



Implementation of Community Based Tourism Concept in Rejowinangun Tourism Village Yogyakarta City

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ABSTRACT

The Covid-19 pandemic caused a financial crisis in the tourism business in Pujon Kidul Tourism Village in the form of a decrease in the number of tourists, village income turnover reduced by 60%, workers who had to be temporarily dismissed. If this crisis is not overcome with the right management strategy then this can be a threat in minimizing the crisis in the future. The purpose of this study is to analyze the stages of the pandemic crisis that is being experienced by tourism businesses in Pujon Kidul Tourism Village and understand the crisis management strategies carried out in managing the crisis. This study uses qualitative descriptive methods and data used based on library studies in the form of books, journals, research results and other appropriate media sources as well as observation activities that are expected for two months at the same time supported by interviews with five speakers and Documentary Studies in the form of videos and images (photos). The results showed that: (i) the stages of the crisis studied in tourism businesses under the auspices of BUMDes Pujon Kidul Tourism Village are in the acute crisis stage accompanied by characteristics in the form of widespread dissemination of crisis issues, the formation of crisis management teams and the implementation of crisis management designs; (ii) crisis management strategies are based on crisis management measures to obtain a choice of strategies, namely adaptive strategies in tourism businesses in Pujon Kidul Tourism Village in the form of three strategies, namely innovation, adaptation and collaboration. Non-radical innovation in tourism products, adaptation to marketing and Covid-19 pandemic conditions through the implementation of the new normal era and collaboration with governments, media, communities and institutions.

Keywords: Crisis Management Strategy, Tourism Business, Tourism Village, The Covid-19 Pandemic

1. Introduction

This study focuses on the Covid-19 pandemic crisis management strategy in tourism businesses in a tourist destination, especially in tourist villages. The tourism sector is very vulnerable to being affected by issues, the impact of natural disasters, and in particular the crisis that we are currently experiencing. The pandemic that we are currently experiencing is called Corona Virus Disease (Covid-19) which initially started in the city of Wuhan, China at the end of 2019. The Corona virus, which is generally known to the public as Covid-19, is a group of viruses originating from the Orthocoronavirinae subfamily in the Coronaviridae family and the order Nidovirales (Yunus and Rezki, 2020). The Covid-19 virus attacks humans in the form of infections similar to SARS and MERS, but the nature of the spread and development is more massive. It is undeniable that the Covid-19 pandemic has had many negative impacts, especially on the tourism industry and the creative economy in Indonesia.

Indonesia in general experienced a decrease in the number of foreign tourists from February to April 2020, with the number of tourists visiting only 4.052 million people and this total was only about 25 percent of the number of tourists visiting Indonesia in 2019. The country also experienced a decline in state revenue. in the tourism sector amounted to IDR 20.7 billion. In addition, according to BPS 2020 data, around 409 thousand workers in the tourism sector have lost their jobs due to the Covid-19 pandemic (Kemenparekraf 2021).

One type of tourism that is still developing quite well in recent years is rural tourism because the potential of village local wisdom can be an important resource in the development of tourist villages. The potential diversity of these villages has spread in various regions in Indonesia totaling 83,843 villages (Indonesian Village Data Center, 2021). One of the areas that is rapidly developing the concept of this tourist village is Malang Regency, East Java. According to data from the Department of Tourism and Culture (Disparbud) of Malang Regency, it shows that Malang Regency already has 106 villages that have the potential to become tourist areas, out of a total of 378 villages. One of the tourist villages in Malang which is well-known in the community

because of its development which has a major impact on local residents on the socio-economic level through its tourism business, namely Pujon Kidul Tourism Village.

Pujon Kidul Tourism Village began to be formed in 2011 by local youth organizations, although it was stagnant for 6 years after that. The village has become a public concern because the Sawah Cafe business which he founded in October 2016 was followed by other tourist attractions that are no less interesting. The tourism business which is under the auspices of the Village BUMDes and is community-owned was developed in the Pujon Kidul Tourism Village and brought major changes to the employment of up to 700 people and an increase in the income of local residents by up to 200 percent with a total annual income of Rp. 19.7 billion in 2019, (delivered by the Director of BUMDes Sumber Sejahtera Pujon Kidul Tourism Village Ibadur Rohman, 2022).

