

Institutional strengthening in village ecotourism development

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ABSTRACT

This study aims to explore village institutions in managing the tangkas lake ecotourism in Muaro Jambi Regency, Jambi Province. This research is based on ecotourism, which is being studied by many researchers as responsible tourism towards socio-economic and environmental sustainability. In addition, institutions in ecotourism management that should be oriented towards the people's economy are often confronted with the interests of a few people. Therefore, based on the objectives of this study, a qualitative method was used with a descriptive exploratory approach to obtain an overview of the findings to answer the research questions. While the primary research data obtained through observation, interviews, and documentation. Then the secondary data will go through a review of documents, literature, social media, or others according to the research objectives. The results of the study show that leadership and coordination have been developed quite well, which were initiated directly by the village government. Partnerships that are built in complementary synergies so that they become the basis for developing potential based on academic knowledge. Meanwhile, Lake Tangkas ecotourism promotion facilities have utilized social media with websites and Facebook to Instagram. However, the village government is too structurally involved with policy makers ranging from the village head to the village secretary, while the strategic position of the community can be more dominant. The university carries out dharma service but does not significantly influence the development and contribution of the tangkas lake ecotourism management institution.

Keywords:

institutional capacity; village; ecotourism

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INTRODUCTION

The increasing attention and awareness of the ecological environment in various parts of the world has attracted the concept of ecotourism which has become one of the most popular tourist activities (Xu et al., 2022). Ecotourism is a concept for developing eco-

responsible tourism, offering social and economic benefits (Singgalen et al., 2019). Through careful planning and management, ecotourism can protect the environment, improve people's lives, and encourage local economic development (Nuraini et al., 2021).

Tourism in Indonesia in 2022 will experience an increase in foreign tourists reaching 5.5 million, up from the target of 3.6 million. Meanwhile, domestic tourists amounted to 703 million, meaning that there was a growth of 16.5% annually, and the foreign exchange value reached USD 673 billion (Menparekraf, 2022). However, the tourism sector is inseparable from regulatory, institutional, human resource, infrastructure, as well as promotion and investment constraints. It is very important to plan and make decisions about the management, regulation and development of ecotourism with the vision and mission of the local community for the future as a step towards sustainable ecotourism (Purnamawati et al., 2022).

Lake Tangkas ecotourism in Jambi Province, Muaro Jambi Regency, is loved by domestic tourists. One of the beauties is combining mangrove forests and cool hanging forests so that tourists will feel beautiful natural tourism (Danau Tangkas, 2023). Meanwhile, the potential of Tangkas Lake can still be developed to support the economy of the surrounding community. In addition, the beauty of Lake Tangkas is strengthened by the increasing number of tourist visits in recent years.

Table 1. Number of tourists to Tangkas Lake

Years	2019	2020	2021	2022
traveler	8,223	4,540	13.126	25.120

Source: Research Processed Data, 2022

Danau Tangkas ecotourism was established in 2017 as the first step in opening a cleaning site. However, in 2019 it has just started operating with active visits by local and foreign tourists. Based on Table 1, the number of tourist visits to Lake Tangkas will increase significantly to 25,120 in 2022. This achievement is the highest in the last four years. The number of visits increased compared to last year's 2021 period of 13,126. Tourist visits have decreased from 8,223 visitors in 2019 to only 4,540 visitors in 2021, a decrease in tourism visitors to Tangkas data as a result of the pandemic. Increased visits and payments are also in line with improved management and availability of facilities.

Several scholars have highlighted the ecotourism of Lake Tangkas in various aspects, especially economics, such as Firdaus & Santoso's research (2022) see the economic impact of local communities from the development of Lake Tangkas tourism. Meanwhile, research by Parmadi et al., (2022) in community service encourages the management of Lake Tangkas to improve the economy of rural communities. Meanwhile, research Zulgani et al., (2022) in community service highlighting empowerment through tourism villages that are integrated with cultural and natural potential for economic growth. In conclusion, scholars still focus on improving the economy and empowerment in the management of Tangkas Lake, while the institutional aspects tend to receive less attention.

