

The Effectiveness of Tourism Object Development by Regionally Owned Enterprises (BUMDER) in Community Empowerment: A Case Study of Brintik Village, Klaten Regency

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Abstract

This study aims to evaluate the effectiveness of the development of Regionally- Owned Enterprises (BUMDER) at the Umbul Brintik tourist attraction along with supporting and inhibiting factors in community empowerment in Malangjiwan Village. The theory used is Duncan's effectiveness theory in Steers (1985). The research method uses a descriptive qualitative research method. The results of the study indicate that the development of Regionally-Owned Enterprises (BUMDER) at the Umbul Brintik tourist attraction in community empowerment in Malangjiwan Village on the indicator of achieving goals is considered effective, seen during the period 2017-2025, concrete target targets can be achieved which have a positive impact on the receipt of Regional Original Income and economic benefits for Malangjiwan villagers. The integration indicator is considered effective because socialization has been carried out through Village Deliberations every three months and Village Discussions once a year. The adaptation indicator is considered quite effective because the development of Umbul Brintik as a therapeutic tour can hold an educational scholarship program for Malangjiwan villagers. However, it is necessary to improve the digital capabilities of the Promotion Team and develop a technology-based system that is integrated with the digital cashier system. Supporting factors include the existence of concrete targets that have been achieved to contribute to financing village development and economic benefits for villagers and MSME actors in Malangjiwan Village, while inhibiting factors include the lack of digital training for the Promotion Team and a digital system that has not been integrated in developing the Umbul Brintik tourist attraction. The development of the Umbul Brintik tourist attraction will be highly effective if it is strengthened by the public accountability needed to assess the accountability and openness of information from the Malangjiwan Village Government and BUMDER Sumber Makmur to villagers by involving relevant stakeholders in Malangjiwan Village.

Keywords: *Effectiveness, Community Empowerment, Tourism Development.*



A. INTRODUCTION

Tourism development in Indonesia is carried out based on Law No. 10/2009 concerning Tourism, which mandates the importance of collaboration between local governments and stakeholders involved in community empowerment, especially rural communities, through Regional Owned Enterprises (BUMDER).

In developing sustainable tourism, a tourist destination is not only required to attract tourists, but also to ensure the preservation of the ecosystem, maintain local cultural values, and ensure that the surrounding community can benefit from this sector. Every development intervention must be designed in such a way that it does not damage the environment or eliminate the authenticity that is the main strength of the tourist attraction. Tourism development strategies must be able to balance

economic, social, cultural, and environmental aspects.

Developments in the field of tourism provide various significant benefits and advantages. Efforts to develop tourism are aimed at making this sector a major sector that can surpass other economic activities, including related sectors. Thus, there will be an increase in employment, community income, and regional income through the optimal management and utilization of various tourism potentials (Pratiwi, 2015).

Regional Owned Enterprises or BUMDER are institutions established in villages to manage various assets and economic potential owned by villages to encourage the growth of community-owned businesses, open up new business opportunities, create jobs, and develop the village economy as a whole. If BUMDER are managed well and professionally, villages can become more economically independent. Not only that, BUMDER also plays an important role in reducing poverty by increasing village income and strengthening the local economy. BUMDER is not just a business unit, but also a strategic tool in realizing the welfare of the village community (Samiyah, 2019).

This tourism development requires a comprehensive and integrated approach that covers planning, promotion, development, and preservation of the environment and local culture. Tourism development is an effort to develop and promote tourist attractions in order to attract tourists to visit tourist destinations (Barreto & Giantari, 2015). This process involves providing knowledge, skills, and access to the necessary resources for communities, both individually and collectively. The goal is for them to have the confidence and ability to play an active role in improving their quality of life. Thus, communities do not only play a role as objects of development, but also as subjects capable of determining the direction of desired change. This encourages communities to have greater control over various aspects of their lives and environment, so that the changes that occur truly reflect their own needs and desires (Lyons, 2021)

Regional Owned Enterprises or BUMDER are institutions established in villages to manage various assets and economic potential owned by the village to encourage the growth of community-owned businesses, open up new business opportunities, create jobs, and develop the village economy as a whole. If BUMDes are managed well and professionally, villages can become more economically independent and not only that, BUMDes also plays an important role in reducing poverty by increasing village income and strengthening the local economy. BUMDes is not just a business unit, but also a strategic tool in realizing the welfare of the village community (Samiyah, 2019).

