

BUMDes Strategy in the Development of Wong Pulungan Hot Springs Transit Tourism

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ABSTRACT

Objective: This study aims to analyze and describe the strategy of Gempol Village-Owned Enterprises (BUMDes) in developing the transit tourism potential of Wong Pulungan Hot Springs as one of the village's economic and social assets. The focus of the research is directed at four main indicators, namely strategy planning, implementation, evaluation and supervision, and sustainability aspects, in order to understand the extent to which BUMDes governance is able to optimize the potential of local-based tourism independently. **Method:** Using a qualitative descriptive approach method, with data collection techniques through in-depth interviews with BUMDes managers, community leaders, and visitors, complemented by field observation and documentation. The analysis was carried out by examining the empirical narrative based on strategic themes developed according to the research indicators. **Results:** The results of the study show that BUMDes Gempol has been working on participatory planning of the community and village apparatus, the implementation of gradual development, informal evaluation and supervision, and community involvement in maintaining cleanliness and the ecosystem. However, BUMDes Gempol still faces several shortcomings such as the absence of a long-term strategic plan document, limitations in digital promotion, informal evaluations, and collective awareness that needs to be improved. **Novelty:** The novelty of this study lies in the strategic mapping based on village institutional performance indicators in the context of transit tourism management, which is still rarely the focus of academic studies. This study shows how BUMDes institutions can play a role as actors of local development through a collaborative approach, although limited by limited resources and minimal formal policy support.

INTRODUCTION

Village tourism development programs based on local potential have become one of the main strategies in supporting rural economic growth in Indonesia. Tourism can meet people's needs for entertainment while they are busy working. Many tourists visit different countries to vacation and enjoy the atmosphere that cannot be obtained in their own country [1], [2]. Villages throughout the archipelago store various natural resources, cultures, and traditions that have great potential to be developed into leading tourist destinations. However, many of these potentials have not been optimally exploited due to limited resources, access, and poorly organized management strategies [3]. Therefore, management based on Village-Owned Enterprises (BUMDes) is a strategic solution to maximize the benefits of the village's potential. So that the existence of BUMDes can strengthen the idea of community-based tourism [4]. BUMDes do many things, such as (1) finding the local potential of the village; (2) describe the superior economic potential of the village; (3) building an integrated economic center; and (4) marketing superior products of the village [5]. BUMDes provides capital to build villages to become independent and prosperous villages (Sofyani et al., 2019) in (Keumala Hayati, 2021) [6].

One concrete example of this initiative is the development of the Wong Pulungan Hot Springs transit tour, which is located in a strategic location with the main attraction in the form of natural hot springs. This destination is managed directly by BUMDes, which aims to utilize local resources in a sustainable manner while improving the welfare of the village community through economic empowerment. Wong Pulungan Hot Springs transit tour offers a unique experience for visitors by providing natural hot spring facilities that are known to have health benefits, such as helping with relaxation, relieving stress, and reducing muscle tension. In addition, this hot water is also believed to contain minerals that are beneficial for skin health. The location in an area with natural beauty also adds to the attraction for tourists who are looking for a beautiful and relaxing atmosphere. In its management, the program is designed to remain in harmony with local cultural values and environmental conservation. For example, the design of supporting facilities, such as bathing pools, gazebos, and stalls, adopts traditional architecture that reflects local identity. Tourism activities also involve the local community, both as workers, stall managers, and organizers of cultural activities.

The development of BUMDes strategies in the management of Wong Pulungan Hot Springs transit tourism has a strong legal basis, referring to various regulations that support the use of village resources for the economic advancement of the community. Law Number 6 of 2014 concerning Villages is the main foundation, which provides a mandate to BUMDes as an entity tasked with managing local potential in order to improve the welfare of village communities [7]. This regulation emphasizes the importance of community participation in the management of village assets, including tourist destinations, and provides space for villages to develop sustainable businesses. In addition, the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration (Permendes PDRT) Number 4 of 2015 concerning the Establishment, Management, and Management of BUMDes provides more detailed guidance on the governance of BUMDes, including the establishment mechanism, organizational structure, and business development strategy. This regulation encourages BUMDes to operate professionally and innovatively, while still prioritizing the interests of the village community.

In the context of tourism development, the BUMDes strategy is also in line with Law Number 10 of 2009 concerning Tourism, which emphasizes the importance of the role of local communities in the management of tourist destinations based on natural and cultural potential [8]. This law encourages the sustainable development of tourism, by ensuring that economic benefits can be felt equally by local communities, while preserving the environment and culture [9]. By referring to these regulations, the BUMDes strategy in the development of Wong Pulungan Hot Springs transit tourism not only aims to maximize economic income, but also to create transparent, participatory, and sustainable governance. This includes responsible management of natural resources, improving service quality, and innovative promotions to attract more visitors, so that this tourism can be the driving force of the village economy while maintaining the sustainability of the local environment and culture [10].