Therefore, this study aims to explore village government institutions in managing Lake Tangkas ecotourism. It is interesting to study and offers new aspects of village institutions in ecotourism development. Meanwhile, institutional aspects play an important role in managing ecological, social and economic aspects in a sustainable manner. Institutions have the power to influence the behavior of local communities, which can encourage them to carry out activities effectively and become the basis for management (Nuraini et al., 2021).

The aspect of institutional strengthening greatly influences the development of tourism, including ecotourism and tourist villages (Kusuma, 2020). Then the existence of village government institutions in the management of Tangkas Lake, which from the

beginning was the initiator and its management became the responsibility of BUMDes (*Village Owned Enterprises*). Lake Tangkas ecotourism can also be categorized as a tourist village because it is located in a rural area. Unique in attracting tourists because of its physical uniqueness and socio-cultural diversity (Utami et al., 2019). Then the development of tourist villages can provide several benefits, including increasing the rural creative economy, strengthening the foundations of rural civilization, increasing people's income, changing livelihood activities and traditional community lifestyles, bridging the urban-rural gap, and encouraging harmonious social relations (Sesotyaningtyas & Manaf, 2015).

Village institutions play an important role in tourism villages to harmonize the socio-economic and cultural development of the surrounding community. This is also strengthened by Law Number 6 of 2014 concerning Villages which gives authority to villages to manage and encourage initiatives, movements and participation of village communities to develop village potential and assets for common welfare. Apart from that, it is also in line with Nawacita, namely "building Indonesia from the periphery by strengthening regions and villages within the framework of the Republic of Indonesia" (Iznillah & Basri, 2018).

Based on the objectives of this study, the researchers formulated several things that became indicators in the study so that they were more focused. First, look at the ability of the organization to lead and coordinate; Second, the ability to build external partnerships. Third, organizational capability in developing tourism products, and fourth, promotion of tourist destinations. Thus the hope of research can be a reference for policy makers and regional academics for the development of science.

Capacity building is a popular and broad term these days and has its roots in the concepts of institutional building and organizational development (Krishnaveni & Sujatha, 2013). The United Nations Development Program (UNDP) defines capacity building as "the creation of an enabling environment with the right policy and legal framework, institutional development, including community participation, human resource development, and strengthening of managerial systems" (Khan et al., 2020). The United Nations Conference on Environment and Development (UNCED) recognizes that increasing the capacity of stakeholders to assess and respond to important questions about policy decisions and development choices is an important goal of capacity building (Jabeen & Iqbal, 2020).

The institutions defined by Ostrom refer not to breadth and definition, but to rules of conduct, norms, and approaches (Ostrom, 2019; Spithoven, 2019). Thus, humans use institutions to regulate all structured interactions, including social environments, such as markets, the private sector, and government (Ostrom, 2020). Meanwhile, in the last sense, "institution" refers to the shared ideas of people in routine situations governed by conventions, regulations, and strategies (Ostrom, 2010). Identifying and measuring institutions is one of the most challenging problems to solve in institutional studies (Peters, 2019). Institutions exist in the participants' brains and are sometimes transmitted as implicit information rather than in explicit written form because they are essentially shared concepts. Learning to identify institutions in the field is a fundamental problem faced by academics and government representatives (Jordan & Troth, 2020; Ostrom, 2010).

"Organizational capacity" refers to an organization's ability to implement and manage projects, exercise financial and product responsibilities, hire and train qualified people for specific jobs, and provide sound progress reports to management and donors. Strengthening internal management, reviewing resource allocation, addressing knowledge management, developing leadership characteristics, or forming partnerships are ways to enhance organizational capabilities (Cox et al., 2018). Institutional Capacity Building aims to increase the capacity of governments, non-governmental groups, and communities to strengthen

their ability to serve citizens, communities, and their constituents and to plan and manage efficiently and effectively (Decorby-Watson et al., 2018).