Umbul Brintik is a tourist destination that has the advantage of being a medical wellness tourism destination, developed through the involvement of the Malangjiwan Village Government and the Regional Owned Enterprise (BUMDER) Sumber Makmur as managers in the sustainable tourism business sector. The number of visitors to Umbul Brintik, located in Malangjiwan Village, Klaten Regency, Central Java Province, from 2022 to 2024 is shown in Table 1.

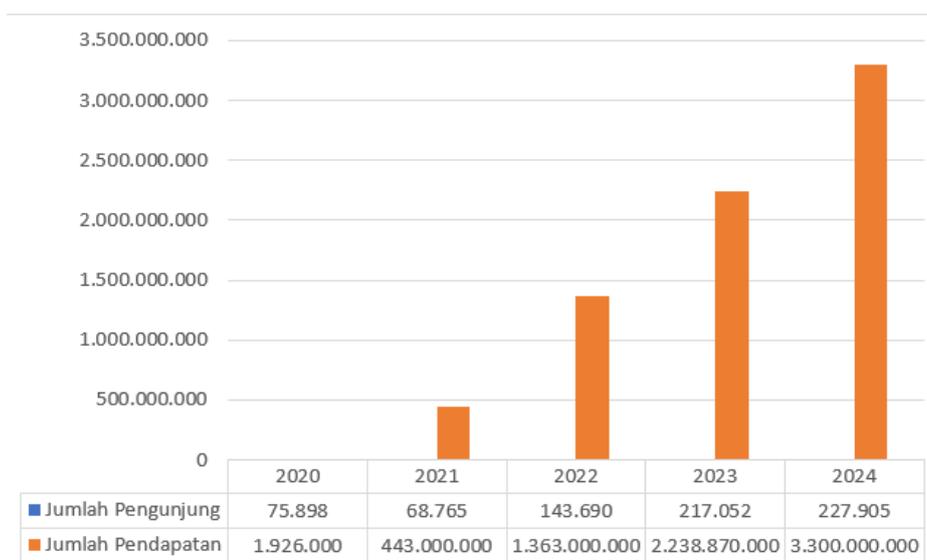


Figure 1. Number of Visitors to Umbul Brintik from 2020 to 2024

Source: Researcher's compilation, 2025

Table of 1 represent that Umbul Brintik tourist attraction has experienced an increase in terms of visitor numbers and revenue. In 2024, visitors to Umbul Brintik tourist attraction increased significantly to 227,905, generating revenue of Rp. 3,300,000 (three billion three hundred thousand rupiah). The increase in the number of visitors and revenue at the Umbul Brintik tourist attraction was achieved through the empowerment of the village community through BUMDER Sumber Makmur in Malangjiwan Village.

The Umbul Brintik tourist attraction provides health benefits for visitors by reducing stress, improving concentration, and promoting spiritual balance. In addition, the development of the Umbul Brintik tourist attraction in the development of the village community through BUMDER Sumber Makmur provides socio-economic benefits for the residents of Malangjiwan Village by opening up job opportunities in the tourism sector, which increases community income. However, there is still a need to improve community compliance in preserving the environment (Dewi, 2024; Pangesti & Nurhadi, 2020).

Several empirical studies reveal the importance of using an approach to tourism development in community development. Putranto & Kistanti (2023) reveal that Community-Based Tourism through an institutional collaboration approach can be applied in realizing sustainable tourism development. Maulana (2024) states that the collaborative model between the government and tourist attraction management associations is implemented through stages of dialogue, building trust, commitment to the process, sharing understanding, and evaluation. Kusumaningrum, et.al (2023) emphasize the importance of ecotourism principles, including conservation, education, tourism, economy, and community participation, so that tourist attractions remain viable and their development is carried out sustainably. Tarlani, et al. (2022) focus on the Business Model Canvas approach through workshops in the tourism sector, which have a significant impact on the economy.