The management of the Wong Pulungan Hot Springs transit tourism has brought various positive impacts that include economic, social, and environmental aspects. Economically, villages experience a significant increase in income through various sources, such as entrance tickets, facility rentals, and sales of local products, which directly contribute to the allocation of village development funds and the improvement of community welfare. From a social perspective, this program creates new jobs for local communities, including business opportunities such as toiletry rentals, food sales, and other services, thereby reducing unemployment and increasing citizen participation in economic activities. Meanwhile, the environmental aspect also receives serious attention, because this program encourages the preservation of natural resources through efforts to maintain the cleanliness and beauty of the area around hot springs. This not only ensures that the beauty of nature can be enjoyed by today's visitors, but also guarantees its sustainability for future generations. Thus, this tourism management creates a harmonious synergy between economic improvement, social strengthening, and environmental conservation.

The development of tourism in the village will certainly help the village government and its residents by increasing the village's original income and the economic growth of the village community, especially in the Kepulungan Village area [11]. The development of Wong Pulungan Hot Springs transit tourism by BUMDes is carried out through a series of concrete strategies that aim to increase the attractiveness, comfort, and sustainability of destinations. One of the main strategies implemented is the addition and improvement of facilities to meet the needs of visitors. BUMDes has built new facilities such as a larger parking area, clean and well-maintained public toilets, and adequate changing rooms for visitors. In addition, a rest area was also built in the form of a gazebo and comfortable seating around the hot spring, as well as a safe and neat pedestrian path to facilitate visitor access. Supporting facilities such as food stalls and stalls selling local products are also developed to enhance the tourism experience and provide economic value to the local community.

One way to determine whether an effort in an organization will succeed in achieving its goals is to use a strategy [11]. Another strategy carried out is increased promotion and marketing. BUMDes actively utilize social media such as Instagram, Facebook, and TikTok to promote the uniqueness and beauty of Wong Pulungan Hot Springs. They also collaborate with the surrounding community and travel bloggers to expand the reach of the promotion. In addition, BUMDes carry out word-of-mouth promotions are also encouraged by providing the best service to visitors, so that they feel satisfied and recommend this destination to others. To improve the quality of services, BUMDes also conducts training for local communities in terms of hospitality, cleanliness, and tourism management. The community is involved as workers at tourist sites, such as cleaners, tour guides, and stall managers. This not only creates jobs but also increases the community's sense of belonging to the destination [12]. In terms of sustainability, BUMDes implements a strict environmental management system. They reduce the impact of environmental damage, provide separate bins between organic and non-

organic, and plant trees around tourist areas. Visitors are also educated not to litter and maintain cleanliness during their visit. BUMDES Kepulauan continues to innovate to advance Wong Pulungan Tourism, making Wong Pulungan Hot Spring Tourism attractive to visitors [13].

Table 1. Recapitulation of the number of visitors to the Wong Pulungan Hot Springs Transit Tour

Year	Number of visitors
2023	3.050
2024	5.018
2025 (January)	1.000

Source: A Collection of Works by 2025

Based on data recorded in the Cash Book of the Wong Pulungan Business Unit, the number of visitors to the Wong Pulungan Hot Springs Transit Tour showed a significant increase from year to year, reflecting the growing popularity and interest of the community. In 2023, the number of visitors will reach 3,050 people, and this figure will jump by 64.5% in 2024, with a total of 5,018 visitors. In fact, in January 2025 alone, the number of visitors has reached 1,000 people, showing a consistent upward trend. If this trend continues, it is predicted that the number of visitors in 2025 will surpass the previous year's figures, signaling the great potential of this tourism to continue to grow. This increase not only indicates that Wong Pulungan Hot Springs Transit Tour is becoming more popular, but also confirms that the potential of this tourism is large enough to be further developed, both in terms of facilities, services, and promotions, to ensure a better experience for visitors and the sustainability of this destination in the future.

A number of studies related to village tourism management have been conducted in the last three years, providing valuable insights into various aspects of the development and sustainability of tourist destinations. In a study conducted by [14] Explained that in particular, the organizational strategy has been running in accordance with the main goals of BUMDes, but the program strategy has not been optimal, especially in the use of promotional media due to the lack of focus of the IT team. In resource support strategies, collaboration with the government, the private sector, and academia has helped to increase the capacity of managers. However, from an institutional perspective, even though the organizational structure has functioned as it should, coordination between BUMDes and business actors still needs to be improved so that tourism management can run more effectively and sustainably. Furthermore, the research conducted by Hafit Wahyu Ramadhan [15] stated that the management of Tlocor Marine Tourism is running well and has a positive impact on the economy of the people of Tlocor Hamlet. Residents actively support tourism development by building infrastructure facilities and protecting the environment. BUMDes and POKDARWIS have implemented efficient strategies through collaboration on tour packages and infrastructure development to attract more tourists. On the other hand, [16] The

