

Implementation of Green Tourism Village Management in Bilebante Village, Central Lombok

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ABSTRACT

This aims to describe the implementation of effective management in developing a green tourism village that integrates economic, social, and environmental aspects in Bilebante Green Tourism Village in Central Lombok, West Nusa Tenggara, Indonesia. The methodology involved in-depth interviews with village managers, direct observation, and analysis of related documents. This explores the implementation of green tourism village management using the POAC (planning, organizing, actuating, controlling) management theory and the concept of green tourism. Bilebante Green Tourism Village has successfully implemented POAC management, as seen from the development of infrastructure and community-based tourism programs. Applying the green tourism concept also increases environmental awareness and community participation in nature conservation. The POAC management approach and green tourism in this village can become a model for developing green tourism villages in Indonesia.

Keywords: Management, POAC, Green Tourism, Tourism Village

ABSTRAK

Penelitian ini bertujuan untuk mendeskripsikan penerapan manajemen yang efektif dalam pengembangan desa wisata hijau yang mengintegrasikan aspek ekonomi, sosial dan lingkungan di Desa Wisata Hijau Bilebante di Lombok Tengah, Nusa Tenggara Barat, Indonesia. Metodologi penelitian yang digunakan adalah wawancara mendalam dengan pengelola desa, observasi langsung, dan analisis dokumen terkait. Penelitian ini mengeksplorasi implementasi pengelolaan desa wisata hijau dengan menggunakan teori manajemen POAC (planning, organizing, actuating, controlling) dan konsep pariwisata hijau. Desa Wisata Hijau Bilebante berhasil menerapkan pengelolaan POAC dengan baik, terlihat dari pembangunan infrastruktur dan program pariwisata berbasis komunitas. Penerapan konsep pariwisata hijau juga meningkatkan kesadaran lingkungan dan partisipasi masyarakat dalam pelestarian alam. Pendekatan pengelolaan POAC dan wisata hijau di desa ini dapat menjadi model pengembangan desa wisata hijau di Indonesia.

Kata Kunci: Pengelolaan, POAC, Wisata Hijau, Desa Wisata

INTRODUCTION

The aim of building a tourism village (*desa wisata* in the Indonesian language) is no longer for the welfare of the residents and preserving the area but only to catch up with the number of tourist visits. The impact is that many rural attractions are damaged due to mass tourism, which can damage rural energy sources in the long term (Yulianto, 2016). Green tourism villages are a concept introduced to improve this situation. This concept is a response to environmental concerns conveyed by UNICEF through Agenda 21.

In Indonesia, one form of a sustainable tourism destination is a tourism village. In supporting the progress of tourism villages, there are two main concepts in the tourism village component (Zebua, 2016). The first is an accommodation that is used as a tourist residence. Usually, tourism villages utilize local community residences and space developed around the tourism village. Second, is the attraction, the attraction of a tourism village in the form of the daily life of the local community along with the typical rural environmental

conditions, which allow tourists to participate in local community activities actively. Apart from accommodation and attractions, the tourism village component is seen from the uniqueness and authenticity of the tourism village as a geographical entity formed by elements related to geography, social, economic, political, and cultural (Bintarto, 1977).

Tourism policy in the Indonesian context is regulated by Minister of Tourism Regulation Number 14 of 2016, which describes the Guidelines for Sustainable Tourism Destinations. This regulatory framework incorporates environmental considerations as a fundamental criterion for implementing tourism activities (Minister of Tourism, 2016).

Among the many tourism prospects in West Nusa Tenggara Province, one important entity is the environmentally friendly tourism village named Bilebante, which has significant potential. Bilebante refers to a village in Pringgarata Subdistrict, Central Lombok Regency. Bilebante Village provides beautiful countryside views, accessed via bicycle, and offers the opportunity to enjoy Bilebante's local culinary delights. Bilebante Village benefits from direct assistance from the Ministry of Micro, Small and Medium Enterprises (MSMEs), the Ministry of Villages, and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). Furthermore, the West Nusa Tenggara Provincial Government officially recognized Bilebante Village as a green tourism village (/desa wisata hijau or DWH) on September 2, 2016.

Village tourism is a type of tourism industry consisting of identical tourist tourism activities, including several activities that encourage tourists to use products from tourist villages or violate local traditions. A tourism village combines attractions, accommodations, and supporting facilities in a community life pattern integrated with applicable procedures and traditions (Yulianto, 2016). Unlike tourism villages, green tourism villages are a concept for developing tourism villages that focus on environmental sustainability and maintaining natural ecosystems (Muksin, 2016).

Developing a tourism business to achieve economic sustainability requires the cooperation and integration of many parties. The role of internal parties in the organization requires good management and administration. One way is to carry out the POAC management function. Evaluation and development of various aspects of organizational management are needed to ensure that each management function is carried out effectively and efficiently (Winia *et al.*, 2019). George R. Terry, in *Principles of Management*, explains that POAC management is an abbreviation for a series of processes of planning, organizing, implementing, and supervising, which is a management function that is a series of processes that need to be passed to achieve the expected goals (Terry, 1972).

