MANAGEMENT OF SRI GETHUK WATERFALL ATTRACTIONS

Tino Asprilla Anthon*, R Widodo Triputro, Suharyanto

Rural Society Development Academy of Yogyakarta, Indonesia

tinoame46@gmail.com

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ABSTRACT

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Background: The management of Sri Gethuk Waterfall which is managed by the Tourism Village Business Unit under the Village-Owned Enterprise "Sejahtera" Bleberan Village is quite successful because it has an impact on the number of visitors which increased significantly from 2011-2015 impacting on Village Original Income (PADesa) of Bleberan tourism village. Aim: This study aims to unveil the management of Sri Gethuk Waterfall tourism object. Method: This type of research is qualitative descriptive, which means exposure of situations and events, describing in detail and in depth the conditions that actually occur according to what is in the field which in this case is about the management activities of Village-Owned Enterprise Sejahtera in Bleberan Village. Findings: Management of Sri Gethuk Waterfall Tourism Object by Village-Owned Enterprise Sejahtera starting from the bottom up planning stage of development. Village-Owned Enterprise should continue to encourage changes in terms of planning, especially the management of business units also needs good management. Push management system through one door. This will make access easier and speed up the service.

KEYWORDS Management, Sri Gethuk waterfall attractions, tourism object

INTRODUCTION

Indonesia is an archipelagic country that has sufficient potential to become an international tourist destination, both for its natural beauty and cultural diversity. The tourism sector that is experiencing development in Indonesia is nature tourism which has a tourist attraction for domestic as well as foreign tourists. Management of tourism activities requires spatial allocation arrangements that can ensure sustainable development in order to achieve community welfare. This is in accordance with the basic principles in the management of national tourism which aims to increase natural resources and artificial resources in an efficient, effective and efficient manner to improve the quality of human resources, realize the protection of spatial functions and prevent and overcome negative impacts on the environment and security. Therefore, the government should provide proper strategies to manage the national tourism objects.

The tourist village provides freedom for the local community to manage it according to the potential of the village. This tourism village program is formed by the government that directly involves the local community. Very rapid development is evident in the increasing number of visitors from year to year. Referring to data from the Ministry of Tourism in 2014, in Indonesia there were 978 tourist villages in 2012, and in 2013 there were 980 tourist villages (Ministry of Tourism, 2014).

Village-Owned Enterprise is a pillar of economic activity in village which functions as a social and commercial institution. It is a legal entity formed based on the prevailing laws and
regulations, and in accordance with the agreement that was built in the Neighborhoods community. Village-Owned Enterprise can also be an alternative source of Village original income while improving public services, one of which is by managing the tourism potential in Neighborhoods. The presence of Village-Owned Enterprise is a forum for developing the assets and potential of the Village owned by the Village Head through business units that are managed for the welfare of the community.

Gunungkidul as part of the Special Region of Yogyakarta, is a place among regencies that are tourist destinations. The number of visits increased sharply, the increase was partly obtained from visits to tourist village attractions, including to the Bleberan Village (Kedaulatan Rakyat, January 14, 2015: 3).

**Table 1. Number of Visits and Retribution for Destination Revenue Gunungkidul 2010 - 2014**

<table>
<thead>
<tr>
<th>Year</th>
<th>Visitors</th>
<th>Income Retribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>548,857</td>
<td>1,717,973,708</td>
</tr>
<tr>
<td>2011</td>
<td>616,696</td>
<td>2,186,912,571</td>
</tr>
<tr>
<td>2012</td>
<td>1,000,387</td>
<td>3,932,090,845</td>
</tr>
<tr>
<td>2013</td>
<td>1,337,438</td>
<td>6,118,756,600</td>
</tr>
<tr>
<td>2014</td>
<td>1,955,817</td>
<td>15,420,475,427</td>
</tr>
</tbody>
</table>

**Source:** Gunungkidul Culture & Tourism Office via *Kedaulatan Rakyat* (2015)

Bleberan tourist village is one of the tourist villages in Yogyakarta, which is managed by Village-Owned Enterprise, located about 45 KM among regencies that are tourist destinations. The number of visits increased sharply, the increase was partly obtained from the center of Yogyakarta, in fact it has extraordinary natural potential, namely Sri Gethuk Waterfall and Rancang Kencana Cave. Sri Gethuk waterfall is very unique because it emerges from the sidelines of the arid karst cliffs. The clear water and the contours of the rocks, Sri Gethuk is called the mini Green Canyon "Ala" Gunungkidul by its visitors (Noor, 2013). In fact, Sri Gethuk waterfall is included in the top 10 most beautiful waterfalls in Indonesia (Sindo, 2016).

Tourism village as a new paradigm in tourism must uphold the values of local wisdom that has grown in the community by prioritizing the principle of mutual cooperation in its management. This local wisdom tourism can become a new trend in choosing a means of refreshing and learning. The tourists can unwind and at the same time take the positive values that have been attached to and take place in the local community.