development of Sumber Gempong Rice Field Tourism by BUMDes Mutiara Welirang is going well and has a positive impact on the economy of the Ketapanrame community. Residents play an active role in the development and preservation of the environment. BUMDes also carry out efficient strategies through collaboration with stakeholders and banks as well as infrastructure development to increase tourist attractions. These findings collectively emphasize that the success of village tourism management depends on the synergy between community participation, institutional innovation, and human resource capacity building [17]. As well as research conducted by [18] shows that the existence of Ratu Harapan BUMDes increases creativity, innovation, and various types of BUMDes businesses based on the management of village potential in the tourism sector in accordance with community needs and market opportunities. These BUMDes are also able to increase the village's original income and create jobs for the village community.

Based on observations in the field, there are three main problems in the development of Wong Pulungan Hot Spring Transit Tourism that need to be addressed immediately. First, the lack of optimal digital promotion, especially through social media. Tour managers seem to be less active in managing digital platforms such as Instagram, Facebook, and TikTok. Uploaded content is rarely updated, less engaging, and doesn't take advantage of creative features like short videos or live streams. As a result, the promotional reach is limited and less effective and attracts visitors, especially from outside the region. In fact, social media can be a powerful means to expand the appeal of this destination. Second, the limited facilities are inadequate to accommodate the increase in the number of visitors. Some facilities such as parking areas are often full on holidays, toilets are poorly maintained, and rest areas such as gazebos or benches are still limited. This reduces the comfort of visitors and has the potential to create a negative impression on the destination. In addition, supporting facilities such as food stalls or stalls selling local products have also not been managed optimally, so they have not provided significant added value for visitors. Third, lack of community participation and awareness in maintaining cleanliness and environmental sustainability. Even though BUMDes has conducted training and mentoring, there are still visitors who throw garbage carelessly and do not care about the cleanliness of tourist areas. The lack of strict supervision and sanctions mechanisms is also a factor causing this problem. The active participation of the community in protecting the environment still needs to be increased so that this destination remains beautiful and comfortable to visit.

Based on the above research issue, the author is interested in identifying the results of research with the title BUMdes strategy in the development of wong pulungan hot spring transit tourism in Gempol Pasuruan village using the Theory of Herdiana et al. (2019) and Hamuna and Tanjung (2018). This theory emphasizes that the planning and implementation of tourist destination development strategies must involve the active participation of local communities, with the principle of sustainability as the main foundation. This is in line with the findings of Herdiana et al. (2019) and Hamuna and Tanjung (2018), which underline the crucial role of the community in the success of tourism village development [19]. This theory emphasizes the importance of creating a

balance between the use of natural resources for economic purposes and environmental conservation efforts in the long term. In more detail, the development strategy in this theory includes four core components: 1) strategic planning, which involves identifying potentials, challenges, and opportunities in designing a tourist destination development strategy. 2) implementation of the strategy, which includes concrete measures such as improving facilities, effective promotion through digital media, and packaging attractive tour packages. 3) evaluation and supervision, which includes monitoring mechanisms and assessing the effectiveness of the strategies that have been implemented, including feedback from the public and visitors; and 4). sustainability, which emphasizes BUMDes' efforts to ensure that tourism development does not damage the environment and can provide long-term benefits to the community.

RESEARCH METHOD

This research is a type of qualitative descriptive research with the main focus on the strategy of BUMDes in the development of Wong Pulungan Hot Spring Transit Tourism in Gempol Village, Pasuruan. Qualitative descriptive is a research method used to study a phenomenon by providing explanations through descriptions according to the facts that occur in the field clearly, where the researcher is the main instrument in data collection (Saleh Sirajuddin, 2017). According to Sugiyono (2010:147), the descriptive method is a method used to analyze data by describing or describing the data that has been collected as it is without intending to make generally applicable conclusions. This qualitative method uses communicative interaction and observation, especially in-depth interviews [20]. This approach is used to analyze problems related to tourism development strategies based on community participation and sustainability principles, in accordance with the theories of Herdiana et al. (2019) and Hamuna and Tanjung (2018). The research location was chosen in Gempol Village, Pasuruan, because of the potential for Wong Pulungan hot spring tourism and the active role of BUMDes in its management. The focus of this research includes four main components, namely strategic planning, strategy implementation, evaluation and supervision, and sustainability, which are the basis for analyzing BUMDes strategies.