The emergence of the Covid-19 pandemic in 2020 to 2021 had a negative socio-economic impact and gave rise to a financial crisis and a management crisis in the Pujon Kidul Village BUMDes tourism business unit, namely in the rice field cafe unit, tourist parking, village tours, guest houses and souvenir centers. . (Ferdiansyah, et al: 2020). The impact of the Covid-19 pandemic that hit the tourism business in the Pujon Kidul Tourism Village which is under the auspices of the local BUMDes in the form of a decrease in village turnover reaching Rp. 7-8 billion, accompanied by a decrease in the number of tourists by up to 50 percent. Before the Covid-19 pandemic, tourists who visited could reach 15 thousand people on Saturdays and Sundays and on weekdays in the range of 3-7 thousand visitors. Unfortunately, during this pandemic, many village youths returned to unemployment with a total of 604 residents who lost their jobs, accompanied by the closure of several tourism business units in the Pujon Kidul Tourism Village.

Seeing the negative impact of the Covid-19 pandemic crisis that hit the tourism business in the Pujon Kidul Tourism Village in particular, and the existing planning of the Pujon Kidul Tourism Village which is still minimal in crisis management strategies during pre-crisis, during crisis and post-crisis. Therefore, it is important for researchers to choose the title "Covid-19 Pandemic Crisis Management Strategy in Tourism Business in Pujon Kidul Tourism Village, Pujon District, Malang Regency" in analyzing and understanding crisis management strategies implemented by Pujon Kidul Tourism Village on tourism businesses in mitigate risks and restore the condition of tourism services based on the classification of the stages of the crisis being experienced during the Covid-19 pandemic, so that researchers can provide useful and appropriate recommendations based on the analysis as research findings.

2. Methodology

In this study used descriptive qualitative data analysis techniques. The qualitative descriptive data analysis technique in this study used qualitative descriptive data analysis from Miles and Huberman (1992).

Qualitative descriptive data analysis was carried out during data collection and during a certain period after data collection was completed. Activities in data analysis are data reduction, data display and conclusions or verification. The steps of data analysis in this study are:

1. Data reduction

Data reduction is an activity of summarizing field notes by sorting out the main things related to research problems, summarizing field notes and then systematically arranging them to provide a sharper picture. This makes it easier to track when data is needed at any time. In this study, data reduction was used with the intention of facilitating researchers in collecting data in the field. The data needed is an overview of the Pujon Kidul Tourism Village, the existing conditions in classifying the stages of the crisis that are being experienced during the Covid-19 pandemic and the Covid-19 pandemic crisis management strategy in tourism businesses in the Pujon Kidul Tourism Village.

2. Data display

Data display is useful for seeing the overall picture of research results from the form of a matrix or coding. The results of data reduction and data display are then verified and concluded so that they become data meaningful. In this study, the data display was used to display data about the stages of the crisis being experienced in the tourism business and crisis management strategies during the Covid-19 pandemic in the Pujon Kidul Tourism Village.

3. Conclusion and Verification

The verification stage is carried out as long as the research takes place in line with the checking, triangulation and audit trail processes in ensuring the significance or meaning of the research results so that researchers can establish more reasonable conclusions and are no longer in the form of trial and error conclusions. In this study, this type of method is used to verify clear and definite conclusions, namely by reviewing the information obtained during observations and interviews which are then processed as qualitative data. After the data has been processed and collected, the data can be checked through confirmation from the research subject. Triangulation is the stage of checking the correctness of the data obtained by comparing the results from other sources, namely visitors and managers. The triangulation results are then described in the form of field notes. Furthermore, the audit trail as a stage in checking the validity of the data through discussions with sources who are experts and understand the problems and who master the research methods. In this case, the researcher held a discussion with the Head of the Pujon Kidul Tourism Village, the Head of the BUMDes of the Pujon Kidul Tourism Village and the supervisor to obtain the reliability of the data.