The management of Sri Gethuk Waterfall in Bleberan Village is managed by the Tourism Village Business Unit under the Village Owned Enterprise (Village-Owned Enterprise) "Prosperous" Bleberan Village. The management of this tourist village is quite successful because it has an impact on the number of visitors which has significantly increased since the Bleberan tourist village was launched in 2010. The number of visitors from 2011-2015 has an impact on the Village Original Income (PADesa) of the Bleberan tourist village.
Management of Sri Gethuk Waterfall Attractions

Table 2. Number of Visitors and Local Revenue to Bleberan Tourism Village

<table>
<thead>
<tr>
<th>Year</th>
<th>Visitors</th>
<th>Regional Original Income to the Village (Rp. 2,000.00/person)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>40.417</td>
<td>80.834.000</td>
</tr>
<tr>
<td>2012</td>
<td>103.665</td>
<td>207.330.000</td>
</tr>
<tr>
<td>2013</td>
<td>127.495</td>
<td>254.990.000</td>
</tr>
<tr>
<td>2014</td>
<td>131.259</td>
<td>262.518.000</td>
</tr>
<tr>
<td>2015</td>
<td>140.315</td>
<td>280.630.000</td>
</tr>
</tbody>
</table>

Source: Marsono in the book “Agro dan Desa wisata” 2019: 56

In its journey, the Village-Owned Enterprise "Sejahtera" Bleberan Village experienced an increase in the management of tourist villages, both in terms of income, additional assets as well as labor absorption and community economic income. In the success and success of the management of the tourist village, it turns out that in practice, the management of the Sri Gethuk tourist attraction still has several problems that occur. These problems are infrastructure that has not been maximized, facilities are not adequate, in this case the transportation facilities from Rancang Cave or the entrance gate/ticket to Sri Gethuk are still narrow for bus drivers to pass, and this road endangers visitors who pass through it. The impact that also occurs when visitors are crowded is congestion and traffic chaos. Accommodation facilities or temporary residence/stay are few and far from tourist sites, other supporting facilities such as changing rooms, bathrooms, toilets that are still lacking and seem dirty and Lack of human resources/labor.

There are concerns about the loss of local culture, the increasing population and the arrival of visitors who have different attitudes and cultures that can cause a mix of values in the Bleberan Village. The impact of tourism on the values of the Bleberan Village is feared to have an influence in diluting the local values of the Bleberan Village.

Management struggle, Village-Owned Enterprise Sejahtera institutionally in developing the potential of tourism villages based on Village Regulations that have been set by the Bleberan Village government. The Village Regulations that are set are then followed up with regulations regarding the Village-Owned Enterprise Prosperous management managing the business units that are developed. Bleberan tourist village generates billions of rupiah in revenue from tourists who visit every year. This situation and condition makes the manager of the tourism village business unit close to the management of the tourist area and the income earned, thus causing the main problem of Village-Owned Enterprise institutionally in managing the village potential. This issue provides a critique of the practice of Village-Owned Enterprise which incidentally is one of the best Village-Owned Enterprise versions of the Ministry of Research, Technology and Higher Education. Based on these problems, the authors are interested in taking a study entitled Management of Sri Gethuk Waterfall by a Village Owned Enterprise (A Case Study in Village-Owned Enterprise Sejahtera, Bleberan Village, Kapanewon Playen, Gunungkidul Regency).

METHOD

The research is meant to be qualitative descriptive, specifically case study, which means exposure of situations and events, describing in detail and in depth the conditions that actually
occur according to what is in the field which in this case is about the management activities of Village-Owned Enterprise “Sejahtera” in Bleberan because this village is a successful icon in Waterfall management managed by Village Owned Enterprises. This research was conducted in Village-Owned Enterprise “Sejahtera” Bleberan, Kapanewon Playen, Gunungkidul Regency. The object of research in the preparation of this thesis is the Management of the Sri Gethuk Waterfall Tourism Object by the Village-Owned Enterprise "Sejahtera" in Bleberan Village, from the planning, organizing, implementing, controlling/supervising stages to the obstacles. Data collection techniques used observation, interviews and documentation. Observation is a method of collecting data by observing and recording phenomena investigated through sight and hearing in Village-Owned Enterprise management activities in Bleberan Village. The general purpose of the interview is to obtain empirical statements regarding personal circumstances, events, activities, organizations, feelings, motivations, responses/perceptions, behavior, forms of involvement and so on. Informants are determined through a purposive approach, namely choosing informants who are considered to know and can be trusted to be solid data sources and know the problem in depth. Data analysis techniques in qualitative research are to follow the interactive analysis model proposed by Miles and Huberman in their book HB Sutopo which consists of 3 main components, namely data reduction, data presentation, and drawing conclusions with verification. The interactive analysis process begins with data collection. Then make data reduction where this is a process of selection, focusing, simplification and abstraction of (Rough) data obtained from the field. The next step is the presentation of the data in the form of a systematic story accompanied by a matrix as a supporter of the data presentation. Data reduction is done by making a summary of the data records obtained from the field and then simplifying the data so as to facilitate the presentation of the data. At the end of data collection, the researcher began to make efforts to draw conclusions and verify them based on all the things contained in the reduction and presentation of the data.

