



Village Institutional Transformation to Smart Village Governance in Tourism Village Development

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A B S T R A C T

Institutional transformation is one of the main keys to realizing Smart Village. A Smart village cannot be separated from technology, in realizing Smart Village there are several things that must be fulfilled, namely: institutions, resources, service chains, service delivery technologies, and mechanics. This research is qualitative research with a case study approach. The research location of Boonpring Ecotourism, Sanankerto Turen, Malang Regency. The research findings show that the Village Institutional Transformation towards Smart Village Governance is successful because the achievement of smart village governance in Sanankerto village is inseparable from the success of the institutional transformation carried out. This is shown by the success of developing tourism potential in the village. The village cooperates with several actors, namely: the government, universities, the private sector, local communities, and the media. It is hoped that sustainable smart village governance will be realized. This is inseparable from the participation and activity of the community who take a role in the development of tourist villages. The existence of smart village governance that is intertwined with the development of tourist villages in the Sanankerto village has succeeded in

INTRODUCTION

Tourist villages are currently popular among tourism development, especially since Indonesia is famous for its various cultures and cultures that differ from one place to another that cannot be found in other areas (Syah, 2017). The main principle applied by the village is how the noble values of both tradition and culture that are inherent and have become characters must be protected. The tourism village is a forum for the community in terms of understanding managing the potential of tourism natural resources in the area. Communities in the area must recognize the attractive potential of the area. This tourist village was formed to empower the community with individual skills. The results of this activity can be a characteristic of the area. The results obtained can be developed into a product of one of the attractions of the village. The development of this tourist village is one of the regional development programs. The development of a tourist village in the Malang district itself is managed by a Village-Owned Enterprise or known as BUMDES. The main thing that the village government does in village development is by utilizing human resources, natural resources and other resources in a village and using community self-help and mutual assistance (Regulation of the Minister of the Ministry of Villages, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia Number 21 of 2020 concerning General Guidelines for Village Development and Village Community Empowerment, nd)

According to Andayani, Martono, & Muhamad (2017) Tourism village development has three factors, first, natural and cultural potential that is more unique, secondly, the environment is still beautiful and undeveloped. polluted by other cultures, the third is slow economic development so that the use of the economy in the development of rural tourism. Of the three

factors, Malang Regency has all the supporting factors for tourism development.

Tourism development in Malang Regency depends on existing geographical conditions because Malang Regency has 2 areas, namely coastal areas and hilly areas. Where the two regions have different potentials and different cultures. This potential difference is one of the foundations of the tourist attraction with the characteristics of the surrounding community or culture (Sangihe, 2017). With the existence of this tourist village, it is hoped that the community will be able to encourage village income and increase community insight into tourism management.

The management of attractive and different tourism cannot be separated from the potential of the village with all community, natural, and cultural entities in it as a tourist attraction (Irfan, 2018). The potential of the village is developed without eliminating the habits or culture of the surrounding community.

A tourist village is a residential area in the countryside that has local wisdom to be used as a unique tourism product in terms of physical and social life and local culture (Bagus Sanjaya, 2018). The irridex theory of doxy explains changes in the behavior of local people towards tourists. In this theory there are four phases of local community attitudes, namely euphoria, apathy, annoyance and antagonism (Sukmadewi, Darma Putra, & Suardana, 2019). The concept of community-based tourism (CBT) is a means of developing the social, environmental and economic needs of the community which are met through tourism products in accordance with existing local wisdom (Sharon Esther Anak Donny Sita and Dr. Nor Ashikin Mohd. Maupun, nd). Community-based tourism (CBT) is an approach that includes several approaches to tourism development and is a regional business managed by the community (Giampiccoli &

Mtapuri, 2015). Using this concept, people will better understand the knowledge that they have not received before.

Malang Regency itself has formed many tourist villages that have different local wisdoms. Protection of the culture and character of an area can be packaged through a tourist village in accordance with the potential of natural resources owned by that area. Potential that cannot be found in other areas. With the potential that other regions do not have, it can become a different tourist destination and can increase local revenue (Mahagangga, Suryawan, Nugroho, & Sudana, 2016; Nggaa, 2022). In addition to local revenue (PAD), the surrounding community can also gain insight into the development of tourist villages. To overcome the problems that exist in the village, the government carries out village development, ideally it can be done smartly so that problem solving can be done faster than the growth of the problem itself. In the context of rural areas, technology-based village change solutions have begun to be applied (Herdiana, 2019). The smart solution in question is to develop the village towards a smart village (smartvillage). Smart village development does not only use technology, but must start from the beginning, from institutional renewal in the village before using smart villages and after. Institutional changes in society are changes in regulatory and organizational principles, behavior and patterns of interaction (Lindawati, 2019).

