



SHIFTING THE DEVELOPMENT OF THE KEMBANG KUNING TOURISM VILLAGE IN A SUSTAINABLE DIRECTION

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ABSTRACT

In its development, tourist village activities have experienced changes in response to the challenges of developing tourism trends. Changes in tourist villages do not only change the physical layout but also the development which implements sustainability aspects. This research uses a qualitative case study method which aims to explain the process *shifting* (changes) in developing the Kembang Kuning tourist village in a sustainable direction and finding the factors that influence these changes in order to provide recommendations for future improvements. Data collection was carried out by interviewing Pokdarwis and tourists as well as conducting observation and documentation. Data analysis was carried out by referring to the Miles and Huberman analysis model. Based on the research results, it is known that through stages *Unfreeze*, *Movement* And *Refreshments* can be used as a framework that helps the Kembang Kuning tourist village in managing changes in the development of the tourist village towards sustainability. The changes that occur are based on market competition factors and the need to improve community welfare. From the research results, it was found that this change model was able to overcome resistance and increase community participation in the Kembang Kuning tourist village. It was also found that the Kembang Kuning tourist village had made changes to all components in the development of the tourist village. Acceleration *Shifting* The development of the Kembang Kuning tourist village is greatly influenced by the presence of agents of change, namely Pokdarwis, collaborative management through CBT and support from the local community, all of which refer to the principles of sustainability.

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1. INTRODUCTION

Current world tourism trends show the high desire of tourists to experience new experiences in various activities in nature, learn local culture, history and traditions. As for West Nusa Tenggara Province is blessed with villages with various natural and cultural potentials which can easily be developed into new tourist destinations as tourist villages. A tourist village is often referred to as a tourism concept that prioritizes sustainability, both in the physical, socio-cultural and economic environment (Monika & Prakoso, 2023). The West Nusa Tenggara government has determined 99 Tourism Villages Program as one of the superior programs strengthened by the NTB Governor's Decree Number 050.13-366 about establishment of 99 Tourism Villages in mid-2019. The 99 Tourism Villages program is one of the focuses of the NTB Provincial government continues to be developed into a village that truly utilizes all its potential nature, culture and creative work of society. It is hoped that this program can supporting the development of a people's economy that is oriented towards improving community welfare. Then in 2021 it will also be published NTB Regional Regulation no. 10 concerning Tourism Villages which is intended to develop tourism village development to support

village economic development for the welfare of the people and ensure the preservation of local cultural values.

Development in Indonesia is currently directed at the SDGs goals, namely it is hoped that all forms of activities can be sustainable, including tourist villages. However, the author's findings from a number of document sources are that efforts to develop tourist villages so far have not been maximally focused on sustainable tourism so they have not achieved their goal, namely creating an independent, sustainable tourism village. This is supported by data from the Tourism Village Network (Jadesta) up to 2023 that of the 6,023 tourist villages, there are only 31 independent (sustainable) tourist villages, as well as tourist villages in Nusa Tenggara.

West, according to data from the NTB Provincial Tourism Office, of the 99 tourism villages that have been designated, there are only 3 independent (sustainable) tourism villages.

After the Covid-19 pandemic, the number of tourist villages continues to increase because they are considered to have high resilience to various threats of change, but it would be a shame if their existence only follows momentary trends without being accompanied by a strategy to maintain their sustainability. This phenomenon is also reinforced by (Marimin, 2006) that in a destination area, tourist villages tend to develop quantitatively, but are weak in competitiveness. The paradigm for the emergence of tourist villages should be changed, that the existence of tourist villages is not only limited to quantity but quality, that tourist villages are not only to be sold as tourism products but also their sustainability is maintained so that they can continue to provide sustainable benefits for the local community. The Ministry of Tourism and Creative Economy in the Tourism Village Handbook (2019) itself has classified tourist villages into four categories, namely Pioneering, Developing, Advanced and Independent, each of which identifies the quality level of a tourist village. Each category is determined through measuring a number of indicators that have been regulated and determined therein. Of the four categories, tourist villages in the independent category are tourist villages that are sustainable and of high quality.

In fact, sustainable independent tourism villages can create village independence in carrying out development activities (Lestari et al., 2023). Of course, each tourist village has obstacles in its development, as stated by (Herdiana, 2019) that one of the main causes of village

Unsustainable tourism is a lack of local community involvement in tourism management. Many tourist villages are still managed externally by third parties so that local communities do not feel they have ownership and are directly involved in development. Another opinion was also found that environmental preservation is the main component of sustainable tourism so that tourist villages that fail to preserve the local environment will face challenges in maintaining their attractiveness as sustainable tourist destinations (Mason, 2003). In addition, tourist villages in developing countries are often hampered by limited infrastructure such as inadequate transportation networks and lack of supporting facilities which cause difficulties in managing tourist flows effectively and sustainably (Hampton & Jeyacheya, 2015).

