

Increasing the Capacity of Local Communities through Institutional Reorganization of Dekso Tourism Village in Banjararum, Kulon Progo Regency

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Abstract Dekso Tourism Village in Kulon Progo Regency has faced difficulties in sustaining and expanding its tourism business during the five years since its establishment. Internal management issues have posed major obstacles, limiting the village's ability to compete with other tourism villages and reducing its economic impact on the local community. Since tourism village development is a form of community-based development, active community participation is essential for effective management. This community service program was implemented to address these challenges through a three-stage approach: awareness, capacity building, and enrichment. A central component of the program involved strengthening governance by reorganizing the management team according to established criteria and the principle of collective leadership. The reorganization also reinforced collaboration with key institutional partners, including BUMDes, POKDARWIS, and other organizations engaged in tourism development. To further enhance governance, a village regulation (PerKal) on tourism was introduced. This legal framework ensures more systematic cooperation among stakeholders, safeguards tourism activities, and provides direction for future tourism development in Banjararum.

1. INTRODUCTION

Economic development has shifted toward a people-centered paradigm. Development policies must now apply the principles of decentralization, participation, empowerment, preservation, social networking, local self-reliance, and sustainability (Nasdian, 2014). These principles of community development are central to the success and sustainability of tourism villages. Their implementation is essential to ensure that tourism directly benefits local communities rather than becoming merely a commercial enterprise controlled by external interests (Raynaldi et al., 2024).

Banjararum Village provides a compelling case study of how these principles can be applied to optimize local potential. The village serves as a strategic center of

economic growth within the Kalibawang sub-district, functioning as a key transport entry point from the Yogyakarta region and lying along the Borobudur Temple tourist route. Geographically, 85 percent of its territory consists of steep hills situated at an elevation of 500 to 750 meters above sea level, with an annual rainfall of 4 to 8 millimeters. This topography presents both risks of natural disasters and opportunities for development.

The tourism village in Banjararum, known as Dewa Dekso, was established on 10 December 2018 under the Kulon Progo Tourism Office Decree No. 556/13/KPTS/I/2019. Since its founding five years ago, Dewa Dekso has developed five main tourist destinations: Tegal Pule, Sumber Lumpang, Progo Arum, Sorotanon,

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and Pesona Brajan. In addition, the village offers a range of attractions, including Puncak Pesona Brajan, a camping ground, culinary tourism, rafting, cultural tourism, Diponegoro historical tourism, live-in programs, weaving workshops, honey harvesting, livestock herding, outbound activities, and tours such as the Dewa Dekso Jeep Tour, Bike Tour, and Trail Tour. Diversifying attractions can significantly increase income and improve community welfare (Riyanto et al., 2019). A broad variety of experiences enhances a destination's appeal to different market segments, allowing visitors to participate in multiple activities and enriching their overall experience.



Figure 1 . Pesona Brajan (Kementerian Pariwisata, 2025)

Over the past five years, Dewa Dekso has faced significant challenges in sustaining and expanding its tourism operations. A preliminary survey of the village's tourism initiatives revealed that efforts to revitalize the business were severely hindered by limited capabilities and weak management. The main problem stemmed from conflicts of interest, as some officials simultaneously held positions as village-level tourism managers and leaders of specific destinations. This dual role created bias, leading them to prioritize their own destinations while neglecting others. Additional issues included the absence of a clear planning program, unstructured promotional activities, poor leadership, and weak institutional relations. The management of Dewa Dekso has been considered ineffective. Several managers are no longer active, preventing the board from holding regular meetings. Support from various parties, including the village government and other institutions within the village governance structure, has also declined. Furthermore, the village government and Village-Owned Enterprises (BUMDes) as partners remain constrained by social relations (*rikuh pekewuh*), limiting their ability to encourage the revival and enthusiasm of Dewa Dekso's management.