The institutional aspect is an important component in supporting the success of tourism. In the institutional aspect, community capacity is needed both in the form of organizations and individuals as the main actors in developing tourist villages to implement strategies and programs for developing tourist villages (Kusuma, 2020; Prafitri & Damayanti, 2016). Therefore, in this study the authors used the analysis of institutional capacity in tourism management proposed by Damanik & Weber (2006) with indicators, organizational capabilities to lead and coordinate, organizational capabilities to conduct external partnerships, organizational capabilities to develop tourism products, and organizational capabilities to promote tourist destinations.

METHOD

This study explores village institutions managing the Lake Tangkas Ecotourism managed by Tanjung Terus Village, Sekernan District, Muaro Jambi Regency. Geographically located at coordinates -6.2297, 106.8295, Lake Tangkas with an area of 403 hectares is a riparian lake in tidal conditions which are influenced by the Kaos River (Danau Tangkas, 2023). While the qualitative research method uses a descriptive exploratory approach to describe a new phenomenon. It explores why something still needs to be discovered or as an initial exploratory study. However, these findings are not used for hypothesis testing (Arikunto, 2011; Sugiono, 2015).

This research was carried out from April 2021 to April 2022. Meanwhile, the primary data collection technique was carried out through direct observation through observing management activities, facilities and infrastructure available at Lake Tangkas Ecotourism. In addition, the researchers conducted semi-structured interviews with informants including the Village Government and Tanjung Terus Bumdes managers, as well as Lake Tangkas ecotourism managers and actors. Meanwhile, secondary research data comes from journal articles, social media, and other supporting documents that are relevant to research. Data analysis techniques, using triangulation of data sources with document analysis. And data analysis triangulation (Renz et al., 2018). This research will be conducted by interviewing key informants and then re-checking with a different technique. There are various types of triangulation, there are investigator triangulation and theoretical triangulation.

RESULT AND DISCUSSION

Leadership is a form of one's ability to lead in order to control and influence the thoughts, behavior and feelings of other people for the interests set in the institution (Amanchukwu et al., 2015; Denhardt et al., 2018). According to Selznick (2011) institutional leadership not only embodies values and goals in social structures and instills meaning into the lives of others, but also internalizes these values within oneself and openly represents them in one's behavior with others.

Then, leaders who have legal power can influence the people around them; of course this is the obligation of a leader to be able to protect and always provide ideas and ideas to stakeholders (Kivle, 2020). The role of the leader, in this case the Head of the Tanjung Terus Village, is important as an initiator to support village progress, one of which is through tourism as stated in the Lake Tangkas ecotourism idea. This initiative was born in the sixth generation of village heads in 2013-2019 by Datuk Edi Sugito.

Datuk Edi Sugito's leadership has been felt by the community for the last six years. The contribution of thoughts, time, and energy has brought change to the village of Tanjung Terus with better infrastructure such as roads, bridges, and the presence of state electricity lighting

(Perusahaan Listrik Negara-Perusahaan Listrik Negara (PLN). His achievements in the village government have given him *confidence* in the second period, 2019-2024, to continue the vision and mission of building a community that has been going on for a long time and is sustainable. Meanwhile, the Vision of the Head of Tanjung Advanced Village for six years, according to the 2019-2024 RPJMDes (*Village Medium Term Development Plan-Village Medium Term Development Plan*), is "the realization of a prosperous, independent, intelligent and virtuous society towards the development of a better and democratic Village".

This vision emphasizes that the Tanjung Terus Village Government wants to create an independent life and organize a clean, transparent and accountable government. Meanwhile, the ideas contained in the 2020-2024 RPJMDesa of Tanjung Terus describe the development and maximization of village potential to increase the village's original income. This is done through the Lake Tangkas tourism sector, BUMDes management, and the creative economy.