RESULTS AND DISCUSSION
Sri Gethuk Tourism Object Management Planning
The management of tourism units through the organization is strongly influenced by the management system in ensuring the activities and cycles of the organization in achieving business goals. Management becomes a rail to carry out the ideals of the organization. The urgency of this management makes the organization cannot be separated from it, including the management of tourism objects. The planning process in managing the Sri Gethuk Waterfall tourism unit starts from the bottom. The process of making management documents through the stages of deliberation from the bottom starts from the internal unit. In the context of internal deliberation, the manager focuses on internal issues. This means that they are trying to explore the potential and shortcomings that exist in the tourist attraction that is their business. This includes the evaluation process during the program and the implementation of tourism object activities. From that process, we find inputs and also initiations for the tourism unit itself. These processes then form the basis for the preparation of plans for the following year.

Village-Owned Enterprise as an institution under it becomes a forum for processing all proposals and input from the tourism unit. This kind of approach is known as bottom up. This is in line with the mandate of the Law on Villages. That the potential management process must
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start from the bottom. This is inseparable from the role and existence of the community and all the potential that exists. Those who know and understand more about their needs. This bottom-up paradigm is adopted by Village-Owned Enterprise in managing the Tourism Unit. This means that Village-Owned Enterprise as the highest institution or business institution at the village level must facilitate and protect the existence of businesses below it. Village-Owned Enterprise cannot use glasses from top to bottom. This is inseparable from the practices that are often misguided. So that the initiation process from below is very relevant and urgent in determining the direction of tourism object business management.

In addition to a bottom-up approach to managing tourism units. Potential mapping is also very important to create quality planning documents. The acknowledgment from the informants indicated that there was a mapping before the planning document was established. This mapping process is directed at identifying the existence of village potential. Lack of village potential and opportunities to manage tourism potential. Including economic potential and community mobility. The mapping process becomes very urgent when it is associated with the existence of three elements, namely the quantity of people, the potential they have and the tourism supporting infrastructure to be managed.

Supporting points are a serious concern in the context of mapping potential. This means that the existence of tourist objects is closely related to infrastructure, access, mobilization and human quality. How not mapping in terms of quantity, for example, needs to be presented because basically mobility and high tourist activity greatly affect the success of managing a tourist attraction. There have been many prominent examples in the villages of Java. Of course, this existence is very different from areas with relatively fewer human quantities.

Second, mapping in terms of local potential. This means that it is necessary to check the existence of local potential. Here the local potential must have a selling value. This means that local potential must have unique values and advantages with other tourism. Sri Gethuk certainly has advantages compared to other natural attractions. In the midst of the hustle and bustle of a city that has very little water, there is a potential for waterfalls that inspire visitors. Obviously this provides a special attraction for many people.

The third is infrastructure mapping. This means that the management of tourism objects must pay attention to the supporting infrastructure. Sri Gethuk itself has a fairly difficult access. Therefore, the mapping of infrastructure becomes very important. It aims to facilitate access and provide a sense of security and comfort to tourists. How not, a safe and comfortable tour will increase visiting power with personal guarantees and natural beauty. So the existence of infrastructure is very urgent to be mapped, starting from access to The village to access to tourist objects. The reason is that the number of visitors who come not only uses two-wheeled vehicles but uses 4 wheels and 6 wheels. Land and infrastructure must of course be supportive and adequate in order to create Sapta Pesona.

In the context of management, Pokdarwis tourism objects autonomously in planning development programs. This practice cannot be separated from the role of the existing Pokdarwis (Abisono, Rini, & Sakro, 2020). Participation and involvement in empowering tourism objects places Pokdarwis with great authority to determine the direction of planning and managing tourism objects. On a larger scale of development, Pokdarwis collaborates with the village government. Collaboration is directed to obtain mutual agreement. Collaboration is directed at obtaining agreements related to funding. Often in the implementation of the
budget program it becomes an obstacle. Apart from that, internally the Pokdarwis budget is still able to cover the programs that have been set. The results of the planning from the bottom then become a reference for the formulation of the program above.

After completing the internal planning in the tourist units, then proceed to the internal Village-Owned Enterprise. Meetings or deliberations are brought back together with Village-Owned Enterprise along with representatives from tourism units and other units. Here will be below regarding the ideas that have been determined by the unit's internal meeting. These proposals are then presented and discussed again to determine which ones should be included and which should not. Proposed programs and ideas for the next year are prioritized. This means that before the proposal is accepted and determined, it is necessary to synchronize it with the vision and mission of the Head of the Village Headquarters and the vision and mission of the Village-Owned Enterprise itself so there is a defined program priority term. This means that the proposal is flexible which emphasizes the internal deliberation process of Village-Owned Enterprise with the management unit.

It is in this context that tourism managers cannot do their own thing. However, there are norms and rules that must be followed. The management mechanism must go through the planning stage with a bottom-up-based mechanism. All proposals come from below but must then be communicated and agreed upon in the Village-Owned Enterprise internal deliberation before heading to the village deliberation. Through this kind of planning mechanism, of course, it will not only produce quality documents. This mechanism also provides accountability in the Village-Owned Enterprise management process. Here the role and function of Village-Owned Enterprise of course follow the rules and principles of good governance because there is the involvement of the village government, local communities and the private sector.