In principle, Dewa Dekso functions as a business unit of Banjararum Village BUMDes. However, BUMDes has not been able to adequately facilitate village activities due to the absence of a structured institutional relationship among BUMDes, Dewa Dekso, tourist destinations, the village government, and other local institutions. The management of Dewa Dekso officially expired in December 2023, yet no efforts have been made to establish new management. Organizationally, the relationship between BUMDes and

Dewa Dekso needs to be clarified through the formulation of guidelines that can serve both institutions in carrying out their respective functions. Such guidelines would also help address conflicts of interest when a tourism village administrator simultaneously serves as a tourism destination leader, leading them to prioritize their own destination. In light of these issues, this community service activity focuses on reorganizing Dewa Dekso's management and strengthening the role of supporting institutions to create a clear and systematic relationship among all stakeholders.

2. METHOD

This community service project was conducted in Banjararum Village, focusing on the Dewa Dekso Tourism Village. The project ran for seven months, from May to November 2024, and involved 50 participants along with other relevant institutions. The community service team implemented a three-stage process, applying participatory principles throughout all activities. Figure 2 illustrates the three-phase stages (Wrihatnolo, 2007), while the specific outputs for each stage are presented in Table 1. Each stage included objectives and outputs that were interrelated and progressed in parallel.

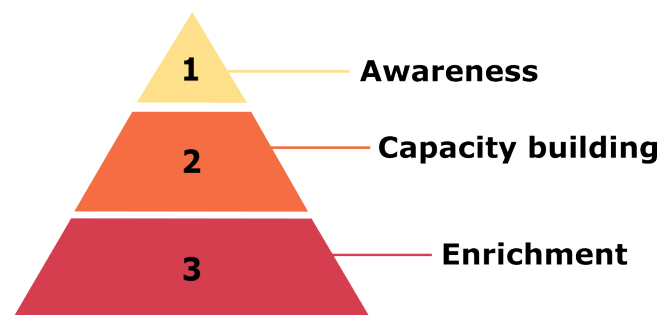


Figure 2 . Community service phase in Banjararum Village (Wrihatnolo, 2007)

Phase I, the awareness building stage, aimed to provide all tourism stakeholders, including BUMDes, the village government, tourism village managers, the Tourism Awareness Group (POKDARWIS), destination administrators, and other relevant parties with a shared understanding of their collective capacity and development potential. The goal was to instill confidence in their ability to address existing challenges and to encourage self and organizational development. This stage consisted of three activities: program presentation and orientation, coordination and consolidation, and analysis of existing potential and institutional structures.

Phase II, the capacity building stage, focused on enhancing the skills of tourism activists through education and training. This stage also included the institutional restructuring of Dewa Dekso, with active participation from all community stakeholders. To reinforce organizational values, new internal regulations were established. Community members were assigned responsibilities and authority aligned with their abilities,

Table 1 . Logical framework of program activities

No.	Activity	Objective	Method	Output
Phase I: Awareness Building				
1.	Program Presentation and Orientation.	To explain the planned activities and their importance, and to deeply explore existing problems.	Focus Group Discussion (FGD) and In-depth Interview.	Program presentation and orientation documents, FGD results document.
2.	Coordination and Consolidation.	To present the detailed FGD results and draft a work plan.	Workshop.	Workshop results document, Work Plan.
3.	Analysis of existing potential and institutional structures.	To create a detailed, realistic understanding of the current situation by examining both the resources available and the organizational framework in place.	FGD.	Document of the detailed problems identification.
Phase II: Capacity Building				
4.	Formulation of Institutional Guidelines.	To create a guideline for institutional relationships between BumDes, the Tourism Village, the village government, and related institutions.	Workshop.	Structure of institutional relationships for BumDes, the Tourism Village, and related institutions.
Phase III: Enrichment				
5.	Preparation of Supporting Regulations.	To ensure the tourism village program becomes a priority within the village's economic programs.	FGD.	Draft of PerKal.

thereby empowering them to contribute to positive change. Activities in this stage included training sessions and the formulation of institutional guidelines and structures.

Phase III, the enrichment stage, involved delegating responsibilities to tourism activists based on their individual capacities. This final stage was designed to secure the long-term development and sustainability of Dewa Dekso. A key outcome was the establishment of a village regulation that formally integrated the tourism village into BUMDes and broader village programs. This regulation is expected to ensure greater institutional support and funding for tourism-related activities. The enrichment stage also included monitoring and evaluation of Dewa Dekso's previous programs.