BUMDes Tanjung Jaya Mandiri, abbreviated as BUMDes TAJAM, has a role in managing the Tangkas Lake ecotourism. In addition, BUMDes which was established in 2016 also runs a savings and loan business, party equipment rental or service business, welding workshop business, village market business, agricultural business, and other village tourism businesses. By optimizing the existing potential, BUMDes through economic business is one of the instruments to boost the economic welfare of rural communities and sources of village income (Manggu & Beni, 2020).

Meanwhile, the leader coordinates, approaches, and communicates persuasively to all stakeholders led by the village secretariat. Thus the ecotourism of Lake Tangkas remains within the leadership circle of village officials. This is also in line with Permendagri number 20 of 2018 concerning village finances; Article 5 explains that the village secretary has the task of coordinating the implementation of village finances. Meanwhile, the Village Head and BUMDes Commissariat are tasked with carrying out structural and technical coordination to achieve goals and solve problems in Lake Tangkas Ecotourism. In addition, coordination through weekly meetings with village government, BUMDes, investors, and technical managers of Lake Tangkas ecotourism.

Partnership in general is a relationship or collaboration between two or more parties who work together to achieve common goals that have been set (Gillier et al., 2012). Experts emphasize cooperation in partnership, mutual trust, good communication, and complementarity as important elements (Castañer & Oliveira, 2020). Therefore, the sustainability of Lake Tangkas ecotourism management is carried out through strengthening partnerships without neglecting social, cultural, economic and environmental aspects. Meanwhile, external partnerships with stakeholders were built, as shown below.



Figure 1. Forms of partnership between Lake Tangkas ecotourism stakeholders
Source: Processed by Researchers, 2022

Based on Figure 1, there are at least four stakeholders who are partners in the management of Lake Tangkas ecotourism; Village government, community, investors, and universities. This shows the importance of partnerships between stakeholders to develop and promote ecotourism, where managers cannot carry out the role of stakeholders independently (Jami & Gökdeniz, 2020; Liu et al., 2020). First, the partnership for the management of the Lake Tangkas ecotourism by the Tanjung community will be continued with the village government, the Gerunggung village government, and the Bukit Baling village government. The partnership that has been built produces policies in managing the potential of the area related to Lake Tangkas to increase the village's original income and the community's economy as well as coordinating training centers and providing infrastructure to support the management of tourism villages. In addition, the establishment of village government partnerships in preparing sustainable ecotourism development plans through identifying potential objectives and strategic plans based on potential, local needs, environmental and cultural sustainability (Sentanu et al., 2021; Sholihah & Saadatirrohmi, 2022).

Second, community partnerships in the management of Lake Tangkas ecotourism through the active involvement of the community as employees or parties who directly participate technically in ecotourism management. Thus, the community can now feel ownership of Lake Tangkas ecotourism. In addition, people who previously did not work or already had jobs were inspired by this ecotourism, which is an added economic value. Ultimately, Lake Tangkas ecotourism is a significant new job opportunity to reduce unemployment and encourage community economic growth.

Third, the Lake Tangkas Investor Collaboration with Tanjung Terus Village, namely the community investing by providing supporting facilities for the attractiveness of Lake Tangkas Ecotourism. Community involvement as an investor is a community that has capital to add facilities that can be rented out to tourists, such as; rental services such as boats, tents, speed boats, banana boats, and water bicycles (generally in the shape of a duck or other bodies made of fiber). In addition, the community is also involved in beautification to attract visitors through investment in the construction of tree houses and supporting facilities such as toilets and parking lots. So that there is a rotation of the wheels of the economy which has a significant influence and is in line with the ecotourism concept of a tourist village. Meanwhile, indirect economic transactions also occur in the surrounding community through trade in food and souvenirs. In addition, indirectly the existence of ecotourism has an impact on increasing the selling price of land around Lake Tangkas ecotourism (Firdaus & Santoso, 2022; Hermawan, 2016; Kurniawan, 2015).