Previous relevant to this topic include a study by Sukma *et al.* (2022) which discusses the implementation of the green tourism village concept for the Dieng Plateau Case Study, West Lombok, Central Lombok, and research by Rahmadi *et al.* (2023) regarding tourism village management Paranggupito, Paranggupito District, Wonogiri Regency. These studies show that the concepts of tourism villages and green tourism villages are different; apart from that, good management is needed to achieve common goals that have been agreed upon.

This explores the application of POAC management as a solution to the development of Bilebante Green Tourism Village and examines its impact on economic, social, and environmental balance. It also seeks to make a practical contribution to sustainable tourism development in similar villages by emphasizing the importance of effective community-based tourism management in preserving the environment and improving the welfare of local communities.

METHOD

Used a qualitative approach to explore and analyze the implementation of POAC (planning, organizing, actuating, controlling) management in Bilebante Green Tourism Village, Central Lombok, and its impact on economic, social, and environmental sustainability. A qualitative approach was chosen because it allows an in-depth understanding of the management process and the interactions between the variables studied. A single case study is applied to explore implementing POAC management in the village. Qualitative data analysis was conducted through interviews, observations, and document studies related to village management. Thus, this aims to provide a comprehensive picture of the effectiveness of POAC management in supporting tourism sustainability in Bilebante Green Tourism Village.

Bilebante Green Tourism Village, located in Pringgarata District, Central Lombok Regency, West Nusa Tenggara. The object is to implement POAC management in the village, focusing on analyzing its impact on economic, social, and environmental balance and its contribution to the sustainability of tourism in the region. Based on the explanation from (Sukarna, 2011), planning is formulating the activities needed to achieve the desired results, organizing is grouping and arranging the necessary activities, actuating is encouraging each group member to be willing and try hard to achieve the goal, and controlling is the process of determining what to do. Must be achieved is the standard.

According to Luther Gulick, the management role of organizing is a systematic configuration of structures, roles, and relationships as part of organizational design, which allows organizations to divide tasks effectively, coordinate activities, and control responsibilities so that the organization can run smoothly (Zhang *et al.*, 2024). Planning involves the process of setting goals and organizing all organizational activities to achieve the goals that have been set. In addition, it emphasizes that managers must understand management principles to manage the organization effectively. (Smith, 2005). Additionally, planning must include identifying problems, setting goals, developing action plans, and monitoring implementation to help organizations manage resources efficiently (Robbins *et al.*, 2014). In planning efforts for tourism villages, local communities need to be involved to achieve common goals, which in the end is the community that feels the positive impact of the existence of tourism villages (Winia *et al.*, 2019). Successfully planning involves identifying key positions, evaluating potential successors, and equipping them with the skills and experience necessary to achieve current and future organizational plans, which are the benefits of organizing management (Farhangian *et al.*, 2022).

One type of sustainable tourism is green tourism, which aims to preserve local culture and provide experiences and knowledge that are environmentally responsible. Components of green tourism include not damaging natural ecosystems, improving the local economy and cultural diversity, and involving nature, society, the environment, and local culture (Furqan, 2010). The approach to developing green tourism is almost the same as developing sustainable tourism (Pugra *et al.*, 2021). Sustainable tourism is supported by three pillars: economic sustainability, social sustainability, and environmental sustainability. This development aims to allow the next generation to enjoy the results achieved today.

Sustainable tourism integrates a balance between economic, social, and cultural development to achieve sustainable development. This can be achieved by balancing the three main principles of sustainable tourism development: environmental, economic, and socio-cultural. The aim of sustainable tourism development is to benefit stakeholders and provide maximum satisfaction for tourists in the long term (Sulistiyadi & Eddyono, 2019).

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The type of data includes qualitative data. Qualitative data consists of in-depth interviews with the management of Bilebante Green Tourism Village and direct observations regarding the implementation of POAC management in the village. Data sources are divided into two main categories: primary data and secondary data (Sugiyono, 2010). Primary data was obtained through interviews with related parties in the village, such as Pokdarwis administrators and local business actors, and observation results regarding tourism village operations. Secondary data includes documents related to village management, tourism activity reports, and relevant literature regarding POAC management and sustainable tourism.

Data collection was carried out using several methods. First, unstructured interviews were conducted to obtain information regarding implementing POAC management in tourism villages. This interview aims to understand the role of managers and communities in running tourism villages. Second, direct observation is carried out to observe tourism activities and village management, which helps understand management implementation and its impact on village operations. Third, document studies were carried out by collecting and analyzing activity reports and other supporting data related to tourism village management. The data collected through this method was then analyzed qualitatively to provide a comprehensive picture of the implementation of POAC management in Bilebante Green Tourism Village.

The data collected was analyzed using a qualitative descriptive method to provide an in-depth understanding of the management process and its impact on village sustainability. This analysis technique helps evaluate management implementation and understand the role and impact of each POAC component in managing tourism villages. This analysis provides insight into how implementing POAC management contributes to tourism sustainability and community welfare in Bilebante Green Tourism Village.