The development of the Umbul Brintik tourist attraction in effective community development cannot be separated from the important role of BUMDER Sumber Makmur. Hastutik, et.al (2021) reveal the important role of BUMDER as a social and commercial institution carried out through awareness-raising through social and work evidence, the role of community organization carried out by absorbing the aspirations of residents and dividing work into business units, and the role of human resource delivery carried out through training in collaboration with other parties, such as banks and academics.

The policy underlying the establishment of Regional Owned Enterprises (BUMDER) is Law No. 6/2014 on Villages and Government Regulation No. 43/2014 as the implementing regulation of the Village Law, which stipulates that villages can establish BUMDes as a local-based development strategy. According to Suleman, et.al (2020), BUMDER is an institution established to utilize all potential, whether natural, human, or economic, in order to improve the welfare of the village community.

The problems faced in developing the Umbul Brintik tourist attraction managed by BUMDER Sumber Makmur are the lack of infrastructure facilities that can meet the accommodation needs of visitors and the need to improve management and service capabilities so that the Umbul Brintik tourist attraction can compete with other tourist destinations in Indonesia.

In this context, this article reveals novelty as a contribution to thinking related to policy approaches in the tourism sector in developing tourist attractions into tourist destinations that have advantages through the active role of BUMDER in empowering rural communities. The purpose of this paper is to examine the effectiveness of tourism attraction development by Regionally Owned Enterprises (BUMDER) in empowering the community in Brintik Village, Klaten Regency.

B. LITERATURE REVIEW

This study is based on the understanding that sustainable tourism development policies require various approaches and strategies through collaboration between the government and its stakeholders in the development of rural communities through the active role of Regional Owned Enterprises (BUMDER) as managers of tourist attractions.

Effectiveness comes from the root word "effective," which is defined as something that produces an effect, has a powerful, potent effect, and is capable of bringing success and utility in achieving certain goals. Effectiveness describes the extent to which an action, program, or effort is capable of producing tangible results in accordance with previously established expectations (Kamus Besar Bahasa Indonesia).

The theory of effectiveness is the main foundation of the theoretical framework. Richard M. Steers (1985) in Ariyani, et.al (2024) states that effectiveness is commonly used to measure the extent to which a group or organization is effective in achieving a goal. Organizational effectiveness is defined by Daft (2010) as the degree of success of an organization in its efforts to achieve its goals and objectives. According to Gibson

in Kurniawan (2005), the measures of effectiveness include several dimensions, namely the clarity of the objectives to be achieved, the clarity of the strategies for achieving the objectives, the ideal policy analysis and formulation process, careful planning, appropriate program development, the availability of facilities and infrastructure, and an educational monitoring and control system. Meanwhile, Tyson & Jackson (2000) distinguish effectiveness into five types of criteria namely:

1. Strategic congruence is the extent to which the performance management system is able to demonstrate work results that are aligned with the organization's strategy, objectives, and culture. The emphasis on strategic alignment shows how important the role of the performance management system is in directing each member to make a real contribution to the success of the organization.
2. Validity is the extent to which performance indicators are able to assess comprehensively and limit themselves to aspects that are truly important. A performance measure can be considered valid if it does not deviate. Deviations occur when indicators assess aspects that are less relevant or not directly related to job performance.
3. Reliability refers to a condition in which performance measures are consistent and do not change easily. A performance measure can be said to be reliable if two assessors give the same or at least very similar evaluation results for individual performance. Findings show that the most subjective performance measures, especially in the aspect of supervision, tend to have low reliability levels.
4. Control. The process of monitoring performance that does not meet predetermined objectives or standards. Assessment or measurement can be seen through various indicators, such as human resource utilization, the number of rejected products, and the quality of services provided.
5. Social systems and individual expectations. This relates to how an organization builds relationships with its workforce in order to gain the commitment of its members. This aspect can be measured or demonstrated through performance appraisal reports, behavior surveys, absenteeism rates, staff turnover rates, and other indicators.