Before becoming a jointly determined document, the program proposal from the unit is first discussed in the Village-Owned Enterprise internal meeting. After completing the internal discussion, then the proposal in the form of a program planned by the tourism object business unit is discussed and proposed again through village meetings.

Village meetings are the highest planning institution in the management of tourism units by Village-Owned Enterprise Sejahtera. Every year, the Village-Owned Enterprise, together with the management unit and the village government, hold a joint deliberation at least once to agree on and report the LPJ for the management of Village-Owned Enterprise to the public.

In village deliberations there are several things that become the focus of discussion. First, related to the accountability report of Village-Owned Enterprise Sejahtera to the village government, community institutions and society in general. Secondly, reviewing the concepts and program proposals in each business unit and also the interests of each dukuh, especially with regard to the needs of each village who wish to propose the development of the existing potential in their village. Third, the discussion in the deliberation room leads to matters that are under the authority of Village-Owned Enterprise Prosperous. This means that every discussion cannot be separated from the Village-Owned Enterprise framework. One of them is to discuss the existence of the Village Regulation that oversees Village-Owned Enterprise or the Village-Owned Enterprise Business Unit itself because this legal guide is very important so that the business unit runs comfortably.

Village meetings are tasked with finding solutions, especially with regard to the village which has not been accommodated. They are looking for ways to get other Dukuh rights even
though they are not the same. The word distributing justice shows the partiality of Village-Owned Enterprise to the community outside the manager of the Tourism Object. So, to accommodate this, it was agreed through the village meetings regarding the interests of other dukuhans such as providing funds for local potential development or funds for community activities. This is so that what is a common concern can be managed properly. As Indardi admitted, they were given assistance to increase the local potential of the hamlet. This process is the result of reflection on the implementation of previous programs that have not been accommodated.

In village deliberations, suggestions and interests from tourism units are also encouraged. Recognition of the need for “synergy” with Village-Owned Enterprise indicates that the proposed program must conform to the vision and mission of Village-Owned Enterprise. The will to unite the program towards Village-Owned Enterprise emphasizes the existence of Village-Owned Enterprise is very important. Therefore, tourism object managers cannot be separated from Village-Owned Enterprise. The reason is that the legality of the manager is given by Village-Owned Enterprise. So in the context of planning and program proposals, the field reality must match the vision and mission of the Village-Owned Enterprise itself.

Organizing Sri Gethuk Waterfall Attractions

To maintain harmonization and obtain management in accordance with the planned objectives. Supervisory institutions play an important role in bringing together institutions, members and administrators. The supervisory agency is in accordance with its main duties and functions to maintain harmonization. The supervisory agency is independent consisting of elements of the Village Headquarters, BPD, LPMD, Community Leaders and the community itself.

Coordination mechanism through two directions. First, the supervisor is obliged to hold a general meeting to discuss the performance of Village-Owned Enterprise at least once a year. The general meeting functions to discuss, among others: Monitoring and evaluation of the performance of operational implementers. Monitoring and evaluation of income and expenses carried out by Village-Owned Enterprise. The results of monitoring and evaluation of the performance of operational implementers are reported to advisors with a ransom of the BPD and Village-Owned Enterprise management (Perdes No. 7 of 2016 concerning Village-Owned Enterprise).

Second, the coordination is situational. Situational coordination tries to accommodate related issues that are unexpected. During the implementation, it cannot be separated from external and internal influences which require coordination outside the established norms. In carrying out coordination related to violations or needs, there is no standard requirement. Rather, it is determined as an obligation carried out by the supervisory agency. At different levels, norms are applied situationally without having to refer to the rules of the game. Here coordination from the bottom also works. Situational” denotes many dimensions. It could be to address the issue of negligence in carrying out their duties and functions, treating things beyond normal reasoning or unexpected natural phenomena. It is precisely in this area that situational coordination becomes very relevant. The push into the internal unit becomes very important.
At a certain level, it is sufficient for coordination to be carried out within an internal unit or higher organization. Placing the problem according to the level will certainly produce the right solution. The roots of democracy and deliberation are certainly born from such a womb. Communication from below, especially in an informal space, will generate participation and a sense of acceptance of issues that are much more open. When the closest steps are no longer able to answer field problems, the final decision is a coordination mechanism at a high level or village level.

Kamaroesid (2016) mentions the principle of organization as a guide in compiling an organizational structure to facilitate organizational activities. Herry's opinion requires that there are clear norms in controlling organizational activities. As a guiding principle, it applies to directing and encouraging managers to achieve the goals and objectives of the organization. The formulation of the objectives of the Village-Owned Enterprise organization is to encourage the economic sector to be more dominant. The reason is the establishment of Village-Owned Enterprise aims to drive the local economy of the village. As a business institution, Village-Owned Enterprise is directed to empower the potential of the Village by means of collaboration and also internal encouragement of the Village. However, in the formulation of objectives. The establishment of Village-Owned Enterprise encourages the creation of a better economic climate, collaboration with third parties, creation of new business and economic space. In the end, it moves the empowerment dimension and the independent dimension of the village community in managing and managing Village-Owned Enterprise institutions. It is in this area that the urgency of establishing Village-Owned Enterprise as the economic, social and political sovereignty of the Village. In order to realize a unified system of government, Village-Owned Enterprise Prosper uses a very lean bureaucratic model according to needs, meaning that the organizational structure adapts to the needs of managers. Based on the Bleberan Village Head Regulation No. 01 of 2007 concerning Village-Owned Enterprises as replaced by Bleberan Village Head Regulation No. 7 of 2016 concerning Village-Owned Enterprises, article 11 stipulates the management organization:

a. The Village-Owned Enterprise Sejahtera management organization is separate from the village government organization
b. The management organization of Village-Owned Enterprise Sejahtera shall at least consist of; advisors, administrators and supervisors.