RESULTS AND DISCUSSION

The results of show that Bilebante Green Tourism Village has successfully implemented POAC management. Careful planning can be seen in developing infrastructure that supports sustainable tourism activities. Practical organization is demonstrated by a clear division of tasks in the village organizational structure. Actuation

is carried out through active community participation in tourism activities and environmental conservation programs, while controlling is carried out through a routine evaluation of existing programs.

Table 1. Implementation of POAC management for each division in Bilebante Green Tourism Village

No.	Division	Planning	Organizing	Actuating	Controlling
1	Fishing market	✓	✓	✓	✓
2	Herb garden	✓	✓	✓	✓
4	Therapy	✓	✓	✓	✓
5	Culinary	✓	✓	✓	✓
5	Bicycle	✓	✓	✓	✓

(Source: Authors' data, 2024)

Bilebante Green Tourism Village, based on the POAC approach in each division, has carried out managerial functions to achieve organizational goals effectively and efficiently. These activities cover various aspects ranging from strategic planning to operational supervision, which are tailored to the characteristics and needs of each division. With a clear division of activities by POAC management functions, each Bilebante Green Tourism Village division can operate effectively and efficiently, supporting sustainable tourism development and providing a satisfying experience to tourists (Mintzberg, 1989). Organizing Bilebante Green Tourism Village involves distributing tasks to each team member, from security and cleanliness of public facilities to trader service. Based on an interview with the Director of Bilebante Green Tourism Village, "Each team member has clear responsibilities so that the fishing market can run smoothly and there is no overlapping of responsibilities." A good organizational structure supports successful fishing market operations by management theory, which emphasizes the importance of a clear organizational structure (Mintzberg, 1989).

In running Bilebante Green Tourism Village, it is necessary to prioritize the sustainability of existing resources. Elkington (1997) introduced the triple bottom line theory, which explains that three interests must be considered in a sustainable concept: people, planet, and profit. People, namely companies, must pay attention to labor rights so that worker exploitation does not occur; the head of the fishing market division said, "We involve the local community in every fishing market activity to increase their sense of ownership and participation so that the surrounding community can also feel the impact of the tourism village." This aligns with the concept of green tourism, which emphasizes the importance of local community participation (Prabawa, 2017). Then, the planet, namely companies, must manage their natural resources to continue to be sustainable, not just focus on utilization. Finally, company profits must be fair and ethical when carrying out transactions.

Table 2. Implementation of the triple bottom line for each division in Bilebante Green Tourism Village

No.	Division	People	Planet	Profit
1	Fishing Market	✓	✓	✓
2	Herb Garden	✓	✓	✓
3	Therapy	✓	✓	✓
4	Culinary	✓	✓	✓
5	Bicycle	✓	✓	✓

(Source: Authors' data, 2024)

Implementing the triple bottom line in the fishing, bicycle, therapeutic, herbal garden, and culinary market divisions supports the triple bottom line principle in an organized and sustainable manner. It is in line with the POAC management concept. The bicycle division contributes to environmental sustainability by providing environmentally friendly transportation and supporting healthy lifestyles. In contrast, the therapy division strengthens social sustainability by improving the skills and welfare of the workforce. The herbal garden division supports environmental and economic sustainability by managing herbal gardens efficiently. In contrast, the culinary division uses local, environmentally friendly raw materials to support the local economy. With careful planning, efficient organization, quality implementation, and strict control, all these activities create a sustainable positive impact on environmental, social, and economic aspects. Based on interviews with informants who are tourists from outside Lombok, they generally said, "They did quite thorough planning to build this Bilebante Green Tourism Village." Robbins & Coulter (2012) emphasize the importance of planning to achieve organizational goals effectively.

The POAC management implementation model in Bilebante Green Tourism Village is designed to support economic sustainability, environmental preservation, and social empowerment. This model includes main components such as community-based tourism management, promotion of local culture, waste management, environmental conservation, and sustainability programs that actively involve local communities in every tourism activity.

CONCLUSION

Implementing POAC management in Bilebante Green Tourism Village has significantly improved the village's economic, social, and environmental sustainability. With careful planning, villages can develop community-based tourism programs that prioritize preserving nature and local culture, attracting tourists without damaging the environment. Organized management, with a clear division of tasks and involvement of local communities, allows villages to run tourism activities efficiently. Based on management theory, effectiveness is achieved when an organization can increase output without increasing the resources used. Bilebante Green Tourism Village is a concrete example of the successful implementation of POAC management, with optimal results in preserving nature and local culture and improving community welfare.

The implementation of POAC management in Bilebante Green Tourism Village supports environmental sustainability and strengthens the economic dimension by increasing local community income. The achieved efficiency allows the village to invest in other sustainability programs and social activities involving the community. With a commitment to the principles of sustainable tourism, Bilebante Green Tourism Village has succeeded in strengthening its position as a competitive tourist destination, with advantages based on environmental sustainability and community empowerment. This integration of sustainability principles shows that good management supports environmental preservation and social welfare and is an important strategy for maintaining and increasing the economic value of tourism villages.

This produces the POAC management model for economic, social, and environmental sustainability, which is applied in Bilebante Green Tourism Village. The model can be applied relatively to tourist villages in Indonesia.

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