

The Role of Local Government in Developing Tourism Villages in Ponggok Village

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Abstract

This study aims to analyze the role of the local government in the development of Ponggok Tourism Village in Klaten Regency. Tourism village development is one of the government's strategies to improve community welfare by optimizing local tourism-based potential. This study used a qualitative case study method to determine the government's role in developing Ponggok Tourism Village as a tourist destination. The results show that the local government's role in developing Ponggok Tourism Village has been implemented through various functions, namely as a regulator, facilitator, mentor, and evaluator. Based on role theory, the expectation indicator is realized through systematic tourism village development planning, gathering community aspirations, and formulating policies supported by various regional regulations. The norm indicator is reflected in the implementation of government duties in accordance with statutory provisions and community involvement in the tourism village development process. Furthermore, the behavioral indicator (performance) is seen in the success of Ponggok Village as an independent tourism village that is able to increase village income, develop Village-Owned Enterprises (BUMDes), and encourage community economic growth. The role assessment indicators (evaluation) are implemented through periodic assessment and evaluation mechanisms conducted by the local government and stakeholders regarding the development of tourism villages. However, this study also found that obstacles remain, particularly in infrastructure, environmental management, and improving tourism support facilities, which require further attention.

Keywords: Role, Local Government, Tourism Village Development, Ponggok Village.

Abstrak

Penelitian ini bertujuan untuk menganalisis peran pemerintah daerah dalam pengembangan Desa Wisata Ponggok di Kabupaten Klaten. Pengembangan desa wisata merupakan salah satu strategi pemerintah untuk meningkatkan kesejahteraan masyarakat dengan mengoptimalkan potensi lokal berbasis pariwisata. Penelitian ini menggunakan metode studi kasus kualitatif untuk mengidentifikasi peran pemerintah dalam mengembangkan Desa Wisata Ponggok sebagai destinasi wisata. Hasil penelitian menunjukkan bahwa peran pemerintah daerah dalam pengembangan Desa Wisata Ponggok telah diwujudkan melalui berbagai fungsi, yaitu sebagai regulator, fasilitator, pembina, dan evaluator. Berdasarkan teori peran, indikator ekspektasi diwujudkan melalui perencanaan pengembangan desa wisata yang sistematis, penjangkaran aspirasi masyarakat, serta perumusan kebijakan yang

didukung oleh berbagai peraturan daerah. Indikator norma tercermin dalam pelaksanaan tugas pemerintah sesuai dengan ketentuan perundang-undangan dan pelibatan masyarakat dalam proses pengembangan desa wisata. Selanjutnya, indikator perilaku (kinerja) terlihat dari keberhasilan Desa Ponggok sebagai desa wisata mandiri yang mampu meningkatkan pendapatan desa, mengembangkan Badan Usaha Milik Desa (BUMDes), serta mendorong pertumbuhan ekonomi masyarakat. Indikator penilaian peran (evaluasi) dilaksanakan melalui mekanisme penilaian dan evaluasi berkala yang dilakukan oleh pemerintah daerah dan para pemangku kepentingan terkait pengembangan desa wisata. Namun, penelitian ini juga menemukan adanya hambatan, khususnya pada aspek infrastruktur, pengelolaan lingkungan, dan peningkatan fasilitas pendukung pariwisata, yang memerlukan perhatian lebih lanjut.

Kata kunci: Peran, Pemerintah Daerah, Pengembangan Desa Wisata, Desa Ponggok.

Introduction

The tourism sector is a strategic sector that makes a significant contribution to national economic growth (Wibowo et al., 2017). In addition to being a source of foreign exchange, this sector also plays a role in creating jobs, increasing public income, and driving regional development through infrastructure development and supporting economic sectors (Fadilla, 2024). Indonesia's tourism potential, supported by its rich natural resources, cultural heritage, and diverse destinations, makes this sector a priority in national development. However, Indonesia's tourism competitiveness still faces various challenges, requiring sustainable development policies and strategies (Aliansyah & Hermawan, 2019).