3. Result

Pujon Kidul Tourism Village is one of the rural areas of 11 villages located in the Pujon District, Malang Regency, East Java Province which has a genuine rural atmosphere both from socio-economic life, socio-culture, customs, daily life, buildings and spatial structures. which is unique as a tourist attraction. Geographically, the area of Pujon Tourism Village reaches 330.00 hectares. The division of the Pujon Kidul Tourism Village area includes land for public facilities, settlements, agriculture, plantations and economic activities (Profile data for Pujon Kidul Village, 2022).

Starting from March 2020 to July 2020, Pujon Kidul Tourism Village is temporarily closed to the public according to government regulations for Indonesian citizens who must quarantine at home or what is known as the stay at home movement. The stay at home movement is one of the preventive measures taken to reduce the spread of the Covid-19 virus. There was another temporary closure of the Pujon Kidul Tourism Village due to the peak cases of the spread of the Covid-19 virus in 2021 for 5 months. In this condition, of course, the tourism business unit in the Pujon Kidul Tourism Village must also be temporarily suspended with the recommendation to stay at home to make people reduce activities outside the home.

Based on the identification of the Covid-19 crisis in the Pujon Kidul Tourism Village, the focus of the discussion discussed in this study is on the acute stage of the Covid-19 crisis in tourism businesses in the Pujon Kidul Tourism Village. The acute stage

that is a stage when people say: "there has been a crisis". This stage is referred to as the stage of the point of no return. This was experienced because the handling at the warning stage (prodromal stage) was less than optimal so that it could not come back again because the negative impacts of the crisis had started to emerge.

The signs of an acute stage of crisis that has been experienced by the Pujon Kidul Tourism Village due to the Covid-19 pandemic are marked by the damage that has started to appear, the reactions that are starting to arrive, the spread of widespread issues, the possibility of the intensity of attacks from various parties, and the start of the implementation process. crisis management plan.

At this stage, of course, Pujon Kidul Tourism Village suffered a significant financial loss after several temporary closures for two consecutive years. The losses experienced are very visible in the tourism business in the Pujon Kidul Tourism Village. Based on the results of an interview with the Head of BUMDes Sumber Sejahtera Pujon Kidul Tourism Village, the drastic decline in the number of tourist visits greatly affected both the decline in the turnover of the five BUMDes business units that focused on tourism and the decline in the income of business actors who were all local people due to the absence of income. At the time of the Covid-19 pandemic crisis, all tourist attractions in the Pujon Kidul Tourism Village had to be closed, even if there were no visitors who came on Sundaya span of four months (April-July) 2020 and August 2021, so there is no income at all. Government policies in the form of social distancing and physical distancing in dealing with the spread of Covid-19 cases have had a major impact on tourism businesses in the Pujon Kidul Tourism Village. The decrease in the number of visitors is very significant from 2019 to 2021. The decline in the number of visitors is inseparable from government policies and tourist anxiety when visiting tourist destinations.

Based on data from BUMDes Sumber Sejahtera Tourism Village Pujon Kidul 2022 regarding the total turnover of tourism business units managed by BUMDes, it shows the impact of decreasing tourist visits on the income of people working in existing tourism business units. Although the local community initially worked in the agricultural and livestock sectors, since the establishment of the Pujon Kidul Tourism Village and the very famous rice field cafe unit and absorbing new workers, unfortunately, the mentality of the local community to fully depend on work in the village tourism sector.

the income of the tourism business unit of the Pujon Kidul Tourism Village above, the turnover of each tourism business unit during the Covid-19 pandemic crisis experienced a decrease in income every year. Starting from the rice field cafe unit which has the largest turnover with the most tourism business actors compared to other units, it experienced a decrease in income from Rp. 9,913,658,997 billion in 2019 to Rp. 3,166,560,000 billion in 2021. In addition, the income turnover of the village tourism unit also decreased significantly from one billion rupiah in 2018 to 2019 to only hundreds of millions in 2020 to reach revenue of Rp. 248,545,000 in 2021.