The focus of the research uses the theoretical concepts of Herdiana et al. (2019) and Hamuna and Tanjung (2018) as an analysis knife related to tourism development strategies, which is composed of four main indicators: 1) Strategic Planning, which involves the identification of potentials, challenges, and opportunities; 2) Implementation of the Strategy, which includes concrete measures such as improving facilities, effective promotion, and packaging of tour packages; 3) Evaluation and Supervision, which includes monitoring mechanisms and feedback from the community and visitors; and 4) Sustainability, which emphasizes efforts to maintain a balance between the use of natural resources and environmental preservation [21]. The informant determination technique used in this study is *purposive sampling*, which is the process of collecting data through interviews with sources who understand the problem thoroughly, in-depth, and accurately [22]. The informants in this study consisted of

BUMDes managers, local communities, tourist visitors, pokdarwis groups, and village officials. The type of data collected consists of primary data, namely information or the results of activities obtained or carried out directly from sources in the field or informants interviewed [23] and secondary data are documents from archives related to the number of visitors to Wong Pulungan Hot Springs Tourism [24]. Data collection is carried out by interviews, which is a data collection method that involves communicating with informants on the research subject, direct observation and documentation which is written data that has been previously collected used to conduct this research. This method of collecting written data is derived from records, archives, images or photographs relating to certain events that occurred at the research site and is intended to clarify and support the research process [25].

The data analysis technique was carried out through the Miles and Huberman analysis model [26], which includes three main stages: data reduction, data presentation, and conclusion drawn. Data reduction is carried out by filtering and focusing relevant data, data presentation is carried out by organizing data into the form of narratives or tables, and conclusions are drawn by interpreting the findings that have been presented based on the research context.

RESULTS AND DISCUSSION

Results

The strategy in the development of Wong Pulungan Hot Springs transit tourism itself refers to two things, namely theoretically and practically. This means that there is a comprehensive and in-depth accuracy of a research. Because strategy is a plan or approach designed to achieve certain goals, it can be interpreted as systematic steps that provide an overview of the extent to which the targets that have been previously set by the relevant institution or institution can be achieved. This goal aims to see the progress and progress that has been achieved [27]. According to Herdiana et al. (2019), tourism development strategies involve planning, implementation, evaluation, and sustainability to ensure the success of a tourist destination. This research was conducted through direct interviews with informants to obtain as much information as possible in accordance with the purpose of the research. Through interview activities, the information that the author hopes can be obtained, as explained in the theory of Herdiana et al. (2019). The following is a discussion of the BUMDes Strategy in the Development of Wong Pulungan Hot Spring Transit Tourism:

1. Strategy Planning

Strategic planning indicators according to Herdiana et al (2019) are a structured process that is carried out to determine the long-term goals of an organization or destination and design a systematic approach to achieve these goals. In the context of tourism development, strategic planning serves as a comprehensive guide that blends analysis of current conditions with a vision of the future to create sustainable and competitive destinations. This process involves identifying internal strengths and weaknesses, mapping external opportunities and challenges, and drafting concrete steps

that are time- and resource-measurable [28], [29]. This is as explained in the results of the interview with Mr. Eko as the Head of BumDes Pulungan Village: "We started from natural potentials that are already known to residents, such as clear rivers and tourist forests. After identification, we held a series of focus group discussions (FGDs) involving 30 citizen representatives, village officials, and academics from local universities. As a result, we agreed on three priorities: ecotourism, homestays based on local wisdom, and the development of traditional culinary MSMEs. We break down this plan in a five-year program with a target of 50% increase in tourist visits." (Interview February 10, 2025). By starting from natural forces that are already known to the community, the planning process becomes more realistic and in accordance with the characteristics of the region. Multi-stakeholder collaboration through the involvement of community leaders and village officials ensures that the plan is widely supported and considers various perspectives. The alignment between the development plan and the aspirations of the residents ensures that the development of the destination not only pursues economic targets, but also meets the needs of the local community. And the following information from the results of the interview with Mr. Fahrudin as the village official: "In addition to the hamlet deliberations, we formed a Tourism Development Team consisting of youth and cadets, PKK women's groups, and former migrant workers who have work experience in the hospitality sector. A concrete example, we held a digital marketing training for 15 village youth to promote tour packages. We are also working with the Regency Tourism Office for homestay certification." (Interview February 11, 2025). Based on this data, it can be seen that the planning process is not only carried out top-down, but is participatory. BUMDes managers initiated meetings with village stakeholders, including community leaders and village officials, to formulate relevant strategies. This approach shows that planning is carried out in an inclusive manner, not only focusing on physical development, but also prioritizing social and environmental aspects. This can be proven and strengthened by the following data attachment:



