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Local Community In The Management Of Tanjung Rejo Tourist Village, Percut Sei Tuan District

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Abstract

This study aims to analyze community involvement in the management of Tanjung Rejo Tourism Village and to formulate empowerment strategies to enhance participation in community-based tourism development. Although the village holds great potential through its extensive mangrove ecosystem, local participation remains low. Using a qualitative approach and case study method, data were collected through observation, in-depth interviews, and documentation, and analyzed using the Miles and Huberman model as well as a SWOT matrix. The findings reveal that limited community involvement is due to a lack of information, training, and access to resources. Recommended empowerment strategies include continuous training, strengthening local institutions such as BUMDes and tourism awareness groups, and fostering collaboration with external stakeholders. This study is expected to serve as a reference for developing more inclusive and sustainable tourism village policies.

Keywords: community empowerment, community participation

Abstrak

Penelitian ini bertujuan menganalisis keterlibatan masyarakat dalam pengelolaan Desa Wisata Tanjung Rejo serta merumuskan strategi pemberdayaan untuk meningkatkan partisipasi dalam pengembangan destinasi berbasis komunitas. Meski memiliki potensi wisata mangrove yang besar, partisipasi masyarakat masih rendah. Menggunakan pendekatan kualitatif dan metode studi kasus, data diperoleh melalui observasi, wawancara, dan dokumentasi, serta dianalisis dengan model Miles dan Huberman dan matriks SWOT. Hasil penelitian menunjukkan keterbatasan partisipasi masyarakat disebabkan minimnya informasi, pelatihan, dan akses sumber daya. Strategi pemberdayaan yang disarankan meliputi pelatihan berkelanjutan, penguatan kelembagaan lokal, dan kolaborasi dengan pihak eksternal. Temuan ini diharapkan menjadi acuan bagi pengembangan kebijakan desa wisata yang inklusif dan berkelanjutan.

Kata kunci: Pemberdayaan Masyarakat, Partisipasi Masyarakat

1. INTRODUCTION

Village tourism has become one of the rapidly growing sectors in Indonesia, particularly in the context of sustainable development and local community empowerment. Tourism villages offer unique cultural and natural-based experiences, making them attractive destinations for both domestic and international tourists. Along with the increasing awareness of the importance of sustainable tourism, many villages in Indonesia have begun developing their tourism potential by involving local communities as the main actors in destination management. This approach aligns with the Participation Theory proposed by Arnstein (1969), which emphasizes the importance of community involvement in decision-making processes, starting from the planning stage to the implementation of tourism policies.

Local community empowerment is a key factor in the success of sustainable tourism village development. Through active participation, communities not only become beneficiaries but also play a role in the planning, management, and decision-making processes related to tourism destinations. According to Suharto (2005), community empowerment is understood as a process consisting of various activities aimed at strengthening the position of disadvantaged groups within the social structure, including individuals facing poverty-related issues. In terms of objectives, empowerment leads to the ideal condition expected through social transformation, namely the creation of an empowered society—one that possesses the knowledge, authority, and capability to fulfill its needs in physical, economic, and social aspects. This includes the ability to build self-confidence, express aspirations, earn livelihoods, participate in social activities, and live independently. In the context of tourism villages, such empowerment can improve community economic welfare through job creation, increased income, and the development of skills in the tourism sector. Furthermore, empowerment also contributes to the preservation of local culture by making traditions and local wisdom tourism attractions. Therefore, community empowerment strategies in village tourism are essential in realizing inclusive and sustainable development.

The urgency of research on community empowerment in tourism village management is highly significant considering several factors underlying its relevance and necessity. First, this research plays an important role in understanding how tourism village management involving active community participation can improve local income and economic welfare. With the increasing number of tourists, communities have opportunities to utilize local resources, which in turn can create business opportunities and reduce poverty levels. In addition, in the context of rapid globalization, many local cultures are threatened with extinction; therefore, this research can provide valuable insights into how tourism villages can function as a means of preserving local culture and traditions while maintaining environmental sustainability.