The indicators used to measure the effectiveness of BUMDER development at the Umbul Brintik tourist attraction in developing the village community in Malangjiwan Village use the organizational effectiveness measurement standards used by Duncan in Steers (1985), namely:

1. Goal Achievement is a process that must be gone through in stages. In order for the final goal to be achieved with greater certainty, stages are needed, both in the form of achieving certain parts and in the form of time periods. The achievement of the goal itself is determined by several factors, one of which is the time frame and the concrete goals that have been set.
2. Integration refers to the extent to which an organization is able to socialize, build consensus, and establish communication with various other

organizations. Therefore, integration is closely related to the socialization process that takes place within the organization.

3. Adaptation is an organization's ability to adjust to its surroundings. This aspect is usually measured through the recruitment and placement of workers carried out by the organization as an indicator of adaptability.

To understand community empowerment through BUMDER as the manager of the Umbul Brintik tourist attraction, the author also uses community empowerment theory. Community empowerment, according to Ani, et.al (2017), requires collaboration, involvement, and commitment from all stakeholders related to the active participation of the community and the private sector. According to Perkins & Zimmerman (1995), the success of the community empowerment process requires a top-down approach in the initial development orientation stage, followed by a bottom-up approach that places the community as the main actor in the community empowerment process. The steps required for community empowerment and development, according to Zimmerman (2018), are:

1. Building Hope The initial stage in the empowerment process is to build self-confidence and eliminate feelings of hopelessness among communities who feel unable to improve their quality of life. Low self-esteem and a tendency to give up can be serious obstacles to achieving a better life. Only community leaders with authority, integrity, and broad insight can encourage the community to take action, even though changing apathy and lack of commitment is not easy. However, crisis conditions such as land fires, environmental pollution, disease outbreaks, and rising crime rates often trigger collective awareness to improve quality of life. This stage serves as an initial trigger for awareness in the context of empowerment. At the government level, it is important to provide space and opportunities for the community to build hope and enthusiasm through incentives and initiatives, such as development programs or competitions. From this point, the community's potential can be directed so that they are able to plan, implement, and make decisions in development programs according to their needs and priorities.
2. Broad Participation The empowerment process in community development will not be successful if it only involves leaders, small groups, or certain parties such as ministries, government agencies, non-governmental organizations, or the private sector. Successful empowerment requires broad participation from all members of the community, associations, and communities. If only elite groups are involved, empowerment will not be achieved. On the contrary, the ideas, energy, skills, and enthusiasm of community members are valuable assets that must be maximized through the empowerment process. Active and broad participation of community members will result in better decisions in the implementation of development programs. The issue of participation has been widely discussed by academics and is considered a key means of empowerment and the most effective method of involving communities in development. The more community members participate, the more people will

be empowered. This participatory approach emerged as a response to the failure of the bottom-up approach in improving community welfare.

3. **Building Relationships with Partners** The next stage is known as the development phase. At this stage, communities are required to build good relationships with various organizations and establish partnerships in the implementation of development. These partners play an important role in helping to identify the resources available to the community while strengthening institutional capacity so that communities can develop sustainably.
4. **Creating a Vision** Before the development process is implemented, the community needs to have a clear vision of the direction it wants to take. The initial stage in building a vision is to assess the strengths and weaknesses of the community's capacity. This assessment is carried out by identifying available assets and then evaluating the potential that can be utilized in the future. The results of this assessment will form the basis for formulating a vision, goals, and development strategies aimed at improving welfare. These strategies are formulated based on the challenges faced by the community, such as high poverty rates, declining educational achievement, rising crime, and unemployment. From the strategies formulated, the community will choose the appropriate approach to overcome these obstacles so that the process of change can be realized.
5. **Establishing a Work Plan** The next step is to develop a work plan. The work plan serves as a "road map" that forms the basis for achieving the desired results. This document contains detailed steps on the actions that need to be taken, the implementation schedule, the division of responsibilities, and the allocation of the program budget. In other words, the work plan is a translation of the strategy into concrete steps that must be carried out by the community. To ensure that implementation remains on track, it is necessary to have benchmarks for success and evaluations of the achievements obtained so that development goals can be achieved. An empowered community will be able to carry out the work plan independently without relying on outside intervention (Reid; 2002).
6. **Finding Resources** Once the budget plan has been drawn up, the next step is to identify the resources needed to support the implementation of the plan. These resources can be in the form of funds, skills, or knowledge that can be obtained from various parties, both government and private. For example, funds can be raised through grants, loans, or membership fees. However, the most important thing at this stage is that the planning must be realistic and adjusted to the available resources, and should not be changed simply because of a shortage or surplus of resources.
7. **Creating Success** Maintaining momentum, especially during the implementation phase, is a major challenge. Failure to maintain momentum can cause the empowerment process to stall before reaching its goal.