Fourth, academic partnerships are involved in the management of Lake Tangkas ecotourism to develop ecotourism through research to explore the potential of Lake Tangkas ecotourism. In addition, through empowerment and training for administrators, communities and village government to increase management capacity. One of them is the University of Jambi, through a community service program to identify village problems, constraints and potential. Then institutions that have not been structured and branding and promotion are still weak. The results of these activities have had a relatively significant impact, marked by an increase in tourists and the administration of recording the number of visitors as primary data for the development and improvement of ecotourism facilities and infrastructure (Parmadi et al., 2022; Putra et al., 2019).

The development of tourism potential requires efforts to expand resources as tourist attractions by increasing the physical and non-physical elements of the tourism system to increase productivity (Nugroho et al., 2018). The importance of developing the ecotourism potential of Lake Tangkas Tourism so that it is sustainable while still paying attention to the

socio-economic and environment. The ecological potential of Lake Tangkas ecotourism support is a beautiful landscape through shady trees and mangrove forests on Tepus Island. This is the main reason for tourists visiting Lake Tangkas ecotourism which is coupled with the panorama of the pendant forest in autumn which changes the color of the lake water to red once a year. The appearance of this phenomenon will occur when the water recedes so that it becomes a photo object while enjoying the autumn twilight.

The potential that can still be developed to be managed better is the edge of the lake, where small islands occasionally become the center of attraction activities. In addition, the development of camp areas to enjoy the sunrise needs to be supported with supporting facilities such as lighting, toilets, bonfires, etc. Then the potential for ecotourism management of Lake Tangkas needs to be more vital to collaborate with the community in the economy. One of them is the development of local special culinary centers, which are able to attract tourists to visit because of their delicious culinary delights. The focus on the potential for introducing community culture to tourists is still limited to discourse, even though this can be a venue for cultural introduction so it does not rule out the possibility of attracting tourists from outside the region or even foreign tourists.

However, the ecotourism potential of Lake Tangkas is supported by a fairly close distance, only 25 minutes from the city of Jambi. Coupled with the construction of the Putri Ponjen suspension bridge in the Danau Tangkas ecotourism area, making it easier for tourists to access. Considering that it is one of the ecotourism objects closest to the city and is relatively easy to reach and cheap to visit on weekends, relax while enjoying relaxing facilities in a tree house or playing in the water. Currently the facilities that can be enjoyed and the amount of fees incurred by visitors to Lake Tangkas are as follows:

Table 2. Tangkas Lake tourism facilities

NO	Facility	Cost (IDR)
1	Entrance ticket + parking + crossing.	
	Ordinary day	16,000 per 1 person
	Camping	28,000 per 1 person
2	Rent a boat	50,000 per 5 people
3	Boat donut	120,000 per 6 people
4	Banana boat	120,000 per 6 people
5	Water bike	30,000 per 1 person
6	Tree House	20,000 per hour
7	Rent Hall	
	The hall is open to the public	30,000 per hour
	Great hall for community	250,000+ system sounds
8	Rent a camping tent	50,000 per day
9	Princess Ponjen Suspension Bridge	-

Source: Pemdes Tanjung continued, processed by researchers, 2022

Based on Table 2, the price that must be paid to enjoy the Lake Tangkas ecotourism facilities is relatively cheap. Given the concept of an ecotourism village that prioritizes sustainability. However, what is interesting is the management of income that is directly felt by the community for the development and development of village potential, which in this case is regulated by Village Head Regulation Number 2 of 2020 which regulates financial management. Until now the employees empowered in the management of Lake Tangkas ecotourism are as follows.