Based on the Travel and Tourism Competitiveness Index published by the World Economic Forum, Indonesia's tourism competitiveness still ranks below that of several countries in Southeast Asia (Maulana et al., 2022). This situation indicates that tourism sector management still faces several obstacles, including a suboptimal vision and capacity of policymakers, uneven readiness of tourist destinations, limited supporting facilities and infrastructure, suboptimal marketing, and ineffective coordination between government agencies and stakeholders. These various challenges are a crucial focus in efforts to improve the quality and competitiveness of national tourism (Hutagalung et al., 2021).

As a commitment to developing the tourism sector, the government has enacted Law Number 10 of 2009 concerning Tourism as the legal basis for tourism management in Indonesia (Setyanto et al., 2024). This regulation emphasizes that tourism development is directed at increasing economic growth, expanding employment opportunities, reducing poverty, preserving the environment and culture, and improving community welfare. One implementation of this policy is through the development of tourist villages that prioritize local potential as the main attraction (Amirudin, 2017).

The development of tourist villages is a community-based tourism strategy that positions communities as the primary actors in the management and utilization of tourism potential (Pantiyasa, 2011). Through this concept, communities are not only the objects of development but also directly benefit economically from tourism activities. The success of village tourism development is greatly influenced by the

synergy between the local government, village government, community, and various stakeholders in providing policies, facilities, mentoring, and community empowerment (Putra et al., 2025).

In this context, Ponggok Village in Klaten Regency is an example of a village that has successfully developed local potential through professional natural resource management (Enggraini et al., 2020). Tourism development, centered on the potential of the Umbul Ponggok spring, is supported by local government policies and the management of the Tirta Mandiri Village-Owned Enterprise (BUMDes). Collaboration between the village government, BUMDes, and the community has driven increased tourist visits, the growth of community businesses, and increased village income, which is then utilized to support development and public services (Subehi et al., 2020).

The success of Ponggok Village demonstrates that the role of local government extends beyond policy formulation to include facilitation, coaching, mentoring, infrastructure provision, and strengthening village institutions (Hastutik et al., 2021). Nevertheless, the development of tourism villages still faces various challenges, such as maintaining the sustainability of destinations, improving the quality of human resources, strengthening promotion, and ensuring that economic benefits are shared equally by the community. Therefore, the effective role of local governments is crucial in ensuring the sustainability of tourism village development (Kabes et al., 2022).

Based on this description, this study aims to analyze the role of local government in the development of Ponggok Tourism Village. This research is expected to provide an overview of the local government's role in supporting tourism village development, while also identifying various factors that support and hinder the implementation of village-based tourism development policies. The results of this study are expected to provide input for local government and stakeholders in formulating strategies for sustainable tourism village development.

Method

The research method used in this study is a descriptive method with a qualitative approach, namely a research method that describes the research object based on existing facts that are ongoing by collecting, compiling, and explaining the data obtained for further analysis in accordance with existing theories. This is in line with the opinion of Bogdan and Taylor (Moleong, 2019), who define, "qualitative methodology as a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior" (Fiantika et al., 2022). In other words, this research is called qualitative research because it is research that does not involve calculations. This study aims to describe, analyze, and interpret the role of local government in developing tourism villages in Ponggok Village. The object of this research is the role of local government in developing tourism villages in Ponggok Village. In its implementation, the data collection techniques used in this study are: observation, interviews, literature, and documents related to the research. These techniques are used to collect data and information related to the role of the government in developing tourism villages in Ponggok Village.

Result and Discussion

Regional government is the administration of government affairs by the regional government and the regional people's representative council according to the principles of autonomy and assistance tasks with the principle of the broadest possible

autonomy in the system and principles of the Unitary State of the Republic of Indonesia as referred to in the 1945 Constitution of the Republic of Indonesia. In this study, the Regional Government is an institution or agency that is fully responsible for developing tourist villages in Ponggok Village, Polanharjo District, Klaten Regency, Central Java Province. The actors referred to in this study are the Klaten Regency Regional Government which plays a major role in developing tourist villages in Ponggok Village. The following is a description of the results and discussion of the data analysis findings using a theoretical basis focused on the research objectives based on Biddle and Thomas' theory in the Hia Eras (2019:39), which includes four main indicators: Expectation, Norm, Performance, and Evaluation. Expectation is the expectations of others regarding appropriate behavior that should be demonstrated by someone in a certain role. This expectation of behavior can be general, can be the expectation of a group of people, or can also be the expectation of a specific individual.