c. The management of Village-Owned Enterprise Sejahtera is regulated through Article 13 consisting of; Chairman, secretary of 2 people, treasurer 1 person, and the Head of the Business Unit adjusts the number of existing business units.

To fill the management of Village-Owned Enterprise Sejahtera still refers to the Regulation of the Head of Bleberan Village Number 01 of 2007 concerning Village-Owned Enterprises, especially Article 6 by including elements of the village government and elements of the community. In this context, the composition of the Village-Owned Enterprise management consists of 5 supervisors and a supervisor who is the head of the Village Head. Furthermore, the supervisor, chairperson, secretary and treasurer are selected by the formator team, the results of which are included in the official report (AD/ART and Village Regulation 1/2007 concerning Prosperous Village BUM).

There are 3 main parts in the Village-Owned Enterprise structure including; Advisor, Operational Executor and Supervisor (Suryanto, 2018). In the context of Village-Owned
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Enterprise Bleberan, the organizational structure follows the design of Suryanto (2018) which is strengthened by Village Government Law Number 4 of 2015. In this regulation, the requirements, obligations, rights and authorities of Village-Owned Enterprise managers are stipulated. The following is the organizational structure of the Village BUM Manager.

**Figure 1. Structure of Sri Gethuk Waterfall Tourism Awareness Group**

In managing the Bleberan Village tourism unit, Sri Gethuk Waterfall refers to the AD/ART of the tourist village that the Bleberan tourism village administrator is determined by the Village BUM through a screening. The management consists of the Chairperson, Secretary I and Secretary II, Treasurer, Sections and Field Coordinators and members. The recruitment of employees is fully carried out by the management of the Bleberan Tourism Village by opening job vacancies and for applicants a test is carried out according to the vacancies to be filled. In carrying out the wheels of the organization, tourism village management has the main tasks and functions that have been clearly regulated. The division of workload has been determined to avoid overlapping and facilitate the coordination process within an organization.

Based on the main tasks and functions of the tourism unit manager, an important point can be drawn that the tourism unit management system is entirely in the tourism unit manager. In this context, Village-Owned Enterprise acts as a facilitator for the management unit. Parallel to the results of research by Abisono et al. (2019) About the Commons in Citizenship Perspective: A Study of Conflict Management of Nature Tourism in the Bleberan Village of Gunungkidul. The tourism management base follows community lines. The strengthening of the community base places the dominant management system in the hands of the community. This kind of management system actually gives birth to exclusivity towards the community outside the status of group members. The ability of *Pokdarwis* is not only tested through the making of the planning process. *Pokdarwis* autonomy has reached beyond the village because there are actors who have access out. The strengths and abilities of these actors are what place Village-Owned Enterprise and the village government as facilitators for managing tourism objects.
The relationship between Village-Owned Enterprise and *Pokdarwis* in the context of management must take into account historical lines. The context of time is a calculation that must be held. This indicates that there is a process of absence of the village in encouraging the empowerment of local potential. The involvements that are too slow are the important calculations for managers. An important role as an initiator and initiator and maintenance of resources is certainly the capital of today's managers. For the contribution and active participation of the community as managers, it is necessary to have negotiation processes in deliberation. Then, it became a problem so that the relationship between the Village-Owned Enterprise manager and the tourism unit was still in the form of a partnership.

Agreements on the management system are managed through village deliberations. This means that the determination and authority of the management unit is not unilaterally agreed upon. The deliberation room also presents elements of stakeholders such as LPMD, Youth Organizations, PKK, BPD community groups and others. The inclusion of elements of the community is clear to clarify as well as to obtain an understanding in the form of mutual legitimacy. In this way, the manager of the tourism unit has a strong mandate. This includes ensuring the identity of the manager and members of the tourism unit.

Furthermore, the agreements start from the process of aligning views, aligning interests, aligning missions and others. It was the determination between the manager, the village government and the community that became a strong impetus. The village government must facilitate the existence of institutions and their communities in the context of empowerment and realizing prosperity through *Pokdarwis*.

Legalization and granting authority to management institutions are certainly inseparable from the potential of institutions and communities in maximizing local potential. Like *Pokdarwis* Sri Gethuk Waterfall tourist village. *Pokdarwis* who grow inclusively clearly have the experience and ability to empower the local potential of the village. The existence of *Pokdarwis* is also very urgent to support the village in improving development, empowerment and community development. However, it must be admitted from the management side that *Pokdarwis* has obtained a dominant portion in the progress and development of the tourism unit itself. *Pokdarwis’* expertise in managing and developing business units is what makes them quite autonomous.