Figure 1. Graph Comparison of local visitors to out-of-town visitors

Source: A Collection of Works by A Collective Effort

The above facts are in accordance with the theory of Herdiana et al. (2019) which states that strategic planning is a structured process to determine long-term goals by combining the analysis of internal and external conditions and involving measurable concrete steps. This is reflected in the tourism development planning process in Pulungan Village, where BUMDes together with community leaders and village officials prepare plans based on natural potential that are already known to residents. This multi-stakeholder collaboration ensures that the plan is realistic, in accordance with regional characteristics, and receives broad support from various perspectives. In addition, the participatory approach through hamlet deliberation and village *rembuk* shows that planning is not only top-down, but also accommodates the aspirations of residents, in line with the principles of strategic planning that emphasize the identification of internal strengths and external opportunities. The focus on environmental sustainability and the balance of economic-social aspects is also in line with this theory, where strategic planning aims to create a destination that is competitive and sustainable. The impact can be seen from the increase in out-of-town tourist visits, proving that this community-based approach is effective in achieving tourism development goals.

2. Strategy Implementation

The process of implementing the tourism development strategy in Pulungan Village has been carried out comprehensively by integrating the principles of strategic planning according to Herdiana et al. (2019). This approach emphasizes systematic, measurable, and long-term oriented implementation, taking into account aspects of sustainability and destination competitiveness. The implementation of the strategy is realized through two main interrelated pillars: the development of a supporting physical infrastructure and the strengthening of an effective marketing strategy. In terms of physical development, the Village Government together with BUMDes have made various improvements to basic tourism infrastructure. The facilities built include a pedestrian path designed with local materials to maintain a natural impression, public toilets that apply an environmentally friendly waste management system, gazebos with traditional architecture as visitor rest areas, representative changing rooms with adequate capacity, and a large parking area with a clear traffic management system. This development not only increases the comfort of tourists, but also shows the optimization of the use of the natural potential of hot springs as the main attraction of the village [30].

Another crucial aspect is the empowerment of local communities through the management of stalls and stalls of superior village products. This program is carried out with a participatory approach, where the community is actively involved from planning to implementation. There are three management models implemented by BUMDes-owned businesses with a profit-sharing system, independent businesses of residents with assistance, and village cooperatives for certain products. This citizen involvement creates a double effect: increasing a sense of ownership in tourism development while distributing economic benefits more evenly to the local community. These two aspects complement each other in building a sustainable tourism ecosystem. Infrastructure development creates physical attractiveness, while community empowerment builds

socio-cultural competitiveness. This approach is in accordance with the concept of strategic planning which emphasizes the balance between the development of physical facilities and the strengthening of community capacity as the main development subject. The statement of Mbak Mei, one of the local residents, corroborates this fact: "As a stall manager in this tourist area, I have seen very positive developments in the last two years," (interview January 5, 2025). "In the past, this place was poorly maintained, but now it is much cleaner and more comfortable. The road path has been neatly concreted, the toilets are always kept clean, and there are many gazebos for visitors to rest. Even now there is a large parking area and a representative dressing room." However, Mbak Mei expressed her concern about the promotion that was still not optimal. "Even though the facilities are good, I noticed that many tourists still don't know about this place. Most visitors are local residents or get information from word of mouth. In fact, if you look at it, the natural scenery here is very beautiful with natural hot springs that are rarely found anywhere else." He added, "Often guests from the city I invite here say, 'Wow, why do you know this beautiful place now?' or 'Why isn't there any promotion on social media?'. This shows that our tourism potential has not been maximized. I hope there will be more serious efforts in promoting our tourist villages, both through social media and cooperation with travel agencies." Mbak Mei's statement was reinforced by Mr. Eko, Head of BUMDes Pulungan. "We are well aware of this promotion problem. So far, we have focused more on improving physical infrastructure. But starting next year, we will allocate a special budget for digital marketing and social media management training for village youth," he explained in a separate interview on January 6, 2025. Ibu Siti, Chairperson of the Tourism Awareness Group, added another perspective. "In addition to promotions, we are also developing more attractive tour packages. For example, educational tour packages about the management of natural hot springs, or photography packages to showcase our natural beauty. Hopefully, this can be an additional selling point that we can promote." From the side of the village government, the Secretary of Pulungan Village stated, "We are preparing a long-term marketing strategic plan. Not only relying on social media, but will also collaborate with the district tourism office to include Pulungan Village in the regional tourism map. Our target in the next two years is to increase tourist visits outside the region by 50%." It can be proven and strengthened by the attachment of the following image:



Figure 2. Wong Pulungan Hot Springs Tourism Infrastructure
Source: Observation Documentation

The above facts are in accordance with Herdiana et.al (2019) theory. Pulungan Village shows that the development of tourist infrastructure such as pedestrian paths, toilets, gazebos, and parking areas is good, as can be seen from the existing images (Figure 1). This is in accordance with the theory of Herdiana et al. (2019) about the utilization of local potential. However, according to Mbak Mei (Interview, January 5, 2025), promotion is still lacking even though the facilities are good. This means that even if physical development is successful, marketing still needs to be improved so that more tourists come, as expected in Herdiana et al.'s (2019) theory about sustainable tourism development.