Institutional change is a process of permanent transformation of a development. If it is considered a permanent transformation, institutional change is one of the main factors in structural change. According to (Noor, 2015) there are 2 ways to analyze institutional change only from the cost aspect and believe in the power of motives. Libecap (1989) also claims that institutional change is a process that depends on institutional pathways (Coccia, 2018). Public institutions or organizations that are authorized in terms of formulating policy tools for development towards smart villages. Integrity and synergy between village governments, communities and stakeholders will definitely have an impact on the achievement of smart governance. Where smart governance is a tool that must exist in smart villages and smart villages as interrelated systems (Nursetiawan et al., 2021).

With the explanation above, institutional transformation or institutional change is a struggle between several groups to get something in resource utilization and income distribution. The variables or benchmarks for institutional change. According to (Diehl, 1998:51) there are 5 aspects, namely targets, locked variables, actions, formal institutions and informal institutions. Uphoff (1992) and Fowler (1992) say that an institution is "a complex of norms and behaviors that persist over time by serving" several socially valued goals (Ocktilia, Ismudiyati, & Rusyidi, 2020). Norms and behavior are a unity that cannot be changed in rural communities. This institution is the main key in running a smart village in a village.

Smart village governance is an urbanization that has increased throughout the world and the digital revolution, this change is marked by the emergence of technology and is used in every community activity at this time. An area can be said to be a smart village if the quality of life of the community improves and involves the community in any decisions to improve the area (José Luis Carrasco-Sáez, nd). This change is very beneficial for society in any case, especially in the field of technology. A smart village is a rural area where people build strength and develop existing resources to add value to the community through digital communication technology. Smart villages can make progress in

a village when digital services in rural areas are running and accessible to many people. As well as making it easier for the community to see progress that is happening in other areas (Services, 1831). With digital services, it is easier for people to see developments in other areas and the people of these areas can have creativity or desire to make their area like other regions.

In the village of Sanankerto, it has a unique or character that is rarely owned by other villages, namely this village has around 36.8 hectares of bamboo gardens (Maulana & Pratama, 2021). Having this very wide bamboo garden and having a spring in the middle of the bamboo garden inspires the village head to develop the resources around him so that people are aware of the wealth or unique nature of the village.

According to the developing village index (IDM) in 2016 it shows that the village of Sanankerto is included in the category of underdeveloped villages (Ministry of Villages, 2016). This condition is the background for the village government to implement a smart village in the village of Sanankerto. Smart village is one of the regional development programs that are being adopted in Indonesia. Smart village is synonymous with technology that develops and is used for all the needs of the community. Technology has 2 aspects, namely ICT (information communications and technology) and technology that is suitable for rural communities (Aziiza & Susanto, 2020).

With this technology, the community can access everything that the community needs and can be an inspiration to develop the potential of the village into a smart village village. In addition, in the smart village there are restrictions related to aspects of the application of technology and information, the smart village aspect can be oriented more towards increasing the capacity of village officials and the community in terms of independent village management and innovation of economic and social activities in the community (Rini Rachmawati, 2018; Safitri & Maya, 2021). With this smart village, village officials can also upgrade their capacity easily because of this technology. In the realization of the smart village itself, we go through various stages which we can see through chart 1. below:



Chart 1. The process towards Smart Village

Source: Smart Village Revitaling Rural Servis EU

The picture above is a process of forming a smart village starting with the community's response to the natural resources in the village and sorting out how this village will be managed, after the community responds and thinks about their existing resources find the right solution in managing natural resources in this area using smart villages. This smart village solution is one of the village developments so that the village can progress through many scopes.