This research also emphasizes the importance of community participation in decision-making related to resource management, which can foster a sense of ownership and responsibility toward their environment and culture. Within the framework of sustainable tourism development, an analysis of successful tourism villages that empower communities can provide an applicable model for other regions, supporting tourism development that is beneficial not only economically but also socially and environmentally. The results of this research are expected to serve as a foundation for policymakers in formulating strategies and programs that support sustainable tourism village development, as well as providing evidence-based recommendations to improve the effectiveness of community empowerment programs. Thus, this research not only contributes academically but also has significant social and economic impacts on local communities and the environment, while enriching the understanding of the interaction between tourism and society.

2. RESEARCH METHODOLOGY

This research employed a qualitative method with a Community Based Tourism (CBT) approach, as this approach emphasizes community involvement in every aspect of tourism management, making it relevant for analyzing community empowerment in Tanjung Rejo Tourism

Village, Percut Sei Tuan District, Deli Serdang Regency, North Sumatra. The research subjects included local communities, tourism village managers, village government officials, and Village-Owned Enterprises (BUMDes) directly involved in tourism activities. The research data were obtained from two sources, namely primary data through field observations, in-depth interviews, and Focus Group Discussions (FGD), as well as secondary data derived from official documents, activity reports, village policies, and related literature.

Data collection techniques were conducted through participatory observation to examine the dynamics of tourism management, in-depth interviews using interview guidelines to explore the experiences and perspectives of the community, and documentation in the form of field notes, photographs, and policy documents. Community empowerment in this research is understood as a process of enhancing community capacity in economic, social, cultural, and environmental aspects, enabling communities to actively participate, become independent, and sustainably manage the tourism village.

Data analysis was carried out using the interactive model of Miles and Huberman (as cited in Sugiyono), which consists of three stages: data reduction, data display, and conclusion drawing. Data reduction was conducted to filter information according to the research focus, while data presentation was organized in descriptive narrative form and complemented with SWOT analysis to identify strengths, weaknesses, opportunities, and threats. The conclusion-drawing process was conducted through repeated verification to ensure the validity of the findings. Data validity was tested using source triangulation techniques and rechecking data consistency, ensuring that the research results are credible and scientifically accountable.

3. FINDING AND DISCUSSION

3.1 Analysis of the Implementation of POAC in the Management of Tanjung Rejo Tourism Village

The management of Tanjung Rejo Tourism Village can be understood through George R. Terry's management concept in *Principles of Management*, which includes four main functions: Planning, Organizing, Actuating, and Controlling (POAC). These four functions are interconnected in forming a continuous management cycle, where each stage—from formulating strategic plans, organizing resources, implementing programs, to conducting supervision—plays an important role in ensuring that the objectives of tourism village management are achieved effectively, efficiently, and adaptively in response to ongoing developments and challenges.

In the planning aspect, planning is carried out through village deliberation meetings focusing on short-term activities such as mangrove development, beach cleanliness, and annual events; however, it has not yet included long-term strategic planning. In terms of organizing, a management group has been established involving village officials, community leaders, and youth groups, although the distribution of roles remains uneven. In the actuating aspect, tourism activities, mangrove planting, promotional activities, and cultural events have been implemented fairly well, but community participation is still partial. Meanwhile, controlling is conducted through post-activity evaluations, although these evaluations are not yet systematically documented, resulting in evaluation outcomes not being fully utilized for improving future planning.

3.2 Analysis of Community Involvement Based on Community-Based Tourism (CBT)

To understand how the concept of Community-Based Tourism (CBT) is implemented in Tanjung Rejo Tourism Village, Percut Sei Tuan District, Deli Serdang Regency, the researchers focused on five participation indicators based on Suansri's theory (as cited in Nurhidayati, 2012). The implementation of Community-Based Tourism (CBT) in Tanjung Rejo Tourism Village demonstrates economic benefits through culinary businesses and tourism services, although these benefits are not yet evenly distributed. It also encourages social cooperation, although community

participation remains limited. The village possesses cultural potential that has not yet been optimally developed, increases environmental awareness despite weak sustainable management systems, and reflects political participation that remains predominantly consultative in nature.