The data for this project were collected through a combination of direct observation and in-depth interviews with tourism activists, village government officials, and other stakeholders in Banjararum Village. These methods were employed to identify problems and determine effective solutions. Data validation was carried out through a focus group discussion (FGD) with the target group, which facilitated the identification of appropriate solutions to address Dewa Dekso's specific challenges and needs.

3. RESULT AND DISCUSSION

The community service program in Banjararum Village was designed to strengthen Dewa Dekso Tourism Village by enhancing the skills of its managers and fostering stronger partnerships among key stakeholders. The initial phase of the program focused on a comprehensive review

of Dewa Dekso's current operations, conducted in close collaboration with BUMDes, the primary village institution responsible for overseeing the tourism village. This early coordination was critical for building trust within the community and ensuring that the proposed work program would be well received. After this initial stage, the program adopted a multi-faceted approach that combined several methods, including focus group discussions (FGDs), in-depth interviews, training sessions, and informal interactions.

3.1 Information gathering phase I: Awareness building

The awareness building was carried out through three main activities: program presentation and orientation, coordination and consolidation, and analysis of existing potential and institutional structures.

3.1.1 Program presentation and orientation

The program presentation was conducted through a workshop that involved all stakeholders, including the village government, the management of Dewa Dekso Tourism Village, representatives from six destinations, BUMDes, the board of POKDARWIS, and the Village Consultative Body (Badan Permusyawaratan Kalurahan/BaPeKal). During the workshop, the Program Leader provided a detailed explanation of the program's planned activities (Figure 3).

Program orientation served as a critical step in reviewing the challenges faced by Dewa Dekso Tourism Village and ensuring that an effective strategy could

be developed. The orientation process began with the collection of participants' aspirations, enabling a deeper exploration of various aspects such as the community's vision for the future of the tourism village, a clear identification of existing obstacles, and participants' proposed solutions. The objective of this activity was to bring implicit ideas to the surface and formally document them as part of the discussion record. This process clarified unarticulated perspectives and transformed them into actionable plans.



Figure 3 . Program presentation and orientation

3.1.2 Coordination and consolidation

The coordination meeting began with an evaluation of the five-year work program of Dewa Dekso Tourism Village. During this meeting, BUMDes, as the institution responsible for overseeing the tourism village, expressed a strong commitment to making the village more organized.

Although Dewa Dekso Tourism Village has achieved recognition, including second place in a district-level competition and current participation at the provincial level, winning awards is not the ultimate objective. The primary goal is to generate tangible economic benefits for the community of Banjararum Village.

The presence of Dewa Dekso Tourism Village has been a valuable asset to the Banjararum Village government. It has contributed actively to community events such as village competitions, cultural performances, and welcoming official guests from district and provincial governments. However, these achievements are not the main priority. The central aim is to create economic opportunities for destination managers and the wider community through consistent tourist visits. When visitor numbers decline or cease, destination management groups lose enthusiasm, some sites are neglected, and many tourism village officials become inactive.

Consolidation is therefore a crucial step in strengthening, unifying, and solidifying relationships among groups to foster cohesion. In developing tourism activities, Dewa Dekso has also collaborated with POKDARWIS. POKDARWIS focuses on supporting the Sapta Pesona initiative, a national campaign designed to promote Indonesia's tourism industry (Kementerian Pariwisata dan Ekonomi Kreatif, 2022). The implementation of Sapta Pesona aims to provide excellent service to visitors, particularly in tourist villages. While POKDARWIS operates on a nonprofit basis, the

tourism village functions within a profit-oriented business framework. To educate the community about Sapta Pesona, POKDARWIS requires financial support, yet the tourism village as its partner has been unable to provide such assistance. In other words, despite operating for five years, the tourism village has not yet generated meaningful economic value for its managers or the community. Consequently, a sustainable funding source is required to enable both organizations to operate effectively. According to the information obtained, the village government has not been able to allocate a budget for the tourism village, as other priorities have taken precedence.