Therefore, to ensure that community development continues, it is necessary to create and promote early successes that can convince community members that change is possible with consistent effort and enthusiasm despite facing various challenges.

8. **Developing Community Capacity**, the main focus of strategic planning and work planning lies in capacity building, namely efforts to improve the community's ability to achieve its stated goals. In the context of empowerment, capacity building should be managed directly by community members themselves, rather than entirely by external parties acting on behalf of the community. The sustainability of capacity building is an important factor in ensuring the continuity of the empowerment process.
9. **Adjusting the Strategic Plan** The next step in empowerment is to make adjustments to the strategic plan. If a development program or project does not go according to plan, then the strategic plan is considered ineffective because it has not been able to meet the predetermined objectives and targets. Therefore, the community needs to periodically review and evaluate its goals and strategies, then make changes, if necessary, at the planning stage. This evaluation includes reviewing the level of community member participation, the results achieved, and adjusting strategies so that the direction of development remains consistent with the initial goals and vision.
10. **Development Towards Sustainability** To ensure the success of an empowerment process, development must be oriented towards sustainability. Community development does not stop at meeting basic needs to improve living standards, but is also directed towards continuity. These sustainability efforts can be achieved through various measures, such as strengthening community leadership capacity, building cooperation between organizations, encouraging new member participation, organizing individual capacity building programs, and maintaining the ecological, economic, and social balance of the community. The success of empowerment is not only measured by physical achievements, such as the number of houses built, job opportunities available, or a reduction in crime rates, but also by the community's ability to continue the development process in a sustainable manner.

Community empowerment in tourism development requires an understanding of the concept of tourism development. According to Pitana (2005), tourism development is an activity to promote a tourist attraction that needs to be organized by maintaining what has already been developed or creating new tourist attractions. Yoeti (1987) states that tourism development is a method used to make tourist attractions attractive to visitors, so it is necessary to pay attention to the characteristics such as:

1. **Tourists (Tourism)** Understanding the characteristics of tourists is very important, including their region of origin, age group, interests, social status, occupation, and season of visit. Tourists' motivations for traveling also vary,

such as physical needs, cultural impulses, social interaction, and the desire for prestige.

2. Transportation plays a crucial role in supporting tourist mobility from one place to another. Factors that influence this mobility include interregional connectivity, the absence of travel barriers, and the availability of adequate transportation facilities. In addition, convenience in using transportation is also an important requirement for tourist satisfaction.
3. Attractions/tourist attractions are the main draw that motivates tourists to visit a destination. Examples of tourist attractions include sports facilities, entertainment venues, museums, and historical sites.
4. Service facilities include various supporting facilities for the sustainability of tourism, such as accommodation such as hotels and restaurants, transportation infrastructure, telecommunications facilities, banking services, and the availability of security personnel and safety guarantees. In addition to meeting service and comfort standards, hotels are also required to have a strategic location so that they can strengthen their image and make it easier for tourists to reach their destinations.
5. Information and promotion: In order for tourism marketing strategies to be effective in attracting tourists, targeted promotional or publicity activities are necessary. This can be done by determining the appropriate timing for advertisements, distributing brochures, and leaflets. The goal is to provide complete information about tour packages to potential tourists so that they can make quick and accurate decisions.