The SWOT analysis results confirm that the village has strengths in the form of mangrove ecosystems, coastal panoramas, cultural potential, BUMDes support, and accessibility. However, it also faces weaknesses such as low community participation, limited facilities, and inadequate infrastructure. Opportunities arise from government support, collaboration with universities, ecotourism trends, and digital marketing, while threats include flooding, climate change, competition among tourism villages, weak regulations, and low environmental awareness. Therefore, tourism management strategies should focus on strengthening community participation, improving human resources, enhancing infrastructure, and implementing sustainable environmental management to create a competitive and resilient tourism village.

3.3 SWOT Analysis of Community Empowerment in the Management of Tanjung Rejo Tourism Village

Community empowerment strategies in the management of Tanjung Rejo Tourism Village can be formulated through the integration of existing strengths, weaknesses, opportunities, and threats. In the SO (Strengths–Opportunities) aspect, strategies that can be implemented include developing mangrove ecotourism and marine tourism potential supported by conservation tourism trends and government programs, thereby not only increasing tourism attractiveness but also supporting environmental preservation. In addition, the promotion of local products such as culinary products, handicrafts, and homestays should be strengthened through the use of social media and e-commerce platforms to expand market reach and increase community income. The role of BUMDes is also important in establishing cooperation with universities and training institutions to improve human resource capacity and the professionalism of tourism management.

Meanwhile, in the WO (Weaknesses–Opportunities) aspect, strategies that can be pursued include utilizing support from government programs and educational institutions to develop tourism facilities while simultaneously improving community skills, so that the quality of tourism services can be enhanced sustainably. Efforts to increase public awareness should also be carried out through training, counseling, and community-based programs to strengthen active participation in tourism management. In addition, improving road access and transportation by involving related institutions is important to facilitate tourist visits and encourage the growth of village tourism.

In the ST (Strengths–Threats) aspect, relevant strategies include optimizing the role of local institutions, such as BUMDes, in formulating internal regulations and environmental monitoring systems to protect ecosystems from the negative impacts of tourism activities. The village can also develop environmentally based educational tourism to increase tourist awareness regarding the importance of environmental conservation. Furthermore, strengthening local cultural identity through traditional culinary products, arts, and handicrafts can become a competitive advantage in facing competition from other tourism villages.

Lastly, in the WT (Weaknesses–Threats) aspect, strategies that can be implemented include developing flood mitigation systems and improving tourism infrastructure with government support to maintain tourism activities, especially during the rainy season. Education and socialization regarding environmental conservation also need to be intensified for both local communities and tourists in order to strengthen collective awareness of preserving tourism areas. Moreover, strengthening networks and collaboration among tourism villages is essential for sharing experiences, enhancing internal capacity, and improving competitiveness amid increasingly intense tourism destination competition.

The community empowerment strategy of Tanjung Rejo Tourism Village derived from the SWOT Matrix was subsequently formulated into the IFAS–EFAS Matrix to assess internal and external factors.

	Faktor Strategis Internal	Bobot	Rating	Score
STRENGTH	1. Kawasan mangrove alami untuk ekowisata	0.11	4	0.44
	2. Pemandangan pesisir mendukung wisata bahari	0.10	4	0.40
	3. Potensi wisata budaya (kuliner & kerajinan)	0.08	3	0.24
	4. Kelembagaan BUMDes aktif dalam pariwisata	0.07	3	0.21
	5. Lokasi desa cukup mudah dijangkau	0.07	4	0.28
	Total Strengths	0.43		1.57
WEAKNESS	6. Rendahnya partisipasi warga dalam pengelolaan wisata	0.13	2	0.26
	7. Fasilitas wisata (homestay & info center) masih minim	0.12	2	0.24
	8. Akses transportasi ke lokasi wisata belum optimal	0.10	1	0.10
	9. Belum Ada Regulasi yang Jelas	0.11	2	0.22
	10. Jalan menuju spot wisata rusak atau belum beraspal	0.11	2	0.22
	Total Weakness	0.57	5	1.04
	Subtotal	1.00		0.53

Figure 1. IFAS

Source: Author's Documentation (2025)