What is meant by the scope here is the community and culture of the village itself and neighboring villages. If this environment is suitable for implementing a smart village, the village government will see the attractiveness of the village or the culture of the village that is not owned by other regions and developed through information techniques. With this technology, the government and the community can begin to

develop their potential, one of which is through information technology to make it easier for the community and village officials in village development. In terms of village transition, this means changing the usual village into a smart village by using increasingly advanced information technology and seeing the potential of the community in developing a new smart village. The last process that is carried out is village promotion. In this village promotion, we can use technology that was initially only word of mouth but now uses a website and can be accessed by all people who want to visit this village. With the existence of smart villages, villages in the district began to develop several innovations. With the existence of a smart village, village institutions that have not previously implemented smart villages are different from those that have implemented smart villages. This difference is not too significant, but this institution also encourages the successful implementation of smart villages.

According to Viswanadham (2010) the smart village ecosystem has 4 components, namely institutions, resources, service chain, service delivery technologies and mechanics (Syao dih, 2018). If you want to be called a smart village/smart village, you must fulfill one of these components. Because the four components have their respective duties and functions and these four could be a benchmark for the success of this smart village.

This writing aims to see how the transformation of village institutions occurs in the Boonpring Sanankerto ecotourism area. How is the institution before and after implementing this smart village and the influence on the running of this program and look at the development of tourist villages in the Malang Regency, especially the Turen sub-district.

The existence of institutional transformation is a determining factor for the success of the village towards a smart village. With the fulfillment of the success of institutional transformation, which used to be an underdeveloped village (conventional) into a developed village (smart village). If the community does not make changes, the village will still be left behind and will not succeed in achieving a smart village.

METHOD

This study uses qualitative research with a case study approach. According to Creswell, case studies are a type of research that explores and understands meaning in an individual or social group (Lewis, 2015). In this case study approach, understand the case and explore the case to be studied. This study uses 2 data sources, namely primary and secondary data sources, primary data sources obtained through interviews with the Malang Regency Tourism and Culture Office, village governments and institutions that regulate smart villages. Meanwhile, secondary data sources can be obtained through journals or documents related to the transformation of smart village institutions in Malang Regency.

This research was conducted in the ecotourism area of Boonpring Sanankerto Turen, Malang Regency. By using primary data from interviews with the Sanankerto village head, the head of the tourism destination development section of the Malang district tourism and culture department, the Sanankerto village secretary, and several Sanankerto village communities, while the secondary data obtained are the official strategic plan, RPJMD, village profile, organizational structure, as well as the surrounding community about natural resources and human resources through interviews, observations and documentation. After doing the research, there are data collection techniques

through interviews, observation and documentation. Data analysis is to select and select the required data related to institutional transformation towards a smart village, if the analyzed data is clear enough then conclusions can be drawn from what has been researched.

RESULTS AND DISCUSSION

The Village Institutional Transformation that Occurs in the Boonpring Ecotourism Area

Sanan Kerto Village is one of the villages that received the Impress Data Disadvantage (IDT) program, through this program the community is empowered to be able to overcome poverty conditions in the area. One way to empower the community is to take advantage of local potential. Sanan Kerto Village has a natural wealth of bamboo forests which are right on the banks of the river and have an area of 40 hectares in one location (SANANKERTO, nd). This becomes an attractive potential or selling power because such natural wealth/conditions exist abroad such as in China and Japan. The condition of natural wealth in the form of bamboo trees in China and Japan has become a source of reference for the Village Head and the youth of Sanan Kerto Village in developing tourism in their village. Initially, in Sanan Kerto Village, a tourist village named "source randeman" was created which could later develop into Boonpring Ecotourism.

Previously, Sanankerto Village did not involve the local community or other parties in developing the village. Because the village government is the sole actor in carrying out village development. This is in accordance with the statement from the head of the tourism destination development sector,

"Previously, the village of Sanankerto was an undeveloped village because the community relied on progress from the village government without them knowing what could be developed in their village, the community preferred to take care of their own lives such as working, attending school and they don't participate in the development of their village".

So, this has led to a lack of development in the village of Sanankerto because there is no innovation that can develop the potential of the village into a village that can produce and maintain the environment.