Based on data on the annual turnover of each tourism business unit in the Pujon Kidul Tourism Village which is under the auspices of the Sumber Sejahtera BUMDes, it can be seen that there has been a very drastic decrease in income gradually starting from 2019 to 2021 by 60%. The Covid-19 pandemic crisis has brought huge economic losses to local communities, especially for tourism business actors, from being temporarily laid off from work for several months, to having non-optimal working hours due to the division of work shifts with other workers using a 50:50 division system, and reduced income due to a decrease in the number of tourist arrivals for the second year in a row.

The spread of the issue of the Covid-19 crisis has started to appear around the March 2020, so the Pujon Kidul Tourism Village carried out a temporary closure for the first time for 6 months starting in March of that year. The closure of tourist attractions in the Pujon Kidul Tourism Village also has an impact on tourism business actors who must be laid off during the stay and work at home policy period. The implementation of the policies regulated in the Decree of the Minister of Health Number HK.01.07/MENKES/259/2020 regarding Large-Scale Social Restrictions (PSBB) and the Implementation of Restrictions on Community Activities (PPKM) gradually and directly limit tourism activities and events in Tourism Villages. Pujon Kidul.

The spread of the Covid-19 case resulted in reduced operating hours in the Pujon Kidul Tourism Village, but the village did not enforce a reduction in tourist capacity during this period. The handling of the Covid-19 crisis in order to limit the widespread spread in the community has not only resulted in a financial crisis but also a management crisis that requires a special team to handle the crisis. As a tourist village that is facing this kind of crisis for the first time, it is undeniable that it creates a surprising response for the management. However, according to the results of an interview with the head of the BUMDes Sumber Sejahtera Wisata Pujon Kidul that currently the manager has not formed a special team for the management of the Covid-19 crisis, especially for the management of the village tourism business unit. During the crisis, the tourism business is passive and continues to follow government directions and policies related to handling the spread of the Covid-19 virus.

The Sumber Sejahtera BUMDes, which oversees five village tourism business units, has experienced a slump because tourism activities have been temporarily suspended for a period of time directly limiting village tourism business activities. However, tourism business actors, all of whom are local residents, have had a high spirit of kinship and mutual cooperation from the start.

The crisis of the Covid-19 disease outbreak that came suddenly and first experienced by the Pujon Kidul Tourism Village had various negative impacts during its acute crisis. As previously discussed, this crisis not only resulted in loss of life but also a drastic decline in tourist arrivals and village tourism business income. However, the crisis has the opportunity to become a turning point that can lead to problems for the better (for better) or for the worse (for the worse), which simultaneously bears two issues, namely opportunities and threats (Kasali, 1994: 233).

Based on the handling, Pujon Kidul Tourism Village did several things in implementing the crisis management design based on the results of researcher observations and interviews with several village parties related to the research focus. Pujon Kidul does not yet have a pre-crisis strategy, during a crisis and post-crisis type of the Covid-19 pandemic which is an immediate crisis. So overall, the village is focused on following the developments in the process flow and the impact of the Covid-19 crisis so that the handling of the crisis must go hand in hand with normal activities.

This can be seen from the gotong royong system that is still attached to tourism business actors to help and build each other during the pandemic even without receiving payment. The implementation of system changes, renewal of tourism business units and the provision of adequate health services are efforts to implement the Covid-19 crisis management by Pujon Kidul Tourism Village.

Since the emergence of the Covid-19 case in the Pujon Kidul Tourism Village, local people have their own fear of the spread of this virus in tourism activities and in tourism businesses. This has a big impact on the homestay tourism business which uses the homes of local residents as the main accommodation to stay in the Pujon Kidul Tourism Village. Therefore, in order to maintain security and avoid conflict, the BUMDes decided to temporarily close the homestay accommodation business in 2020.