Based on the IFAS (Internal Strategic Factors Analysis Summary) analysis results, the village's primary strengths include natural mangrove areas with strong ecotourism potential and coastal scenery that supports marine tourism. In addition, cultural tourism potential such as culinary products and handicrafts, institutional support from BUMDes, and the village's accessible location also serve as driving factors. The total strength score reached 1.57, indicating that these positive potentials are relatively dominant. However, several weaknesses still require attention, including low community participation in tourism management, limited facilities such as homestays and information centers, suboptimal transportation access, the absence of clear regulations, and damaged or unpaved roads leading to tourism spots. The total weakness score of 1.04 indicates significant internal obstacles. The difference between strengths and weaknesses, amounting to 0.53, indicates that the village's strengths are still greater than its weaknesses, although the gap is not particularly wide. Therefore, tourism development strategies should focus on maximizing natural and cultural strengths while gradually addressing weaknesses, particularly in community participation, facility provision, and infrastructure improvement.

	Faktor Strategi Eksternal	Bobot	Rating	Score
OPPORTUNITY	1. Dukungan program pemberdayaan dari Kem enparekraf dan instansi terkait.	0.10	4	0.40
	2. Peluang kerja sama dengan perguruan tinggi dan lembaga pelatihan.	0.09	3	0.27
	3. Pengembangan kuliner, kerajinan, dan homestay sebagai daya tarik.	0.09	4	0.36
	4. Mangrove dan wisata bahari mendukung tren wisata konservasi.	0.08	3	0.24
	5. Potensi pemasaran produk lokal melalui platform digital.	0.09	3	0.27
	Total Opportunity	0.45		1.54
THREATS	6. Banjir rutin merusak infrastruktur dan menghambat pariwisata.	0.10	1	0.10
	7. Dampak perubahan iklim dan degradasi lingkungan pesisir.	0.11	1	0.11
	8. Persaingan dengan desa wisata lain yang lebih unggul.	0.08	2	0.16
	9. Minimnya regulasi dan pengawasan lingkungan.	0.13	2	0.26
	10. Rendahnya kesadaran lingkungan wisatawan dan warga.	0.13	1	0.13
	Total Threats	0.55		0.76
	Subtotal	1.00		0.78

Figure 2.EFAS

Source: Author's Documentation (2025)

Based on the EFAS (External Strategic Factors Analysis Summary) analysis results, village tourism development has considerable opportunities with a total score of 1.54. These opportunities primarily come from empowerment programs provided by the Ministry of Tourism and Creative Economy (Kemenparekraf) and related institutions, collaboration opportunities with universities and training institutions, the development of culinary products, handicrafts, and homestays as tourism attractions, conservation tourism trends supported by mangrove and marine tourism resources, as well as the potential for marketing local products through digital platforms. On the other hand, threats with a total score of 0.76 include limited regulations and environmental monitoring, low environmental awareness among tourists and local communities, competition with more advanced tourism villages, recurring floods damaging infrastructure, and the impacts of climate change and coastal environmental degradation. The difference between opportunity and threat scores of 0.78 indicates a relatively favorable position for the village to take advantage of existing external opportunities, provided that it can optimize government support, conservation tourism trends, and digital marketing while anticipating environmental risks and improving regulations and public awareness.