3.1.3 Analysis of existing potential and institutional structures

The identification of village potential and institutional conditions was conducted through FGDs and in-depth interviews (Figure 4). Details of the institutional issues faced by Dewa Dekso are presented in Attachment 2.



Figure 4 . Focus group discussion

In terms of human resources, the community is well organized and supported by active groups such as POKDARWIS, Family Welfare and Empowerment (PKK), Community Youth Development (Karang Taruna), farmer groups, women's farmer groups, and other volunteer organizations.

The village's rich artistic and cultural heritage is another major attraction. It includes a variety of traditional performances and ceremonies, such as the baritan ceremony, hadroh, karawitan, traditional dances, wayang orang, ruwahan, mocopatan, trengganong, jathilan, and ketoprak.

Culinary offerings also present significant opportunities for tourism development. The village is well known for its distinctive specialties, including coconut oil, seven-flavor gebleg, taro chips, melinjo chips, purple sweet potato wingko, salted eggs, sweetened banana chips, gethuk, and cassava chips. The broader tourism potential of Banjararum Village is further detailed in Table 2.

3.2 Phase II: Capacity building

Institutional issues are central to the management of Dewa Dekso. The limited development of the tourism village is largely the result of weak management, making organizational restructuring essential. To select managers who truly meet the necessary criteria, an appropriate strategy is required. A village leader must demonstrate strong leadership and the capacity to collaborate with all

Table 2 . Tourism potential of Banjararum Village

No.	Region	Potential
1.	Klepu, Mejing, Popohan, and Kesemu.	Agriculture, bee farm, home industry, koloni beef cattle farming, bamboo weaving craft, water hyacinth woven bag craft.
2.	Puser, Blumbang, and Sorotanon.	Durian plantation, longan plantation, koloni goat farming, koloni beef cattle farming, ecotourism, natural scenery, water resources conservation, micro hydro power plant, Talang Bowong.
3.	Sentul and Ngentak.	Water tubing tourism, panoramic nature tourism, agricultural education tourism, MSMEs (oil, tofu, gebleg production), Luna Maya bicycle tour route.
4.	Jogobayan, Kanoman, Semaken, Kisik, Ngipikrejo, Kriyan, Kedondong, and Degan.	Natural panorama, organic plants and vegetables, river, village library (information center), rafting, river tourism (fishing, river cruising), gending/karawitan, religious tourism, historical tourism, handicrafts, traditional culinary, tata sungging wayang.

stakeholders. This leader should also be able to build networks vertically, with the village government, stakeholders, district government, and other institutions, and horizontally, by guiding managers, mobilizing them, and promoting organizational decisions.

In-depth interviews were used to identify the most suitable leader. The agreed-upon criteria formed the basis for determining the leader of the tourism village. Leadership in Dewa Dekso was also directed toward adopting the collegial collective principle, a group leadership model with more than one leader. This principle has proven effective in certain contexts, such as pesantren (Islamic boarding schools), where it fosters harmonious communication and encourages organizational development through collective cooperation (Al Fikri & Arqam, 2022). The collegial collective framework is particularly effective in promoting mutual support among members, which is especially important when a leader encounters difficulties. This approach is highly relevant for addressing the challenges faced by Dewa Dekso during its developmental stage. Effective leadership in such settings not only creates a supportive environment but also strengthens collaboration and innovation, both of which are vital for sustainable tourism growth (Kusumawardhani, 2022; Pechlaner et al., 2014).

The in-depth interviews were conducted with several community leaders, including the BUMDes chairman, BaPeKal, village officials, and former managers of Dewa Dekso, to reach a decision on the management of the tourism village. Attachment 1 illustrates the newly agreed management structure for Dewa Dekso Tourism Village.

The new management structure is designed to enhance efficiency and accountability by dividing leadership into two main teams with distinct roles: the Management Team and the Technical Team. The Management Team is responsible for high-level strategy, including planning, decision-making, and overall coordination. It consists of a director, three managers overseeing key areas such as planning and marketing, three coordinators, and a four-person administrative team. The Technical Team serves as the implementing body, tasked with executing the plans and decisions of the Management Team. It is divided

into three groups aligned with the management's priorities: planning and development, marketing and promotion, and partnerships and public relations.