3. Evaluation and Supervision

According to Herdiana et al. (2019), evaluation and monitoring indicators are a systematic mechanism designed to measure the level of effectiveness of strategy implementation through measurable and sustainable parameters. In the context of tourism development, this evaluation system acts as a comprehensive monitoring tool that integrates quantitative and qualitative approaches to ensure the achievement of sustainable and equitable tourism development goals. This evaluation process includes the measurement of five main interrelated dimensions, namely resource inputs that include the availability of budgets, human resources, and supporting infrastructure, the implementation process which includes the efficiency and effectiveness of program implementation, physical outputs in the form of tourism facility development achievements, socio-economic outcomes which include impacts on community income and local labor absorption as well as environmental impacts that measure the level of sustainability ecological aspects of tourism activities. These five dimensions form a holistic evaluation framework that allows stakeholders to conduct a thorough assessment of tourism development performance, as well as the basis for sustainable improvement and strategic decision-making in the future [31], [32].

This is illustrated in the evaluation mechanism in Pulungan Village as explained by Mr. Rahmad as the manager of BUMDes: *"As the manager of BUMDes, we do have a monthly evaluation forum which we call the 'Monthly Meeting of Tourism Development'"* (interview February 10, 2025). *"In this meeting, we invited village officials, tourism facility managers, and residents' representatives. Usually what is discussed are direct reports from visitors or stall managers. For example, last month there were complaints about toilets in hot spring areas that were not clean, we immediately followed up by adding cleaners and cleaning schedules."* (Interview February 10, 2025). However, Mr. Rahmad acknowledged the limitations of the existing evaluation system: *"We are aware that our system is still very simple. Visitor data is only recorded manually in the guestbook - name and origin of the city only. We don't have data on how much the average traveler spends, the length of their stay, or their satisfaction ratings. In fact, data like this is very important for the development of tourism in the future"*. This limitation was also acknowledged by Mrs. Siti, Chairperson of Pokdarwis: *"We often have difficulty making progress reports because the data is incomplete. For example, when the tourism office asks for monthly visit data with details of age and tourist destination, we cannot provide it. In the end, I can only give estimates."* Mr. Fahrudin as the village

apparatus added: "Next year we plan to make a digital recording system. There will be a simple application where each visitor fills in a brief personal data and service rating. We will also train young people in the village to become weekly surveyors who collect visitor feedback." Interview (February 11, 2025). This statement shows that the new evaluation system includes a responsive aspect to complaints (output) without the support of comprehensive measurement instruments. It can be proven and strengthened by the attachment of the following image:



Figure 3. Routine Evaluation Meeting of Wong Pulungan Hot Springs
Source: Observation Documentation

The above facts are in accordance with the theory of Herdiana et al. (2019) which states that an effective evaluation system must include input indicators (budget allocation, human resources, time), process indicators (frequency of meetings, participation rate), output indicators (number of facilities built, complaints handled), outcome indicators (increased visits, economic impact), and impact indicators (environmental sustainability, community satisfaction). It can be reinforced and evidenced in the following field data table appendix:

Table 2. Mapping Evaluation and Supervision of Wong Pulungan Tourism

No.	Evaluation Indicators	Field Findings	Strategic Solutions Offered
1.	Input	Funding for evaluation activities has not been specifically allocated; Evaluation human resources have not been technically trained	Annual budget allocation for monitoring activities; HR training in data-driven evaluation techniques
2.	Process	Monthly evaluation meetings are already underway but are not	Preparation of evaluation SOPs, standard reporting formats, and digital-

No.	Evaluation Indicators	Field Findings	Strategic Solutions Offered
		supported by structured statistical data	based documentation of meeting results
3.	Output	Visitor complaints are followed up quickly (e.g. toilet cleanliness); without any formal documentation.	Development of a complaint logbook system and corrective action; Publication of weekly/monthly evaluation reports
4.	Outcome	Tourist visits increased (based on cash books and observations), but were not further analyzed	Creation of a tourism visit dashboard and regular trend analysis for the needs of promotion and service improvement
5.	Impact	Data related to visitor satisfaction and environmental impact are not yet systematically available	The use of QR codes for satisfaction surveys; Collaboration with academics for socio-economic and environmental impact analysis

Data from the Cash Book of the Wong Pulungan Business Unit which shows an increase in tourist visits can actually be a good outcome indicator, but it has not been optimally utilized in the evaluation process. This condition emphasizes the need to improve a more integrated evaluation monitoring system according to the framework of Herdiana et al., by involving the preparation of performance indicator dashboards, HR training in evaluation techniques, development of digital documentation systems, collaboration with academics/related agencies, and multistakeholder feedback mechanisms. Thus, although the basic principle of participatory evaluation has been applied in Pulungan Village, it is necessary to strengthen the aspects of measurement and data analysis to meet the strategic evaluation standards according to Herdiana et al. (2019) [33].