After identifying the flow of the Covid-19 crisis in the tourism business in the Pujon Kidul Tourism Village using the anatomy of a crisis by Fink (1986 in Kasali, 2003), the next stage in crisis management is to determine the steps in managing the crisis (Kasali, 2005) with the following steps: crisis management as follows:

1. Crisis Identification

The identification of the crisis was carried out by the manager of the Pujon Kidul Tourism Village by collecting data on the crisis problems faced by the Pujon Kidul Tourism Village, that the crisis faced was an implication of a health crisis that occurred suddenly (Nicola et al, 2020), namely the Covid-19 pandemic which lasted for two years. successively resulted in a decrease in village tourism business turnover and community income. There was even a closure of tourist villages for several months and restrictions on tourism activities due to the government's stay at home and work from home policy, which of course affected the decline in the village tourism economic sector.

2. Crisis Analysis

Crisis analysis is carried out by answering several questions related to crisis management. These questions include:

- a) What caused the crisis: The decrease in the number of tourists who came to the Pujon Kidul Tourism Village, the decrease in the turnover of the tourism business in the Pujon Kidul Tourism Village which also resulted in the termination of employees in tourism business activities in the long term.
- b) Why did the crisis happen: Due to the Covid-19 pandemic with the nature of the virus spreading very quickly and widely, the government formed a policy in the form of a ban on opening tourist attractions, canceling tourism activities and prohibiting travel which resulted in anxiety for the health and safety of the public and tourists. in general.
- c) Where and when the crisis occurred: In Pujon Kidul Tourism Village since March 2020.
- d) The extent to which the crisis has developed: This study focuses on the acute stage of the Covid-19 crisis in the Pujon Kidul Tourism Village which is characterized by the negative impact of the spread of crisis issues on tourism businesses in the Pujon Kidul Tourism Village, accompanied by a decrease in the number of tourist and community visits that have decreased. income.
- e) How the crisis occurred: The crisis occurred because of an outbreak of disease caused by the Covid-19 virus which has become a global pandemic.
- f) Who is able to overcome the crisis: This crisis is happening globally which means the whole world is also experiencing the crisis of this Covid-19 pandemic. In the initial handling, governments in various countries issued various policies to reduce the spread of the virus. A general policy that requires the public to practice social and physical distancing (maintaining a safe distance between individuals and avoiding crowds). In general, Indonesia has modified its lockdown policies under the names Large-Scale Social Restrictions (PSBB) and the Enforcement of Community Activity Restrictions

(PPKM) (Muhyiddin, 2020). After that, the distribution of variations of the Covid-19 virus vaccine that has been obtained by all circles of society was carried out to suppress the spread of the virus and prevent its growth. In essence, all parties, including the government, the local community of the Pujon Kidul Tourism Village and village tourism businesses, work together to comply with the health protocol rules and follow the standardization of new normal policies in the implementation of tourism activities to overcome the Covid-19 pandemic crisis.

3. Crisis Isolation

Crisis isolation is carried out so that the crisis does not spread. The type of Covid-19 crisis in the Pujon Kidul Tourism Village is indeed rather difficult, of course, in isolation or quarantine so that it does not spread. Because the Covid-19 virus has a very fast spread. Therefore, the thing that can be done is to carry out strict health protocols and comply with all the regulations that have been set in the new normal era policy.

4. Strategy Choice

This step is to choose a generic strategy in dealing with the crisis. In this case, the right strategic step in overcoming the conditions of the acute crisis stage of Covid-19 in the tourism business in the Pujon Kidul Tourism Village is the Adaptive Strategy. According to Kasali (2005), this step includes matters in the form of policy changes, operational modifications, compromises and straightening the image. Related to this, tourism village managers can do:

- a) Changing policies, of course, this policy is a derivative of the central government's policy related to preventing the spread of the Covid-19 virus and implementing new normal era tourism activities.
- b) Operational modification, namely by making SOPs that must be obeyed by tourists and tourism business actors, so that tourism activities in tourist villages can run well and comply with health protocols.
- c) The compromise made is in the form of a compromise on the situation, namely undergoing and continuing tourism activities that are side by side with the pandemic.

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