From the research results, the researcher discovered how the Klaten Regency government, the village head, and other village officials, and the entire Ponggok village community hope to realize Ponggok Village as an independent tourist village. The role of the local government through various policies and regulations is expected to serve as a guideline for the community and other stakeholders in Ponggok Village to become an independent tourist village. The development of a tourist village includes: a. Procurement, construction, utilization, and maintenance of tourist village facilities and infrastructure such as : pergolas, gazebos, tourist huts or homestays, and souvenir kiosks. Through the efforts and hard work of stakeholders, Ponggok Village has become an independent tourist village. b. Promotion of tourist villages is prioritized through cultural and digital-based events. c. Training in tourist village management. d. Development of tourist village investment. e. Development of cooperation between tourist villages. f. Development of other tourist villages in accordance with village authority and decided in village deliberations.

- Norms

According to Secord and Backman in Era-Era Hia (2019), norms in role theory relate to the expectations (role expectations) attached to an individual or institution in carrying out their role. These expectations are divided into two main forms: anticipatory expectations and normative expectations (prescribed role expectations). Anticipatory expectations are expectations regarding the behavior expected of role holders in facing certain conditions. Meanwhile, normative expectations are demands that must be met according to the position and responsibilities held. Normative expectations are further divided into two types: covert expectations (unspoken but mutually understood) and overt expectations. (overt) which is stated explicitly through rules, policies, or formal demands.

Based on field research, researchers found that this predictive expectation is reflected in the gradual and systematic development planning of the Ponggok Tourism Village. The village government, along with stakeholders, did not immediately undertake physical construction or provide business capital assistance to the community, but rather first developed the stages of tourism village development. These stages include establishing a design team (think tank), mapping village potential, identifying tourism development opportunities, drafting a tourism village plan, improving human resource quality, and providing supporting facilities. This planning demonstrates an expectation of the village government's behavior to manage the village's potential in a focused and sustainable manner.

These findings were reinforced by an interview with Mr. Leogtyatmadji Tjahjo Noegroho, an expert in Village Community Empowerment, who stated that tourism village development must begin with the development of appropriate stages. He stated that establishing a design team competent in tourism is a crucial initial step, followed by identifying the village's superior potential so that development can be focused on sectors with the greatest potential. This statement demonstrates that the success of a tourism village is not determined by the amount of capital provided, but rather by the quality of planning and the government's ability to establish a clear development direction. Thus, predictive expectations are realized through the village government's anticipatory actions in developing a well-thought-out development strategy.

In addition to predictive expectations, this study also found hidden normative expectations (covert expectations). These expectations are reflected in the Ponggok Village government's efforts to elicit community aspirations as a basis for formulating village development policies. Based on interviews with the Ponggok Village Head, the village government engaged in a direct approach to the community by visiting each house and asking residents to write down their hopes and desires for the future of Ponggok Village. These aspirations were then collected and used as a reference in formulating village development programs. This process demonstrates that community expectations are already present in the social environment, even though they are not always formally expressed. Therefore, the village government plays an active role in identifying and translating these expectations into development policies.

These findings demonstrate that Ponggok Village development is implemented through a participatory approach that positions the community as the subject of development. The community's hidden hopes for improved welfare, poverty reduction, and village progress have been successfully accommodated by the village government through various village tourism development programs. Thus, the government not only performs administrative functions but also acts as a facilitator, bridging community needs with development policies. This situation demonstrates a congruence between prevailing social norms and government actions in carrying out its role.

Furthermore, the overt normative expectations in this study are manifested through various regulations that serve as the basis for implementing tourism village development. The local government's role in developing Ponggok Tourism Village refers to Central Java Provincial Regulation Number 2 of 2019 concerning the Empowerment of Tourism Villages in Central Java Province, Central Java Governor Regulation Number 53 of 2019 as implementation guidelines, and Klaten Regency Regulation Number 3 of 2014 concerning the Klaten Regency Tourism Development Master Plan 2014–2029. The existence of these regulations represents an explicit expectation for both local and village governments to implement tourism village development in accordance with the principles of community empowerment, sustainability, and good governance.