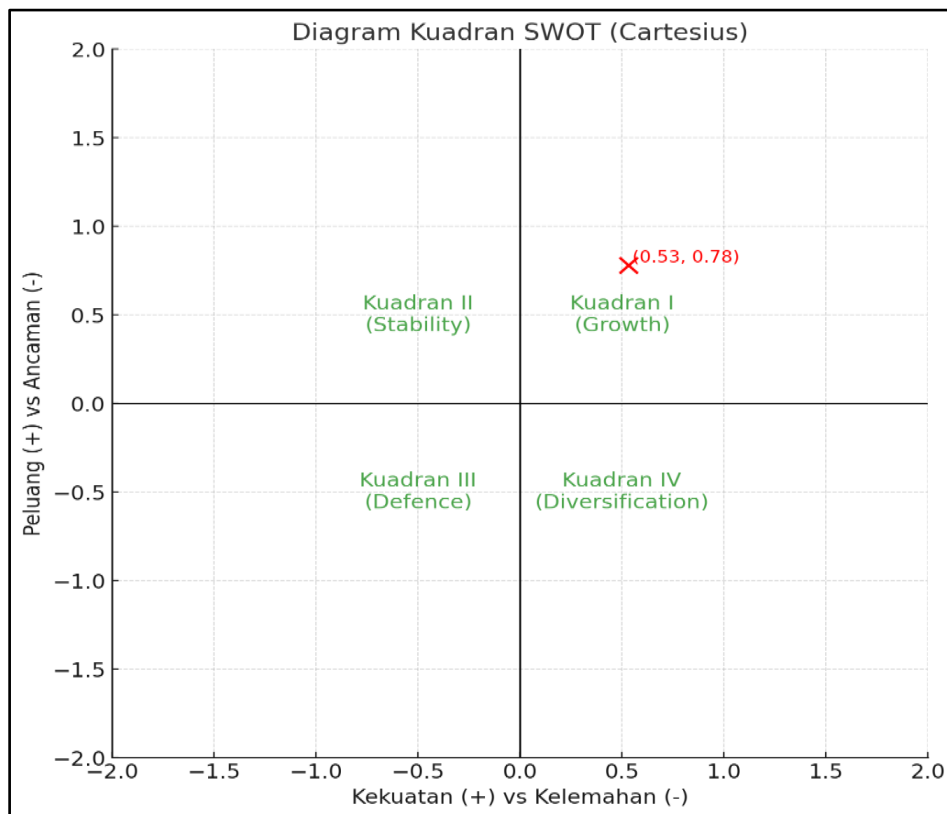


Figure 3. IFAS and EFAS Quadrant
Source: Author's Documentation (2025)

Based on the strategic analysis visualized through the Cartesian Diagram, the tourism village is positioned in Quadrant I (Aggressive) with coordinates (2,2). This position illustrates that the village possesses dominant internal strengths, such as natural potential, local culture, and institutional support, combined with substantial external opportunities, including government support programs, technological developments, and trends in ecology- and sustainability-based tourism.

From an academic perspective, this quadrant is considered the most ideal position in SWOT analysis because the village is not only in a stable condition but also has the capacity for significant growth. The appropriate strategy for this position is an aggressive growth strategy, namely by encouraging innovation, expanding promotional activities, strengthening cross-sector collaboration, and improving the capacity of local communities as the main actors in tourism development.

In other words, this position requires the village not only to maintain its existing advantages but also to take initiatives and progressively transform itself. Therefore, participatory, sustainable, and inclusive development strategies become essential to optimize opportunities while maintaining social harmony and environmental sustainability in the future. In conclusion, the tourism village is in a highly potential position to develop into a superior and competitive destination if managed wisely and strategically.

4. CONCLUSION

Based on the results and discussion of the research findings, the following conclusions can be drawn:

- a) The research indicates that community involvement in the management of Tanjung Rejo Tourism Village remains limited and uneven. Although the local community is aware of their village's status as a mangrove-based tourism village, active participation in tourism planning, management, and evaluation activities is still relatively low. Some residents are only involved

in technical activities such as environmental cleanliness programs and short-term training, but they do not hold strategic roles in decision-making processes. Based on the interview results, many community members stated that they had not been directly involved by the village government or BUMDes, and they still perceive tourism management as being handled only by certain groups such as Pokdarwis or BUMDes administrators.

- b) Community empowerment strategies in Tanjung Rejo Tourism Village were formulated through a SWOT analysis that identified strengths, weaknesses, opportunities, and threats within the local context. The analysis revealed that the village possesses strengths in the form of unique mangrove natural resources, local cultural values, a spirit of mutual cooperation, and the existence of institutions such as BUMDes and Pokdarwis. However, empowerment strategies still need to address several fundamental weaknesses, including low human resource capacity, limited sustainable training programs, inadequate supporting infrastructure, and insufficient promotion and access to digital markets. Based on the strategic analysis visualized through the Cartesian Diagram, the tourism village is positioned in Quadrant I (Aggressive) with coordinates (2,2). This position illustrates that the village has dominant internal strengths, such as natural potential, local culture, and institutional support, combined with substantial external opportunities, including support from government programs, technological developments, and trends in ecology-based and sustainable tourism.

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