Research shows that leadership styles emphasizing collaboration and empowerment can significantly influence community development. Empowering leadership, for example, fosters a culture of participation and self-leadership, which can enhance creativity and innovation within teams (Zhu & Chen, 2014). This is particularly relevant in tourism development, where strong leadership is required to address the complexities of stakeholder engagement and community involvement (Kusumawardhani, 2022). Authentic leadership has also been found to positively affect followers' psychological capital, which is essential for building resilience and adaptability in challenging environments (Guchait et al., 2023; Lei et al., 2020).

In the context of Dewa Dekso, the application of transformational leadership principles is highly beneficial. Transformational leaders inspire and motivate their teams, encouraging them to embrace change and pursue shared goals (Le & Lei, 2017). This leadership approach not only increases job satisfaction among team members but also promotes ownership and accountability, which are crucial for the successful implementation of tourism initiatives (Lei et al., 2020). By cultivating a supportive environment where members feel valued and empowered, leaders can address the developmental challenges faced by the village more effectively (Kusumawardhani, 2022; Pechlaner et al., 2014).

Dewa Dekso adopts the BUMDes model as its business organization, making the tourism village one of BUMDes' business units in the tourism sector and collaborating with POKDARWIS. In this arrangement, BUMDes and POKDARWIS affiliate with one another to develop the tourism village. This system allows village revenues to be generated in an integrated manner with other village business units, thereby creating a strong and sustainable business structure. In addition to functioning as a business unit, the tourism village also emphasizes community empowerment. The membership of the tourism village and POKDARWIS must consist of different individuals,

with POKDARWIS managing tourism activities at each destination while other individuals oversee the management of the tourism village.

The tourism village and POKDARWIS are thus able to create synergy at the same level in advancing tourism. The governance of such partnerships is vital for the successful integration of diverse stakeholders. Effective governance frameworks enhance collaboration and align the interests of both profit-oriented and nonprofit entities, reducing conflicts and supporting sustainable tourism practices (Firdaus et al., 2021; Lamers et al., 2014). Studies have shown that public-private partnerships (PPPs) can contribute significantly to sustainable tourism development by fostering cooperation among local governments, private enterprises, and community organizations (Cheng et al., 2018; Hikmah et al., 2020). Furthermore, the establishment of clear roles and responsibilities within these partnerships facilitates better resource management and improves the overall effectiveness of tourism initiatives (Beaumont & Dredge, 2010; Taufik et al., 2023). In summary, synergy between the tourism village and POKDARWIS is critical for sustainable tourism development at the local level. By recognizing each other's roles and establishing formal governance structures, these entities can collaborate effectively to promote tourism while ensuring that both economic benefits and community interests are addressed (Chamidah et al., 2020; Hikmah et al., 2020; Sholikhah & Tamrin, 2023).

3.3 Phase III: Enrichment

To ensure the sustainability of a tourism village, it is essential for its managers to operate under a clear legal framework established by the village government, particularly through a village regulation (PerKal). This regulation serves as the foundational legal document guiding the operations of the tourism village, providing managers with both a structured workflow and the necessary flexibility to act effectively.

The formulation of the PerKal for tourism villages is a comprehensive process that requires time and involves several stages. In the initial discussion phase, participants reviewed regulations from other regions for comparison. The meeting was attended by tourism village managers, POKDARWIS, village officials, BaPeKal, and several community leaders. The formulation process was agreed upon as follows.

1. The village government drafts the legal basis for the regulation in alignment with existing village rules.
2. The tourism village managers design tourism packages and provide input during the drafting process.
3. The draft is submitted to BaPeKal before being proposed to the Village Deliberation (Musyawarah Kalurahan).
4. The final proposal for the regulation is presented during the Village Deliberation.

As a foundational step, the tourism village must define its tourism zones, which will serve as the basis for the regulation. The Dewa Dekso Tourism Village master plan broadly divides the area into four zones, which can be used to draft a detailed regulation tailored to the village's specific needs. In addition, the tourism village managers are required to revise their articles of association and bylaws to ensure consistency with the new village regulation.

The regulation should also specify the various sources of income for the tourism village, which comprise the following.