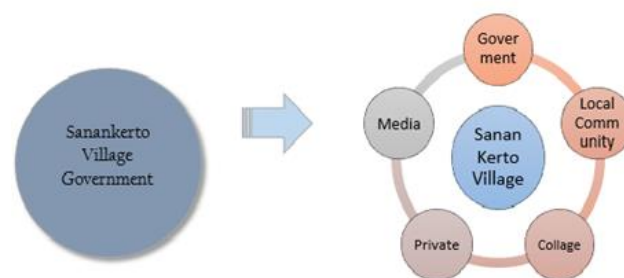


Figure 1. Institutional Transformation in the Tourism Village of Sanan Kerto

Figure 1 explains that there was an institutional transformation in the Sanankerto Village, where initially the Village Government became the sole actor in developing the village. With the statement of the Head of the Sanankerto Village *"the lack of communication between the community and the government in terms of developing the village itself so that it is difficult to establish cooperation between the two so the government moves on its own. People who are passive and still think that the potential of the village is ordinary"*

this hampered the development of this Sanankerto village, so the village government took the initiative to change the mindset of the community and convince the surrounding community to be more active in participating in development. By means of the village government, young women and the community gathered to explain the potential of their village and provide examples from various regions so that "The community can see opportunities that will happen in the future. From there, people start to believe in the development of tourist villages and the village government begins to realize that a program of this size cannot run if it doesn't cooperate with other actors". Then, undergo institutional transformation. The Sanankerto village government networked with various actors in developing Sanankerto Village into a tourist village.

In realizing this, the village government networked with actors who could support these goals. The village government cooperates with pentaholic elements such as universities, the private sector, the Sanan Kerto Village community, and also the media. The village government acts as a facilitator and main driver. The local community plays a role as the implementer of the program and aligns the vision, mission and goals that are tailored to the interests of the common community. Universities play a role as parties that provide constructive input and suggestions for the achievement of academic goals. The private sector plays a role as a party that funds for the realization of these goals, while the media plays a role as a place in promoting the place so that it is known by the public at large and attracts visitors.

Government actors apart from the village government, this tourism village program received special attention from the UPT DAS Brantas Ministry of Forestry and the Environment, which has the same vision and mission, namely saving water sources. In addition, the Malang Regency Government also pays attention to this bamboo tourism, this is through the Irrigation Service which helps buy heavy equipment for two months. In addition, the Department of Fisheries and Marine Affairs of Malang Regency provided fish seeds, and boats. The Department of Human Settlements in Malang Regency helped build toilets in the tourist area, and the Department of Highways helped repair roads.

Community groups involved such as Karang Taruna, pokdarwis tourism satellite groups, bamboo farmer groups consisting of young people from Sanankerto Village, and PKK women who were involved. (SANANKERTO Village, 2021) Meanwhile, actors from the media, the village government took Batu TV, ncmtv mnctv, and metro tv to promote Boonpring tourism. Actors from the local community involved are pentaocam which consists of the community itself, students, bloggers, the Javanese collage community, and photographers throughout Indonesia. These actors are very helpful in realizing smart village governance in the development of the Boonpring tourist village.

Table 1. Table of Institutional Differences in Sanan Kerto Village

| Conventional | Smart Village |
|-----------------------------------|--|
| government that lacks innovation | Village government that always innovates |
| community participates is passive | community participates is active |

| | |
|---|---|
| There are economic problems for the community | There is economic development for the community |
| Natural potential that is not noticed | Natural potential that is noticed and developed |

Source: Processed by the author, 2021

In table 1. Explains the difference between conventional and smart village institutions. In 2017 the Sanankerto village government entered a transition period from conventional institutions to the achievement of a smart village. During the transition period, the government and the community were still trying to get out of the conventional institutional pattern, as indicated by the village government's not yet maximally managing the Bumdes. As time went on, entering 2019 the institutional transformation transition was successfully implemented marked by a high increase in community participation in development, a 40% increase in the economy from before, optimization of Bumdes management, strong collaboration with stakeholders, and optimizing the use of IT. This is supported by an increase in the developing village index (IDM), which was originally lagging behind to become advanced. These institutional changes marked the realization of the successful implementation of smart village in the village of Sanankerto. The success of institutional transformation supported by competent and committed human resources.

The influence of Smart Village Governance in the development of the Sanan Kerto Tourism Village

The existence of smart village governance that has been established in the development of tourist villages in Sanan Kerto Village has succeeded in making several tourist villages in Sanan Kerto. This is because the village government and local communities there are active in developing the potential of their village.