**Implementation of Sri Gethuk Waterfall Tourism Object**

Basically, the implementation of tourism objects cannot be separated from the applicable norms and rules. The reason is, the existence of Village-Owned Enterprise and the manager of the tourism unit is in a state based on law. Therefore, in carrying out the management of tourist objects, legal legality is needed as a guide for managers such as Village Regulations, AD/ART Village-Owned Enterprise and AD/ART Tourism Villages. In addition, the implementation of other programs to support tourism is then not limited to the use of open land around tourist sites. Several other things, such as training for youth, awareness training on the importance of integrated tourism management with The village are one of the important programs that the The village government is trying to realize through Village-Owned Enterprise. The form of support is not only then carried out through various training programs but also comes to capital for people who want to open businesses around tourist areas. This effort is certainly based on the spirit of advancing the community, making it independent and managing the village assets.
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as well as possible, which is always flooded with visitors every year. The economic growth of
the community is very much expected for mutual progress.

The Sri Gethuk Waterfall tourism village business unit has a good system to facilitate all
of these activities so that there is no cross-clutter in the tourism process when visitors arrive.
Various efforts have been made to activate the system which is managed directly by the
employees managing the tourist sites. The governance of this system is certainly a good
intermediary for the sustainability of tourist sites.

Management is attempted not through one door technically, but in the field, management
such as tickets for visitor arrivals are indeed opened by various alternatives at several doors.
This is of course with the aim that there will be more employment opportunities for youth
organizations and other The village communities. Technically, access to entry was agreed
upon with various good considerations, such as levies and other fees which were deemed
necessary.

Various approaches have been facilitated by the village government in various programs,
including the turnover of operating capital which is then used for the development of tourist
attraction areas. Development can be physical and non-physical. This development is of
course with the aim that tourism in Sri Gethuk Waterfall can continue to be the main tourist
attraction for both local and foreign communities.

In carrying out good organizational governance there needs to be a standard of norms. This
means that the organization that is run must be based on the principles of empowering local
resources. Without paying attention to and taking into account the existence of supporting
dimensions, it is very difficult to accelerate the development of tourism objects. These
dimensions are clearly an infrastructure that must provide benefits to the village community by
considering environmental sustainability and sustainability for the next generation.

First, related to the use of local community facilities and infrastructure. Existences such as
community land, the village’s treasury land, land owned by the forestry service and land owned
by Sultan Gron became the initial capital. Managers try to use the land that belongs to them,
especially areas that are outside the ownership of SG and the Forestry Service. The manager
utilizes the Menggoran I and II areas as a place for tourism activities to take place. In the
context of their managers, they try to use road infrastructure, human resources, supplies of
wood materials to increase tourist attractions such as information boards and others.

In particular, the manager offers and takes advantage of the existence of supporting
infrastructure for tourism activities such as: asphalt road construction, parking lot construction,
pavilion construction, secretarial construction, gate construction, kiosk construction, making
direction marks, entrance guard post, providing visitor tickets, providing parking tickets,
provision, boats, homestays, culinary outlets, buoys and provision of toilets. The ability to
provide access to tourism plays an important role in encouraging community empowerment.
Sufficient carrying capacity directly encourages changes in people's work. It is proven to this
day that tourism is able to provide employment to the community, especially Padukuhan
Menggoran 1 and Menggoran 2. There are 83 local employees, 53 stall traders, 6 culinary
groups, 6 mobile Sule and 30 homestays (Widiantara, 2017).

For people who participate in selling by opening kiosks in tourist areas, they also then give
a certain retribution in accordance with the agreement that has been discussed in the village
meeting. This is not intended to burden the sellers who are also local people of the Bleberan
Village, but to support the government's work in developing tourist areas. Rules regarding the collection of retribution for sellers have been specifically regulated in Village Regulation Number 7 of 2016 concerning Village-Owned Enterprise and AD/ART Tourism Villages. This rule is intended to bind the community with the responsibilities that are included in each of them. The form of responsibility is not only a matter of maintenance but also a matter of how to then contribute in terms of development and participate in paying attention to the progress of the tourist village as a source of income for the local community. The problem was then handed over to the forms of associations that existed before the tourist attraction. One that is in the context of tourism is the stands community which will take care of all forms of retribution. This then makes it easier for managers because there are people who then voluntarily support the government's work in matters that they can handle on their own.

The benefits of all the finances from tourism results in addition to the development of tourist sites, the finances are also used to increase human resources in the village. The use of this finance is of course a mutual agreement. Increasing human capacity at tourist sites is important for Pak Hartono because the percentage of success is not determined by the number of visitors but also from the intelligence of the people.

Without going through detailed calculations, the existence of tourist objects is able to provide residents with the dynamics of growth in the employment sector and the economy of the community. The concept of a tourist village that is brought is certainly based on the principle of mutual benefit both to the community, community institutions, the village government and also the local government. From the community side, the existence of a tourist village object provides an impetus for community empowerment. Not only in terms of community productivity but also from the community's ability to seize opportunities in tourist villages. It is visible through the visuals with the stretching of the community MSMEs that are increasingly lively.