1. Partnerships with tourist destinations, local small and medium-sized enterprises (UMKM), and tour bureaus.
2. Other business ventures not directly related to tourism.
3. Community-based collaborations, such as land rentals or voluntary contributions.

The PerKal will outline the entities with which the tourism village can collaborate, while the specific details of these partnerships will be regulated through Memoranda of Understanding (MoUs) or Cooperation Agreements (PKS).

Furthermore, the regulation will establish the rights and obligations of the tourism village in relation to BUMDes, the village government, POKDARWIS, and its business partners. Importantly, it will include provisions to protect tourism assets within Banjararum Village. These provisions will authorize the tourism village to intervene, issue warnings, and provide input if investors enter or if other tour bureaus operate illegally within the village.

This regulatory framework is vital as it provides a roadmap for the effective functioning of tourism villages and ensures that management practices align with sustainability goals. With a strong legal foundation, the management of tourism villages can thrive, fostering collaboration among diverse stakeholders and ultimately generating significant economic benefits for the local community, as exemplified by Banjararum Village (Lubis et al., 2020; Putra et al., 2023).

3.4 CONCLUSION

Based on the results of information gathering and field observations, weak institutional management emerged as the main problem in Dewa Dekso. Several factors contributed to this issue, including managers holding other jobs, the absence of clear relationships between the tourism village and other institutions, and the lack of a legal framework from the village government. These conditions resulted in the tourism village having no activity program to develop its potential and provided limited space for stakeholder involvement. Consequently, reorganization became an urgent necessity for Dewa Dekso.

The reorganization was carried out by selecting a chief manager based on predetermined criteria and guided by the collegial collective principle. It also involved strengthening institutional cooperation with BUMDes as the parent

company, POKDARWIS, and other organizations engaged in the tourism village. Although this reorganization cannot guarantee the long-term sustainability of the tourism village, it represents the most feasible effort to establish a stronger foundation for its future development. Furthermore, to promote sustainability, the community service program assisted the village government in formulating a village regulation (PerKal) that officially protects tourism village activities and serves as a guideline for future tourism development.