According to Rohimah, et al (2018), the development of a tourism object can be carried out in several forms, including:

1. Tourist Attractions are unique or special attractions possessed by a destination that are the main factors in attracting tourists. These attractions can be natural features such as mountains, lakes, and waterfalls; man-made attractions such as recreational parks and swimming pools; or attractions based on history and culture, such as traditional arts and historical relics.
2. Promotion is an important aspect of the strategy to introduce tourist attractions more widely to the public. Tourist attractions are designed to be as attractive as possible in order to arouse curiosity and encourage tourists to visit.
3. Accessibility plays a vital role in supporting tourism development. The availability of adequate access aims to facilitate tourist activities so that they feel comfortable and are encouraged to return.

The community, as the host, plays an important role in providing facilities and services that support tourism activities. In addition, their involvement also includes active participation in the development and management of the tourism sector.

C. METHOD

Methodology is defined as the science of studying methods. Meanwhile, research is understood as an activity that includes the process of collecting, processing, analyzing, and presenting data in a systematic and objective manner. The purpose of research is to solve existing problems or test a specific hypothesis. Research methodology serves as a guide in conducting research, so that every step taken has a strong scientific basis. With methodology, researchers can choose the right approach, techniques, and tools so that the research results are more reliable and accountable (Kamus Besar Bahasa Indonesia).

This study uses a qualitative approach with a phenomenological research type used to gain an in-depth understanding of how the local community, tourists, and BUMDER managers interpret their experiences with the development of the Umbul Brintik tourist attraction, ranging from ease of access to the tourist location, interactions between visitors and BUMDER officers, to the effectiveness of services and the fulfillment of the needs of tourists and the surrounding community. This approach is relevant for revealing the complex social realities related to the successes and challenges in tourism management by BUMDER.

In this study, a qualitative approach was chosen because it was considered the most appropriate for examining issues that occur in the field based on phenomena observed directly. The data obtained will be presented descriptively through narratives using everyday language so that the results of the study can be easily understood by readers. This approach is used to evaluate the extent to which BUMDER's management and development are able to meet the expectations of the community and visitors. The evaluation is conducted by considering various factors that shape the community's perception of the services provided, including the effectiveness of the program, the efficiency of resource management, and the responsiveness of BUMDER in addressing the needs and input from the community and tourists. It is hoped that a more comprehensive picture of the dynamics of the development of the Umbul Brintik tourist attraction can be obtained, which can then be used as a basis for formulating recommendations for future improvements.

The data in this study was sourced from primary data obtained from interviews and secondary data obtained from BUMDER annual reports, village development planning documents, visitor statistics, previous studies, and other archives or administrative documents available at the village office and related agencies. The data was collected using observation, interviews, and document study techniques. Informants were selected for the interviews. Informants are people who are interviewed and asked for information by the interviewer, who are knowledgeable and understand the research object (Bungin, 2007; Rukajat, 2018).

The validity of data using a qualitative approach uses the criteria in the data validity test revealed by Hwa (2011), which is done by testing the degree of credibility, transferability, dependability, and confirmability. To analyze the data, data analysis techniques were used by reducing the data, presenting the data, and drawing conclusions.

D. RESULT AND DISCUSSION

1. Analysis of Community Empowerment in Malangjiwan Village

Based on Malangjiwan Village Regulation No. 4/2019 concerning the 2019-2025 Malangjiwan Village Medium-Term Development Plan, Malangjiwan Village is divided into two hamlets with a total area of ± 110.2 hectares, which is divided into 8 hamlets with 8 neighborhood associations (RW) and 25 community associations (RT). with a population of 693 households and a total of 2,155 residents, consisting of 1,047 males and 1,108 females.

Developing the role of BUMDER in managing its operations through active community involvement and oversight, as well as collaborating with other parties to conduct skill-building, business, and technology training programs to ensure improve the economic conditions of the residents, is one of the work programs established by the Malangjiwan Village Government for the 2019-2025 period.