However, the management of the tourism unit through Village-Owned Enterprise is inseparable from the potential for social jealousy and the violation itself. These potentials are present both internally and externally to the existence of resources. The potential for social jealousy is unavoidable. The conflict management mechanism must refer to local actors such as the village government, the supervisory body and the internal unit itself. The existence of the village government and Village-Owned Enterprise administrators is very important, each of which has the authority to manage conflict. The village government has the authority because it is in the territory of the village, as the front line must be able to answer social jealousy that occurs both internally and externally. Meanwhile, the supervisory agency is tasked with photographing the phenomena that occur.

When a conflict occurs, it is important to take a personal approach because basically the people of the Bleberan Village still live side by side. For the village in Java in general, the sense of togetherness and mutual help is still very strong. This makes emotional closeness very strong. It is this social bond that forms the basis of a very important personal approach, especially to maintain harmonization between residents and managers.

At the job level and the right to access conflicts are managed using an affirmative way. Conflict is managed by utilizing local community products because basically the tourism unit employees are only able to accommodate from the Menggoran I and II hamlets. The quantity was almost 100 people. There are still many people who are not involved. Therefore, to protect
community conflicts, those who do not have the opportunity can deposit processed products at the Sri Gethuk kiosk. In addition, it is also managed by providing funds to each duke in the relevant year based on the results of the village deliberations. This kind of accommodation cannot be separated from the envy of unequal access. So in order to share the results of the business unit manager with Village-Owned Enterprise through the village meeting, there needs to be a form of giving money to each hamlet in the Bleberan Village. The amount of funds as conveyed by the informant was not stated. However, to earn money, you must follow a predetermined mechanism. Each dukuhahan has the right to submit a proposal according to the needs of the dukuhahan and the community. Reporting on these funds is sufficient to include photos of activities and the results of other activities.

Some important points for managing conflict. First, presenting the village government and the Village BUM Manager itself. In this context, the ripples of conflict and potential conflicts that occur always prioritize elements of the village government and managers. Second, conflict management mechanisms follow the ladder. Conflicts that occur always use the simple way first. Here the role and function of the social and inner ties of the village community operate well. The reason is that people's habits and emotional closeness form habits. This is what continues to guide managers in solving problems that arise in the village. These methods are carried out through a personal approach, oral narration, and intensive communication. These methods try to create awareness to the parties concerned.

Third, conflict is managed by affirming community rights. At this level, limited access is managed by providing opportunities to sell on Sri Gethuk. People outside the management can entrust their products to Sri Gethuk's stalls.

**Supervision of Sri Gethuk Waterfall Attractions**

In designing the organization, of course, it cannot be separated from the supervisory agency as control over the activities of the organization. In the management of Village-Owned Enterprise as mandated by the Law on Villages, its formation must be based on village deliberations. This will certainly seeks to bring about democratization and accountability of managers later. This includes the establishment of an organizational supervisory body. Supervisors are not just complementary institutions. But institutions that create the common good in the framework of the governance of an organization. As Mancur (1971) said, organizing requires material and thought. This often makes rational actors take advantage of opportunities to ride freely in order to gain profits. Hence, to anticipate this logic, it is necessary to have a supervisory body that is outside the Village BUM Manager and the Tourism Unit.

According to Bleberan Village Regulation No. 1 of 2014 concerning Village-Owned Enterprises Article 10 related to the management of Village-Owned Enterprise includes 7 supervisors. This article is then explained through Article 11 the Supervisory Board has the task of, among others, holding a coordination meeting at least once every 3 months to discuss matters related to the performance of Village-Owned Enterprise, supervising the establishment of policies and business development of Village-Owned Enterprise, carrying out inspections every 3 months on employee performance and Village-Owned Enterprise administrators. This article was later confirmed by Bleberan Village Regulation 7 of 2016 concerning Village-Owned Enterprises Article 17 including:

a. The supervisors as referred to in Article 11 paragraph (2) letter c are a maximum of 5
people and represent the interests of elements of the Village Headquarters, BPD, LPMD, women and community leaders.

b. Supervisors consist of: Chairman, vice chairman concurrently member, secretary concurrently member; and members.

c. Supervisors have the obligation to hold a general meeting to discuss the performance of Village-Owned Enterprise at least once a year.

d. The general meeting as referred to in paragraph 3 will discuss: monitoring and evaluating the performance of operational implementation; monitoring and evaluation of income and expenditure carried out by Village-Owned Enterprise; the results of monitoring and evaluation of the performance of operational implementers are reported to advisors with copies of the BPD and Village-Owned Enterprise management.

Monitoring and control activities become very meaningful when the supervisory agency is present in the middle of the organization. Supervisors will try to coordinate and conduct internal meetings to ensure the work of the management unit and the Village-Owned Enterprise. Regular meeting activities are not without reason, meaning that supervisory activities become more flexible. Coordination and internal meetings are very situational with the conditions that occurred during the year.