Table 2. Tourism Village in Sanan Kerto

| Name of Tour | Location |
|--------------------------------|---------------------------|
| Craft village or craft center | on the boon pring |
| Bamboo museum | RT.06 |
| fruit picking tour | next to the bamboo museum |
| Village culture, arts, farming | RT.8 dan RT.9 |
| Kampong Bungan and RPL | RT. 12 |

Source: Sanan Kerto Village Government

Creation of several tourist village places in Sanan Kerto also has a positive impact on improving the local community's economy, because there are already around 100 more warungs in the tourist village. In addition, the existence of a tourist village can empower people who do not have jobs to become managers in village tourism. The positive impact is also felt by the community's efforts in making handicrafts and processed foods. The enthusiasm of the community to participate in this self-help development is very high so that mutual cooperation increases, economic development also increases because the village becomes a tourist village that can bring up initiatives from the community and continues to develop for the development of their local area.



Figure 2. Smart Village Sanankerto Tourism Village
Source: Processed by the author, 2021

Efforts are being made to turn Sanankerto Village into a Smart Village by involving technology in promoting tourism there, people who participate and are active in developing village potential, village institutions that has been transformed by involving other actors such as the private sector, media, universities, and local communities, and village development that is oriented towards environmental sustainability instead of building tourism to damage the environment but instead to care for the environment and can take advantage of its potential as well as an effort to increase the economy. local community. The use of technology in promoting tours in Sanankerto Village is intended so that these tours can be known by people outside Sanankerto Village. Utilization of technology through a website that contains tourist information in Sanankerto Village starting from information on ticket prices, facilities, facilities and infrastructure, photos of tourist attractions in Sanankerto, as well as how/steps to order tickets.

The existence of Boonpring ecotourism is the result of innovations carried out by the Village Government together with the local community through village consultations. The community is fully involved in the development of boonpring ecotourism, in which the development of ecotourism also aims to overcome environmental problems that occur and can improve the economy of the community there. Because in the past, Sanankerto village was an area that was often hit by landslides when it rained, and the majority of the people there were pepper farmers/laborers which were their source of income to survive. Thus, it becomes a challenge for the village government to take action to save the environment based on tourism which still provides solutions so that the community continues to earn.

With the existence of human resources (HR), the commitment between the village government and local government, the media, higher education community institutions, the private sector and community participation in village development. If there is no collaboration between HR and commitment between stakeholders, it is impossible to realize a smart village and without them this smart village will not be able to last long or be sustainable. The existence of a Smart village has a very good impact on economic development and tourism development. The tourism developed in the Sanankerto area is not only one but there are several tours in this village, one of which is located on RT 15 where this RT carries the Dolanan village where in this RT area presents several traditional games

that are usually done by local people who can enjoyed by tourists who rarely play the game nowadays.

This Sanankerto village is a blend of nature, culture and art which is embodied in one unit and is connected to one another. Where a concept like this is rarely owned by some regions. This is the specialty of the Sanankerto village which not only focuses on natural preservation but also explores the preservation of culture and art. So that today's young generation does not forget the culture and arts that have existed for a long time. With so many people's interest in visiting this Sanankerto tourist village, the community has innovations to make handicrafts as souvenirs from the village for tourists.

The institutional transformation carried out is an effort to turn Sanankerto Village into a smart village. The importance of this smart village is motivated by the fact that previously conventional institutions made Sanankerto village a backward village, this made the village head want to make Sanankerto village a developed village. Progress in development towards a smart village involves technology to promote tourism owned by the village of Sanankerto. In village development towards a smart village, the community participates and is active in terms of developing village potential, village institutions that have been transformed by involving other actors such as the private sector, media, universities, and local communities. Village development is oriented towards environmental sustainability, not only to build tourism or damage the environment, it is to take care of the environment and can take advantage of the potential for improving the local community's economy.

CONCLUSION

The ASN staffing service through SIMAS is a form of improvement in online ASN staffing services which were previously through the SIMPEG application. But in SIMPEG services, which are still not fully run online and real time, because there is still paperwork that can only be run by admins, so it is less flexible and effective. However, with the SIMAS application, personnel services can be carried out in real time in data updates. ASN can update their respective data at any time. Information about ASN is already in SIMAS and will automatically calculate and monitor their performance based on existing data. So that this will improve ASN disciplinary problems, because there are points of reduction if the ASN commits a violation and there are additional points if the ASN performs well. Each ASN will get points for every performance they have done, including the various trainings they have done, their educational history, the workload that has been completed. Because the promotion has been systemized automatically in SIMAS based on performance and ASN points and is openly displayed in SIMAS.

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