Role-Playing Behavior (Performance)

According to role theory, role-playing behavior (performance) is the concrete manifestation of a role carried out by an actor or institution in achieving predetermined goals. A role is understood not only as a set of duties and responsibilities, but also as a concrete action that results in change or impact on the surrounding environment. Therefore, the success of a role can be seen in the

achievements achieved, the effectiveness of program implementation, and the benefits felt by the community as policy recipients. In the context of tourism village development, the behavior of local government is reflected in various policies, coaching programs, mentoring, facilitation, and support for the development of tourism potential oriented towards improving community welfare.

Based on field research, researchers found that the behavior of local government in developing Ponggok Tourism Village has resulted in significant changes in the social and economic conditions of the community. Klaten Regency, with 391 villages and 10 sub-districts and a population of approximately 1.4 million, has successfully developed dozens of tourism villages, with Ponggok Village being one of the most successful. This success is inseparable from the role of the local government in providing guidance, developing regulations, promoting, and mentoring village governments, enabling them to optimize their tourism potential. The tangible results of this role are evident in the increase in tourist visits, the development of Village-Owned Enterprises (BUMDes), and increased community and village income.

These findings were reinforced by an interview with Ms. Dwi Murwanti, S.E., M.Sc., Head of the Development and Marketing Section of the Klaten Regency Culture, Youth, Sports, and Tourism Office. She explained that the development of tourism villages in Klaten Regency is showing a positive trend, with 33 villages having received designated decrees (SK) by 2022. Furthermore, one tourist village in Prambanan District was named among the top 50 in the 2022 Indonesian Tourism Village Award, while Ponggok Village has developed into an independent tourism village and is a pioneer in tourism village development in Klaten Regency. This statement demonstrates that the role of local government not only results in success at the local level but also enhances the competitiveness of tourism villages, thereby gaining national recognition.

This success is also reflected in Ponggok Village's contribution to increasing Village Original Income (PADes) and the regional economy. Through professional management of its Village-Owned Enterprise (BUMDes), Ponggok Village is able to significantly contribute to village revenue through the distribution of business profits and the payment of various taxes to the local government. This situation makes Ponggok Village one of the villages with a high level of economic independence and was designated as an independent tourism village based on Klaten Regent Decree No. 556/38 of 2012. This achievement demonstrates that the implementation of the local government's role in fostering, empowering, and facilitating has had a tangible impact on improving the welfare of the village community.

However, research also shows that the local government's behavior in developing Ponggok Tourism Village still faces several obstacles, particularly in the provision and improvement of infrastructure. Several supporting tourism facilities still require repairs, such as water tanks, drainage channels, waste management systems, reforestation, safety fences, and infrastructure improvements in the Umbul Ponggok, Besuki, Sigedang, Galau Reservoir, and Ponggok Ciblon tourist areas. Furthermore, rehabilitation of various public facilities such as health facilities, educational institutions, places of worship, government facilities, and supporting facilities within the tourism village is still needed to provide optimal services to tourists and the local community. These issues demonstrate that the successful development of tourism villages must be balanced with adequate infrastructure

development to ensure the sustainability of the destination.

Based on the research results, the researchers concluded that the local government's performance in developing Ponggok Tourism Village has been successful, demonstrated by the successful development of the tourism village, increased village economic independence, the development of Village-Owned Enterprises (BUMDes), and increased contributions to village and regional income. However, the implementation of this role is not yet fully optimal, as several aspects of infrastructure and supporting facilities require further attention. Therefore, the local government needs to strengthen its commitment to infrastructure development, tourism area maintenance, and improving the quality of public facilities to ensure Ponggok Village's success as an independent tourism village and become a model for sustainable tourism village development for other regions.

Evaluation

According to role theory, role evaluation is the process of assessing the implementation of a role based on the behavior demonstrated by the actor in carrying out their duties and responsibilities. This assessment can produce positive or negative impressions, depending on the extent to which the role fulfills established expectations, norms, and goals. In other words, evaluation is a crucial instrument for determining the effectiveness of a role's implementation and serves as a basis for future improvements and development. In the context of tourism village development, an assessment of the role of local government is conducted to measure the success of policy implementation, development, and sustainable empowerment of tourism villages.

