested proposal was still not implemented until now.

Lobby, which the government always accommodates

When developing tourism, it sometimes goes differently than the expected plans, especially when it comes to the budget. It definitely becomes an obstacle to the implementation of development. The development budget provided by managers to facilitate tourism is not as much as the government budget. The lobby that the government always accommodates is an internal problem between the community and the government regarding the submission of proposals. This application relates to a proposed request for assistance, both for funds and physical building materials, for an organization or community. For example, the Riam Bajandik Tourism Manager himself once submitted a proposal to the Regional Government in the context of developing tourism. However, until now, the manager said there had been no reaction from the government to reduce these funds. Hence, the community believes that the government is not ready to help and is instead focusing more on tourism managed by the Regional Government. A proposal is normal for every organization or community, and they hope that the proposal can be realized even if they wait a long time. From several community views, researchers found that in this application, there was a lack of clarity in the flow and procedures because there was no written legality from the authorities that should have been passed, so it did not convince the government to lower the public's interest in the disbursement of the budget.

The existence of conflicts of interest in tourism business competition

Conflict is an event or social phenomenon in which conflict or disputes occur in society, whether in groups or individuals. The occurrence of conflict is motivated by differences in characteristics and thoughts that individuals bring to an interaction. The conflict that occurs is not just about tourist competition but an individual matter, namely the dissatisfaction of individuals with supervisors who are too idealistic and also like to debate arguments. At the opening of the Riam Bajandik Tourism in the middle of the road, many internal village issues became a commotion in the

social community, such as threats and warnings made by individuals only because of interests. One of them is also due to differences in viewpoints related to the power of competing businesses in the same village. During this involvement, there were community groups who did not like the development of Riam Bajandik tourism, and there were jargon and individuals who worsened the situation, influencing the community and managers to disrupt the Riam Bajandik tourism committee community, which was threatened with disbandment due to an uncondusive situation.

Conclusion

Community-Based Tourism Management at Riam Bajandik Tourism is running quite well even though the tourism is only formed based on deliberation and agreement of local residents, namely by empowering local residents as core administrators, whom several village policy actors support. In the management aspect, tourism management carries out its functions well according to the management function. Although the internal management committee experiences several shortcomings, management plays a good role and is transparent about what happens in the field. Apart from that, it implements management functions such as planning, organizing, directing, and controlling tourism management in terms of the manager and the environment, which has a positive impact on development.

Furthermore, the existence of Riam Bajandik tourism is an indicator of success in empowering the community and strengthening Capacity Building for both the community and BumDes. Apart from that, the village is developing and is busy being visited by various corners of the region, which is promoted via social media. Community participation has succeeded in establishing social solidarity in implementing mutual cooperation, which contributes to developing tourism.

There are several inhibiting factors related to the management of Riam Bajandik Tourism, namely, frequent miscoordination and communication between managers, minimal budget for development, minimal human resources (HR) regarding Art of Tourism (Art in Tourism), lobbies that the government always accommodates, and conflicts of interest on tourism business competition.

References

- Adisasmita, R. (2006). *Membangun desa partisipatif* (Edisi 1). Graha Ilmu.
- Chambers, R. (1987). *Sustainable livelihoods, environment and development: Putting poor rural people first*. Institute of Development Studies, University of Sussex.
- Durkheim, Emile. (1933). *The Division of Labour in Society*. New York: The Free Press
- Handoko, T. H. (1997). *Manajemen personalia dan sumberdaya manusia*. BPFE.
- Stewart, A. M. (1998). *Empowering people (Pemberdayaan sumberdaya manusia) diterjemahkan oleh Agus M. Hardjono*. Kanisius.

- Suansri, P. (2003). *Community Based Tourism Handbook*. REST Project.
- Sugiyono. (2017). *Metode Penelitian Kebijakan: Pendekatan Kuantitatif, Kualitatif, Kombinasi, R&D Dan Penelitian Evaluasi* (Cetakan ke-2). Alfabeta.
- Sukarna. (2011). *Dasar-Dasar Manajemen*. Mandar Maju.
- Terry, G. R. (1958). *Principles of Management*. R.D. Irwin.
- Winardi, J. (2005). *Manajemen Perubahan = Management of Change*. Kencana Prenada Media Group.