The coordination meeting becomes a medium for exploring potential violations and also confirming violations. As a media meeting becomes an important room for supervisors. Because basically the settlement of disputes must be through deliberation. In the realm of literature, this method is known as communitarian democracy (Eko et al., 2014) or deliberative democracy in the style of Jurgen Habermas (2009). Through this media, the classification of deviations or interruptions will be obtained as a reference in ensuring the quality of public information. This includes ensuring that the work of the supervisory agency runs in accordance with applicable norms. These violations then receive personal attention in the form of a warning to the person concerned. If you repeat a similar action, a written warning is required. The reprimand is intended for guidance and as a legality of agreement by both parties.

The supervisory body has always been at the forefront to ensure information and record information so that it has the potential to become valid data. Such as the act of "clarification" certainly provides an understanding of the quality of truth from the party who did it by meeting the person concerned directly. This mechanism is very important, considering that information from various communities is often invalid. Especially in today's era with the luxury of technology and content that teaches people not to be honest. So, the quality of information through filtering is very important.

After obtaining valid information. The next step is to bring the case to the internal unit level and so on. The deliberation room becomes a meeting to produce the common good. Not closing, but providing certainty of information and further consideration. In the internal deliberation, it is determined whether the violation is serious or light. Through the room was then given a phunisman. This mechanism clearly shows the supervisory body as a means of control and monitoring to be very important and meaningful. Because the independence of the supervisor must be maintained in resolving violations that occur, especially to save the sustainability and progress of the Village-Owned Enterprise itself.
Obstacles and Challenges of Sri Gethuk Waterfall Attractions

In addition to the various advances that have been made to generate additional income in improving the village community's economy through activities in Sri Gethuk Waterfall tourism, many challenges are often faced. The most basic challenge as expressed by Pak Hartono is the challenge of the legal umbrella. The presence of the Village-Owned Enterprise in 2012 did not have a significant impact. As time went on, all issues regarding licensing began to be handled well by the community because they saw the opportunities that had been presented before them.

The most basic challenge is the challenge of the legal umbrella. The presence of the Village-Owned Enterprise in 2012 did not have a significant impact. As time went on, all issues regarding licensing began to be handled well by the community because they saw the opportunities that had been presented before them.

Another challenge that was felt was the occurrence of a flood disaster which caused many facilities to be damaged and washed away. This incident was indeed at the beginning of the determination of the location of the Sri Getuk waterfall, which had not been properly arranged in accordance with the spirit of cooperation. Public awareness of tourism potential has not been formed and instilled properly. This awareness then makes many people have difficulties when the potential of the tourism village is started.

As a result of one route, which at the beginning was not enough, the number of tourist visits at a certain time was not accommodated, other than that there was a shortage of accommodating facilities which were also important in the tourist area. In addition to the storage area, the parking area is also important because the capacity is not only for humans. Every visitor always comes with their own vehicle. Things like this then need to be addressed by the community and the government managing tourist areas.

The Goa Rancang ring road to Sri Gethuk Waterfall does not yet meet road construction standards and is also part of the big challenges experienced by the community when experiencing the initial development process. The issue of entry and exit from tourist sites is another important part that is expected to be facilitated. The path/access for entry and exit of tourists is still 1 lane at the beginning of development. And it can then be overcome after the passage of tourism over the next few years. Building early is not easy because of the various serious obstacles faced by the community who first realized the potential of the existing The village tourism.

The stability of tourist visits cannot be separated from the tourist rides that need to be prepared. This tourist vehicle of course also has treatment. It requires a secretariat for the tourist site management unit to be able to control the tourist sites at any time and record the number of visitors. The supply of various supporting activities is important for the sustainability of a newly established tourist attraction and is planned to become a tourist location that can generate income for the community. Among all the technical obstacles faced by the community in managing these attractions, the most important and main thing to be realized is the form of government involvement and various obstacles faced by the community. The form of involvement can then be in various activities. Apart from that, pay attention to the development of tourist objects which are assets of the Bleberan Village regularly.
CONCLUSION

Management of Sri Gethuk Waterfall Tourism Object by Village-Owned Enterprise Sejahtera starting from the bottom-up development planning stage. Planning starts from the internal meeting process of the tourism unit. The results of the internal meeting are then processed at the Village-Owned Enterprise meeting by including the Village-Owned Enterprise management and Tourism Unit management. This planning internalization process aims to ensure that proposals from below can be used as references. The next stage is village deliberations that include stakeholders to agree on, provide input as well as establish a tourism unit development planning program. After completion, the tourism unit executes the planned programs. The need to evaluate the management model of business units, especially in the Sri Gethuk Waterfall tourism unit. Village-Owned Enterprise should continue to encourage changes in terms of planning, especially the management of business units also needs good management. Push management system through one door. This will make access easier and speed up the service.

The Tourism Unit is running well, so it includes an independent supervisory agency consisting of village officials, BPD, LPMD, Community Leaders, and the community itself. The coordination mechanism is carried out in two directions, namely, the supervisor is obliged to hold a general meeting at least once a year and the coordination carried out is situational. The Tourism Unit is also based on basic principles in managing its tourism, namely the principle of Empowering local communities, participatory communities, all communities are involved regardless of the hamlet of origin, accountable, proportional, democratic, and transparent. Conduct regular screening & coaching for HR or the community involved in managing Sri Gethuk tourism objects according to their passion to be more targeted and effective. Preparing for regeneration, especially youth, to be prepared to manage this tourist attraction.

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