Based on field research, researchers found that the Klaten Regency Government has periodically evaluated the development of Ponggok Tourism Village. Evaluations are conducted as part of the local government's responsibility to ensure that tourism village development programs are running according to established objectives. Evaluation activities involve not only regional officials responsible for tourism, but also village governments, tourism awareness groups (Pokdarwis), Village-Owned Enterprises (BUMDes), and various other stakeholders. The involvement of these various stakeholders demonstrates that the assessment of tourism village development is conducted collaboratively, ensuring more objective and comprehensive results.

These findings were reinforced by an interview with Ms. Dwi Murwanti, S.E., M.Si., Head of the Development and Marketing Section of the Klaten Regency Office of Culture, Youth, Sports, and Tourism. She explained that the local government carries out the assessment process for tourism villages through an assessment team consisting of representatives from the local government, the Tourism Village Communication Forum, and the Tourism Awareness Group (Pokdarwis). The assessment was conducted through direct visits to tourist villages to assess the feasibility, development, and quality of destination management. Based on the assessment results, tourist villages were classified into several categories: pioneering, developing, advanced, and independent. Villages that met the criteria would receive a Regent's Decree (SK) as official recognition of their tourism status.

Furthermore, the research showed that the Regent's Decree (SK) is valid for four years. During this period, the local government periodically evaluates the development of the tourist village to determine whether it is progressing, stagnating, or even declining. This evaluation process serves as the basis for determining the next

steps for development. Therefore, the success of tourist village development depends not only on the local government but also requires the commitment of the village government, tourism managers, Village-Owned Enterprises (BUMDes), Tourism Awareness Groups (Pokdarwis), and the active participation of the community in maintaining and improving the quality of tourism destination management.

In addition to the evaluation conducted by the local government, this study also found that internal evaluations were conducted by various institutions in Ponggok Village, such as the Tirta Mandiri Village-Owned Enterprise (BUMDes), the village government, and Micro, Small, and Medium Enterprises (MSMEs). These evaluations covered various aspects of business management, including market segment analysis, competition levels, marketing strategies, facility and support needs, operational costs, and profit estimates. All evaluation results were then reported to the local government for monitoring and policy-making purposes. Thus, the evaluation mechanism operates in stages, from the village level to the local government level, ensuring that any emerging issues can be promptly identified and addressed.

Based on these research findings, the researchers concluded that the assessment of the local government's role in the development of Ponggok Tourism Village has been well implemented. This is demonstrated by the existence of a regular evaluation system, a structured assessment mechanism, a classification of tourism village development, and the involvement of various stakeholders in the assessment process. However, evaluation serves not only as a tool for measuring success, but also as a basis for developing strategies for improvement in various aspects that still require improvement, particularly in strengthening institutional capacity, human resource development, marketing, and providing supporting infrastructure. With continuous evaluation, the development of Ponggok Tourism Village is expected to be more effective, adaptive, and sustainable.

Conclusion

Based on the indicators of behavior in relation to the role developed by Biddle and Thomas in Era-Era Hia (2019: 39-40), it is known that seen from the expectation variable, it is depicted that there is hope from the local government, the head of Ponggok village, and also the people of Ponggok village to make Ponggok village a developing village with tourism potential in Ponggok village. Then the local government increases its role to supervise and develop Ponggok village until it becomes an independent tourism village. Furthermore, seen from the Norm variable, there is a predictive hope or hope about a behavior that will occur, namely, where the planning in advancing Ponggok village is first carried out, the Village forms a Tourism Village Design Team (Think Tank), second Mapping village potential, third Targeting tourism village opportunities, fourth formulating a tourism village design, fifth preparing human resources, then preparing tourism village facilities. The local government in developing tourism villages in Ponggok village has complied with applicable laws and regulations, complied with the regional regulations of Central Java Province, and complied with the Regulation of the Governor of Central Java. Meanwhile, if seen from the performance variable (behavioral form), it is seen that the role of the local government in developing the tourism village makes Ponggok village an independent tourism village whose annual BUMDes income now reaches billions of rupiah. Seen from the evaluation variable, it is seen that the local government has

carried out its duties normatively, namely periodically carrying out evaluations of Ponggok village which is assisted by the village government in monitoring the development of Ponggok village to what extent it has achieved its tourism development, so that it will be an evaluation for the local government in terms of developments that will continue to be monitored by the local government.

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