4. Sustainability

Sustainability indicators according to Herdiana et.al (2019) are a comprehensive framework to assess the sustainability of tourism development through three main dimensions, namely ecology, economy, and social. In the context of Pulungan Village, this indicator is implemented through a series of concrete efforts involving the active participation of the community. One of them is an environmental education campaign to

increase citizens' awareness of the importance of nature conservation. In addition, waste sorting and tree planting programs are also encouraged, as seen in regular citizen mutual cooperation activities. The implementation process includes identifying environmental impacts, strengthening community participation through discussions and training, and developing sustainable monitoring mechanisms to ensure the effectiveness of long-term programs [34], [35]. These efforts not only encourage sustainable tourism development but also strengthen the ecological, economic, and social resilience of local communities. This is reflected in the statement of Mr. Rahmad, as the manager of BUMDes, revealing that public awareness of the importance of maintaining cleanliness and environmental sustainability has begun to grow, but it is still fluctuating. He added: *"We have routinely held community service every two weeks, and have even invited extension workers from the environmental service to provide education, but the participation of residents is still fluctuating – not all are consistently involved"*. (Interview, February 10, 2025). This statement shows that although real efforts such as mutual cooperation and socialization have been made, the main challenge lies in maintaining the active participation and long-term commitment of the community. On the other hand, the perspective of visitors also reveals the other side of the ecological sustainability challenges of the destination. As conveyed by Mbak Mella, one of the visitors to the Wong Pulungan Hot Springs transit tour, *"Actually, the place is very beautiful and suitable for healing, but when I visited, I still saw plastic waste used for food around the pool. Maybe it's because of the lack of garbage cans or low visitor awareness."* (Interview, January 5, 2025). These comments indicate that in addition to the role of local communities, tourist behavior and the completeness of supporting facilities – such as adequate garbage cans – are also key factors in maintaining the cleanliness of the tourist environment. Thus, while the potential of nature and local initiatives have created the foundation of sustainable tourism, stronger synergy is needed between managers, residents, and visitors to ensure consistency in environmental conservation practices.

To strengthen the sustainability mapping, the following is a table of field findings data based on observations, interviews, and documentation, which is compiled according to the five aspects of sustainability indicators according to Herdiana et al. (2019):

Sustainability Aspects	Field Findings	Sustainability Solutions Offered
Ecology	<ol style="list-style-type: none"> 1. Plastic waste is still found around the main pond area 2. There have been tree planting activities and community service work 3. There are no sorted bins at all strategic points 	<ol style="list-style-type: none"> 1. The addition of segregated bins at strategic points; Socialization of the Prohibition of Littering 2. The community service work schedule is made routine and open, involving schools and youth organizations

Sustainability Aspects	Field Findings	Sustainability Solutions Offered
Social	<ol style="list-style-type: none"> 1. Community participation is quite high in mutual cooperation activities 2. Residents' awareness of cleanliness is not consistent 3. Environmental education is carried out, but it is not routine and structured 	<ol style="list-style-type: none"> 3. Procurement of organic-inorganic waste bins and educational QR codes in strategic locations 1. Provision of non-financial incentives (active citizen awards), involvement of local communities as facilitators 2. Social media-based behaviour change campaigns and educational murals in tourist areas 3. Development of environmental education modules to be delivered by village cadres or volunteers
Economics	<ol style="list-style-type: none"> 1. Some residents were involved as cleaning and tourist parking officers 2. The increase in tourist visits provides additional income for local residents 	<ol style="list-style-type: none"> 1. Strengthening the circular economy model: involving local MSMEs for environmentally friendly products 2. Tourism-based business training (culinary, souvenirs, homestay) with the support of BUMDes funds
Institutional	<ol style="list-style-type: none"> 1. There is no measurable indicator-based sustainability evaluation system 2. Lack of training on sustainable tourism management 	<ol style="list-style-type: none"> 1. Preparation of SDGs-based village sustainability indicators and quarterly evaluation by the BUMDes team 2. Collaboration with academics and tourism

Sustainability Aspects	Field Findings	Sustainability Solutions Offered
Culture	<ol style="list-style-type: none"> 1. Routine gotong royong activities as a heritage of local values are still maintained 2. There is no narrative or information board about the local history/wisdom of the village 	<p>agencies for regular training</p> <ol style="list-style-type: none"> 1. Digital documentation and promotion of cultural values through social media content and educational tourism 2. Creation of cultural information boards, QR codes of local history, and legend narratives in tourist areas