From several previous studies, no one has explicitly linked tourist village indicators, especially independent tourist village indicators, with sustainability aspects in tourism village management. Previous research focused more on analyzing community participation, community empowerment as well as environmental preservation and cultural preservation without integrating all these aspects in one comprehensive framework. It is hoped that this research can fill the gap by offering findings on changes towards sustainability based on indicators of independent tourist villages which are carried out holistically and integrated in the development of a number of tourist villages. Therefore, this research is important because it tries to see the process of change in the development of tourist villages towards sustainable independence.

2. RESEARCH METHODS

This research uses a case study method with a qualitative approach to answer the main research problems. Study case studies are a process the search for knowledge in order to investigate and examine phenomena that occur in real life. Case studies can be used during phenomena and life real has vague or unclear boundaries. Case studies also have variety sources used as search tools and evidence (Yin, 2013). As for Qualitative approaches have their own characteristics such as the use of setting naturally, the collection of descriptive data and an emphasis on the meaning of generalization (Nurrisa et al., 2025). Determining informants in this research used a purposive sampling technique, where informants were determined based on certain criteria or considerations. The criteria for informants in the research were the local government, in this case officials at the NTB Provincial Tourism Office. These informants were chosen with consideration to obtaining secondary data related to regional policies towards tourist villages. To obtain primary data, informants from the Tourism Awareness Group (Pokdarwis) in the Kembang Kuning tourist village were selected. These informants were chosen based on consideration of being those who know the early history of the emergence of tourist villages and have extensive knowledge about the development of tourist villages from time to time. The next informants are tourists to gain perspective in assessing the success of *shifting*. The data sources in this research come from secondary data and primary data. Secondary data was obtained from the results of a review of



documents related to Tourism Village and Sustainable Tourism policies as well as tourism development programs established by the government. Meanwhile, primary data is done by doing observation, documentation and interviews with informants. The data analysis used in the research is the interactive analytical model from Miles and Huberman (1992). This model includes *data condensation* (data condensation), *data display* (presenting data), and *conclusion drawing and verification* (drawing conclusions or verifying). In this research, to obtain the validity of the data, triangulation was carried out. Triangulation with sources carried out in this research was: comparing the results of interviews with the contents of related documents.

3. RESULTS AND ANALYSIS

Change Management Stage

One of the classic theories in managing change is Kurt Lewin's theory, known as the Lewin Model. This model describes the stages in making planned changes and continuous improvements that help in long-term sustainability. Therefore, to examine the following process of change that occurs in tourism development in the Kembang Kuning tourist village based on Kurt Lewin's model of change which consists of *Unfreeze*, *Movement* And *Refreeze*.

a. Level *Unfreeze*

Many of the people of Kembang Kuning village do not yet see their own natural potential as a tourism resource, but through educational efforts and real examples, the community paradigm has been successfully changed and is able to involve more people in developing a tourism-based economy in Kembang Kuning village. This educational effort is in accordance with what was conveyed by (Nursaid, 2016) that by implementing a tourism awareness attitude

will develop proportional understanding and comprehension between various parties, so that in turn it will encourage the community to participate in tourism. Awareness efforts to start developing tourist villages are carried out by providing real evidence of the success of homestay management to the community. This is in line with the statement that homestay management is one of several ways to invite community participation to be involved in developing tourism destinations (Sihombing & Simanjuntak, 2019). Thus, it can be concluded that because there is a demand for change, namely developing the potential of the village itself to improve the welfare of the community, as a form of encouragement to change, education is carried out for the local community so that they want to become entrepreneurs in the tourism sector and reduce barriers to the community's reluctance to participate, namely through concrete evidence of entrepreneurial success so that the Kembang Kuning tourist village has reached the stage of *Unfreeze*.

b. Level *Movement*

At the level *Movement*, Pokdarwis Lingko Cave in the Kembang Kuning tourist village has succeeded in convincing the community to see problems from a new perspective, work together on new things and become a driving force that supports these changes. The following are the components of change in the development of the Kembang Kuning tourist village:

1). Planning

Before making innovations, the Kembang Kuning tourist village always takes an approach with socialization or deliberation with the community so that the community is aware of the benefits that can be obtained from tourism. By involving the community in planning tourist packages that sell their activities, it has given them a sense of ownership and responsibility for the development of the village. This shows that ongoing socialization or deliberation can increase their participation in the tourism process. By (Wibowo & Belia, 2023) also agree that through deliberation you will get maximum results in developing a tourism destination.