Table 3. Job distribution in Lake Tangkas ecotourism

Type of work	Total manpower
Entrance Ticket Employee	3
Parking Guard	6
Junction	5
Game Equipment Jockey	6
Wahana Ticket Post	3
Ship Jockey	10
Helper	5
Covid Task Force Post	3
Amount	41

Source: Tanjung Jaya Mandiri BUMDes in 2021

Table 3 shows that there are at least 41 employees who technically manage Lake Tangkas ecotourism with their respective roles. This means that ecotourism has only been running for a few years and already involves a lot of manpower. Through the potential that has not been optimally developed, it can open new jobs which in turn have an impact on the economic growth of the community.

Table 4. Cross-business in Lake Tangkas ecotourism

Business unit	number of units
Food and Beverage Stalls	7
Electric Fishing Game	1
Rent Camping Tents	23
Selling Camping Firewood	1
catering, cakes and rice boxes	1
Amount	34

Source: Tanjung Jaya Mandiri BUMDes in 2021

Referring to Table 4, at the time this research was conducted there were only five businesses in Lake Tangkas ecotourism. Through existing potentials such as local culinary centers that can be developed, the small business of traditional snacks or cakes can be an opportunity to be followed up. Of course, this can be done through BUMDes in collaboration with managers, then BUMDes through financing as investors which can later be managed by the community. New business and employment opportunities can be increased for more sustainable economic growth.

Social media is a means of carrying out promotional activities that are easily accessible and useful as a communication bridge to increase brand awareness of a product and often strengthen customer service. Lake Tangkas ecotourism uses social media as a promotional tool to spread information. The social media manager of Lake Tangkas Tourism uses our website, Instagram, Facebook, Whatsapp and YouTube. The use of social media as their promotional activity is of course because the use of social media is more practical and easy, and does not require high costs, besides that the influence of referral marketing is very influential in increasing the reach of promotions carried out. by the manager of Tangkas Lake Ecotourism.

Lake Tangkas Ecotourism is open to visitors if they want to know more about the management of Lake Tangkas Ecotourism, such as visits from universities in Jambi to conduct research and community service. The results of their research and dedication are published in journals in universities, making them attractive as references for academic readers. Not only that, national and local online media also cover Lake Tangkas Ecotourism to provide positive information for the community. In today's digitalized era, with its viral ability to multiply chain messages quickly and widely, word of mouth marketing is one of the best promotional strengths as it builds on an immediate customer satisfaction experience and

brings positive news to many businesses. The results of these positive conversations are collected to be used to sell products and get more customers. This is the impact of the services provided by Lake Tangkas Ecotourism on visitor satisfaction. So share experiences and share positive information about Lake Tangkas Ecotourism.

CONCLUSION

In its institutionalization, Danau Tangkas ecotourism adheres to the principle of community-oriented management which is characterized by the direct involvement of the community. Then the Tanjung village government continues to carry out leadership that embraces all aspects of village elements. So that conflicts of interest, control and supervision can run well. The village government initiates the development of good coordination between stakeholders to minimize problems and increase the development and realization of existing potential. Partnerships built by stakeholders such as the investor community are indicators of a sense of ownership of community-oriented ecotourism-based attractions, economic growth, and environmental preservation.

Meanwhile, universities play a role in identifying problems, mapping academic potential, and empowering through training as a form of higher education dharma. This is an important part of managing and developing the ecotourism potential of Lake Tangkas. But apart from that, the involvement of the village government which dominates the management of Lake Tangkas ecotourism is considered not good, especially in almost all positions. Meanwhile, the people who are not affiliated with the village government section are only given a very small space, which is marked in policy making. Then the results of research on community service have a less significant impact, which seems to be limited to the "project" aspect. Then the effect of access to social media publications has not shown optimal results, marked by social media management that has not been measured, planned, and sustainable. Researchers realize there are deficiencies due to limited resources, time, and access. Therefore, it is suggested that further research can conduct Focus Group Discussions with all stakeholders to measure institutional commitment and develop the ecotourism potential of Lake Tangkas. In addition, studies on aspects of socio-economic sustainability and environmental synchronization need to be considered.

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