The above facts are in accordance with the theory of Herdiana et al. (2019) which states that effective sustainability indicators must include five main aspects: ecology (environmental quality and waste management system), economic (absorption of local labor and distribution of benefits), social (level of participation and change in community behavior), institutional (management capacity and evaluation system), and culture (preservation of local wisdom). Data from the appendix table above shows that Pulungan Village has succeeded in meeting several social and economic indicators, especially in terms of community participation and local job creation. It can be proven and strengthened by the attachment of the following image:



Figure 4. Gotong Royong residents around Wong Pulungam Hot Springs Transit Tour
Source: Observation Documentation

However, ecological and institutional indicators still need to be improved, as can be seen from the fact that there are still hygiene problems and the lack of optimal continuous evaluation systems. This condition emphasizes the need to improve a more

integrated sustainability strategy according to the framework of Herdiana et al., through: (1) the development of innovative education systems such as educational QR codes and social media campaigns, (2) increasing the capacity of environmental management through routine training, (3) strengthening evaluation mechanisms with measurable indicators, (4) optimizing supporting technologies, and (5) expanding collaboration with academics and related agencies. Thus, although the basic principles of sustainability have been applied in Pulungan Village, it is necessary to strengthen the aspects of behavior change and management systems to meet the standards of sustainable tourist destinations according to Herdiana et al. (2019) [35].

Discussion

Based on the results of research on the strategy of BUMDes in the development of Wong Pulungan Hot Springs transit tourism in Gempol Village, Pasuruan Regency, it can be concluded that this tourism management has gone through a number of strategic stages that are planned and sustainable. This study examines in depth four indicators, namely strategy planning, strategy implementation, evaluation and supervision, and sustainability, which overall show progress despite still facing various challenges in the field.

First, in the aspect of strategic planning, BUMDes Gempol has shown good initiative by preparing tourism development plans based on local potential. The preparation of strategies is carried out through village deliberation forums, involving village officials, community leaders, and tourism managers. The strategy designed contains an analysis of tourist needs, natural potential, and the involvement of the surrounding community. However, existing planning has not been fully documented systematically in long-term documents such as tourism development master plans, so the planning process tends to be pragmatic and reactive to the situation on the ground. Second, in the implementation of the strategy, BUMDes has implemented several concrete steps such as the construction of basic facilities, the creation of tourist attractions, and the management of entrance tickets. These efforts show that BUMDes have moved from the planning stage to concrete actions. However, the implementation of the strategy has not been fully supported by professional destination management, especially in the aspects of digital marketing and human resource management. Promotional strategies still rely on conventional methods such as word-of-mouth information, while the potential of social media and cross-sector cooperation has not been utilized optimally. Third, in the evaluation and supervision indicators, it was found that management was carried out simply through routine internal evaluation between administrators and coordination with the village government. This evaluation is informal, without using measurable performance indicators. In addition, the recording and reporting system has not been digitized, which causes the monitoring process to not be carried out comprehensively and continuously. This is one of the challenges in improving the quality of governance and accountability of tourism management by BUMDes. Fourth, in the aspect of sustainability, the manager shows a commitment to preserving the environment and involving the surrounding community in tourism development activities, such as

community service and hygiene education. However, there are still obstacles to visitors' awareness of environmental protection behavior. Conservation efforts have not been based on regulations or written guidelines that serve as long-term references, so sustainability tends to depend on individual initiatives and has not been institutionalized.

Overall, the strategy of BUMDes in developing Wong Pulungan Hot Springs Transit Tourism has shown a positive direction with a participatory foundation and based on local potential. However, several important aspects such as long-term planning, data-based evaluation systems, promotion digitalization, and strengthening sustainability regulations still need to be strengthened so that these destinations are able to compete sustainably and become a more independent driver of the village economy.

CONCLUSION

Fundamental Finding : The strategy of BUMDes in developing Wong Pulungan Hot Springs transit tourism in Gempol Village demonstrates positive progress with participatory planning and local potential-based initiatives, yet remains constrained by limited systematic long-term planning, reliance on conventional promotion, weak evaluation mechanisms, and the absence of institutionalized sustainability regulations. **Implication :** These findings suggest that for BUMDes-based tourism to become a sustainable driver of the village economy, it requires the integration of formal development master plans, the adoption of digital marketing strategies, professional human resource management, digitized monitoring systems, and regulatory frameworks that ensure environmental and institutional sustainability. **Limitation :** This study is limited by its focus on internal management processes without extensive assessment of visitor perspectives or broader comparative analysis, thereby restricting the generalizability of results across other BUMDes-managed destinations. **Future Research :** Further studies should investigate the effectiveness of digital governance tools, explore comparative models of BUMDes tourism strategies in other regions, and assess the socio-economic and ecological impacts of tourism to formulate evidence-based policies for long-term sustainable rural tourism development.

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