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CONFLICT OF INTERESTS

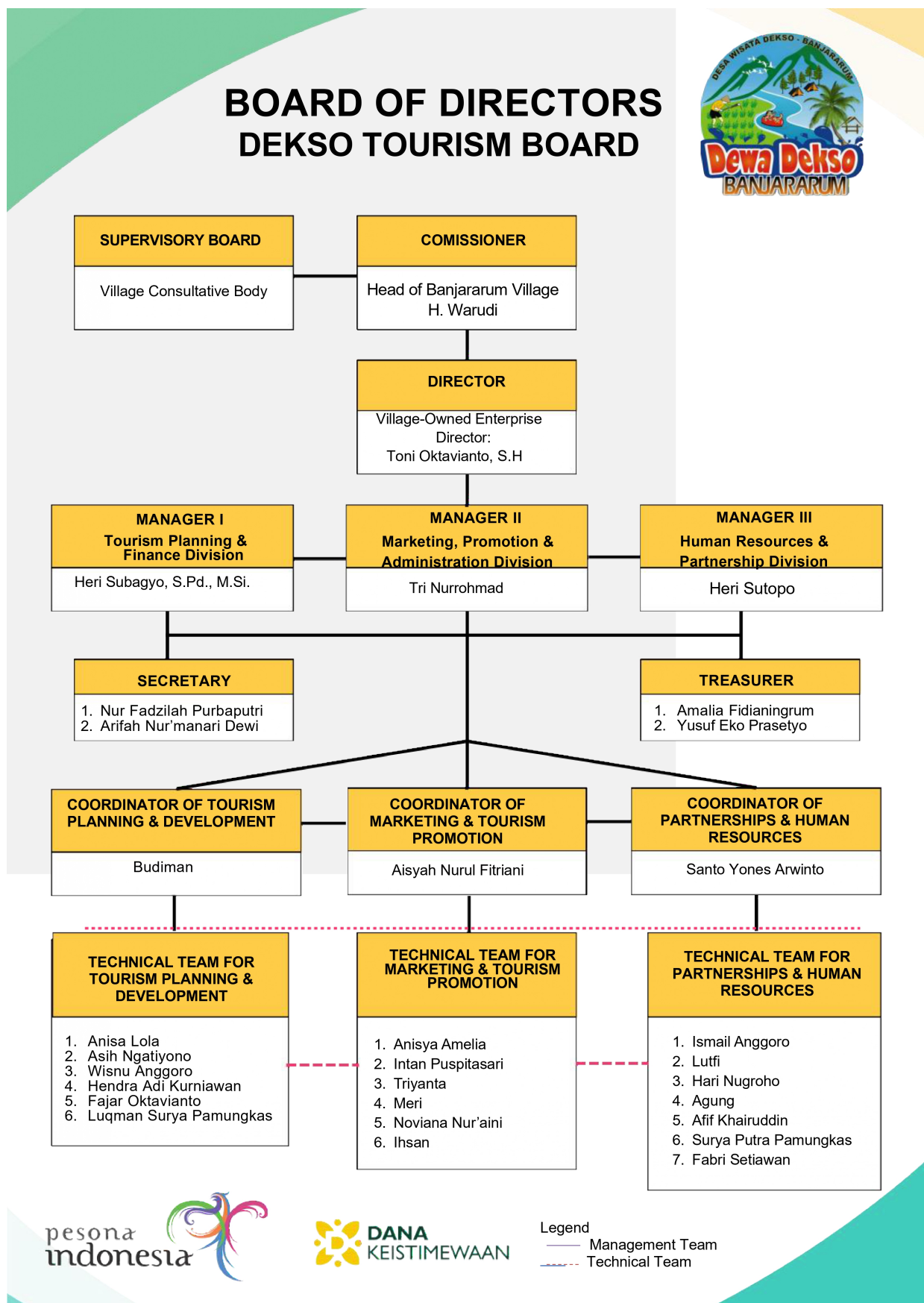
The authors declare that there are no conflicts of interest.

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ATTACHMENT



Attachment 1. Organizational structure of Dewa Dekso

Attachment 2. Matrix of Dewa Dekso institutional issues

Management	Relationship between Tourism Villages and Supporting Institutions	Tourism Village Relationships with External Partners	Others
<ul style="list-style-type: none"> At the beginning of the tourism village formation, the number of managements was around 40 people, but now only 10 percent of the management are still active. The recruitment system is considered not correct, because village government invites 2 representatives from various hamlets without considering whether they are tourism actors or having competency and knowledge about tourism/village tourism. Not all management members can attend the meeting even though those who attend are willing to actively participate in the meeting discussion. The management member who are listed in the decree village should have time and be able to think about the tourism village development. There is need for promotion and development division in the tourism village management IT and documentation should be optimized 	<ul style="list-style-type: none"> In the past, the tourism village and POKDARWIS were one, and as a result, the duties and functions between the two did not work properly. The tourism village, which is engaged in developing tourist destinations, also carries out activities that should be handled by the POKDARWIS, namely building awareness of Sapta Pesona. Members of the tourism village board may not hold concurrent positions in POKDARWIS or vice versa. The relationship between tourism village and existing destinations in Banjararum. Relationship between tourism village and hamlets. Not all management personnel have been officially stated in the village decree. 	<ul style="list-style-type: none"> There is need for MoU with DX community (Toyota Corolla DX car brand), destination, and private sector. There is need for protection copyright of photo and video products if they are used for personal commercial purposes. 	<ul style="list-style-type: none"> Tourism village managements are expected to visit tourist destinations Administrative issues related to package prices that should be adjusted to current price conditions Discussion on package price needs to be socialized with village communities (case in Sorotanan live-in package) Needs the involvement of younger generation for future performance There is no legal formal Limited regulation for funding allocation Needs a village regulation to regulate the expansion of established investors

Management	Relationship between Tourism Villages and Supporting Institutions	Tourism Village Relationships with External Partners	Others
	<ul style="list-style-type: none"> The stakeholders deem that, structurally, Dewa Dekso is already good, but functionally it is not yet optimal Issues of human resource shortage 		