2). Environmental, natural and cultural preservation

The Kembang Kuning tourist village has succeeded in implementing the concept of sustainability in the management and preservation of nature and culture. Waste management supported by village policies and waste processing machines shows a commitment to sustainability. This is in line with what was conveyed by (Hidayah & Imran, 2021) that the village government is responsible for providing a clean and healthy environment for its residents. Apart from that, efforts to preserve nature and culture through agricultural systems and development of tourist packages as well as cooperation between villages to overcome problems *overcapacity* also supports this goal. This success is proven by a number of awards received, such as first place in clean and caring village provincial level environment, first place in the National Tourism Village in the

Developing Category, Sustainable Tourism Village Certification and world recognition by becoming a delegate at international forums. 3). Improved amenities and accessibility

Existing homestays continue to experience improvements in quality, from being very simple to international standards with various facilities such as air conditioning, sitting toilets and WiFi. Increasing accessibility is carried out by improving village road access so that road access in the Tetebatu-Kembang Kuning area is very good. The availability of various necessary facilities will make tourists feel comfortable, so that more tourists will visit (Prasetyo Ery et al., 2022).

4). Community involvement and empowerment

All homestays and tourism businesses in the Kembang Kuning tourist village are owned by the local community including the workforce there and are managed by BUMDes. Support from various parties including the village government through village funds and BUMDes plays a role in increasing community capacity in managing tourism in a sustainable manner. This is also in line with what was said (Ibrahim et al., 2024) where with close collaboration between various parties, Tourism Villages can produce policies and programs that are more holistic and sustainable. The Kembang Kuning tourist village has made significant changes in engagement and empowerment

community through management based on multi-sector participation and the use of village funds to repair village roads as tourism supporting infrastructure.

5). Promotion and marketing

Initially marketing was done only by word of mouth, but this was deemed insufficient because tourists were only busy at times *high session* just. This problem was realized due to limited access to information, so Pokdarwis started disseminating information through the digital platform, namely Booking.com. Visitors who have stayed at one of the Kembang Kuning homestays expressed positive impressions and expressed their desire to visit again. Interest in visiting again is the satisfaction felt by tourists after visiting a tourist destination and having a positive experience, so that tourists have plans to visit again (Septiana et al., 2020).

c. Level Refreeze

The Kembang Kuning tourist village has carried out various forms of training, including tourism village management training, tourism service training, tourism product development training, environmental management training and human resource development training as an effort to improve the abilities and competencies of the community so that the changes made become more mature and sustainable. Training and development that fits the organization's culture can help instill values and expected behavior (Juliawati et al., 2024) so that the changes that have been implemented will be more sustainable

Implementation of sustainability aspects

a. Sustainability Preservation of the natural and cultural environment

The Kembang Kuning tourist village with its diversified tourism products involving nature and the daily activities of the community shows a sustainable approach. This is in accordance with what was stated by (Saputra, 2024) that sustainable tourism is also reflected in efforts to preserve and promote local cultural heritage.

b. Destination Management Sustainability

The Kembang Kuning tourist village already has good sustainable governance. Support from various parties, including Pokdarwis, village government and the community, shows good efforts in the sustainable management of the Kembang Kuning tourist village

c. Economic Sustainability

The Kembang Kuning tourist village creates a sustainable economy. Through the concept of community empowerment which is directed at entrepreneurs, they have been able to create jobs. Local economic development through tourism can improve the welfare of local communities and create a sustainable economy. This is in accordance with the opinion of (Huda, 2020) that the achievements of the local economy can improve people's living standards to be better and more sustainable.

4. CONCLUSION

Through the levels *Unfreeze*, *Movement* And *Refreeze* can be used as a framework that helps the Kembang Kuning Tourism Village in managing changes in the development of tourism villages towards sustainability. Change management is able to overcome resistance and increase local community participation. At stage *Unfreeze*, Pokdarwis is able to encourage the community to get involved in the process of changing the development of tourist villages. At



stage *Movement*, Pokdarwis succeeded in convincing the community to work together on new things, including planning, environmental management, nature and cultural preservation, improving amenities and accessibility, community empowerment and promotion and marketing. At stage *Refreeze*, the training to provide competent human resources that has been carried out by the Kembang Kuning tourist village really determines the sustainability of the implementation of new patterns of tourist village development, but the implementation of new patterns will be even stronger if there are regulations that are established. The change process is strongly influenced by the presence of change agents, collaborative management through CBT and support from local communities, all of which refer to sustainability principles.

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