Based on Malangjiwan Village Regulation No. 7/2024 concerning the 2025 Village Work Plan, it is known that Umbul Brintik is one of the most prominent tourist attractions in the last 8 years that has contributed to the economy. Based on the 2019-2025 Medium-Term Development Plan – 2025 and the Report on the Realization of the Village Budget Utilization for the 2024 Fiscal Year, it can be seen that the Malangjiwan Village Government has a community empowerment program through business and technology skills training activities and also facilitates residents with entrepreneurship programs related to the natural resource potential of Malangjiwan Village, namely natural bathing tourism for therapy and childrenchildren at the Umbul Brintik tourist attraction, which has advantages over Umbuk Benthek.

Community empowerment, according to Chamber in Bari (2019), is described as an economic development concept that encompasses community values to build a new paradigm in development that is people-centered, participatory, empowering, and sustainable. The concept of development with a community empowerment model is not only about meeting the basic needs of the community but also about seeking alternatives for local economic growth. According to Jim Ife (2005), strategies that can be applied in community empowerment include policy and planning, social and political action, and raising awareness and education among the community or specific community groups. Community empowerment is one form of tourism destination development. Rohimah, et.al (2018) explain that the community is the recipient of tourists who provide facilities and services to support tourism. The community also participates in the development and management of tourism. Therefore, the existence of local communities in tourist destinations requires empowerment efforts.

Based on the informants' opinions, it is known that community empowerment is carried out synergistically by the Malangjiwan Village Government by involving the Karang Taruna youth organization together with the Sumber Makmur Village-Owned Enterprise (BUMDER) to organize skills training and facilitate the provision of entrepreneurship programs involving villagers and business actors from every type of MSME in Malangjiwan Village. The implementation of community empowerment

has reflected a sense of mutual trust, solidarity, and cooperation among residents in maintaining water cleanliness at the Umbul Brintik therapeutic tourist site thereby generating economic impacts that enhance the social welfare of villagers in Malangjiwan Village, Kebonarum Sub-district, Klaten Regency.

2. Effectiveness of the Development of the Umbul Brintik Tourist Object by BUMDER Sumber Makmur

a. Achievement of Objectives

According to Duncan in Steers (1985), goal achievement is the overall effort to achieve goals as a process that requires stages, namely a time frame and concrete targets. The achievement of objectives referred to in this study is the stages undertaken in developing the Umbul Brintik tourist attraction by BUMDER Sumber Makmur, viewed from the time period from 2017 to 2025 and the concrete targets of the efforts made by BUMDER Sumber Makmur.

Based on the opinions of several informants, it is known that the achievement of objectives, viewed from the time period since the establishment of Umbul Brintik in 2017 to 2025, has been developed as a therapeutic tourist attraction with a single perspective in achieving the objective, namely to increase the village's original income, which can finance village development and provide economic benefits for villagers and MSME actors in Malangjiwan Village, Kebonarum District, Klaten Regency.

Achievement of objectives since the Malangjiwan village government began developing the Umbul Brintik water tourism site in 2018 using Village Funds and Local Own-Source Revenue. Gradually, the existing swimming pools in the Umbul area were renovated and new pools were built using the Village Fund budget. In 2018, management of Umbul Brintik was handed over to a Regional Owned Enterprise.

The achievement of objectives in the period from 2018 to 2024 has concrete targets, as seen in the contribution from the sales of Umbul Brintik tourist tickets managed by BUMDes Sumber Makmur, which has become a source of income for the Malangjiwan Village Government to be returned to the villagers by implementing the development of Village Community Institutions, skills development for MSME actors, the Kampung Sarjana program by implementing a scholarship program targeting Malangjiwan villagers who have limited economic means to finance their children's education up to university level.

b. Integration

According to Duncan in Steers (1985), integration is an assessment of an organization's ability to socialize, develop consensus, and communicate with various other organizations. Integration emphasizes the socialization process. The integration referred to in this study is assessing the ability of BUMDER Sumber Makmur to socialize with villagers and related stakeholders, hold village meetings, and communicate with the Village Government and other related Village Institutions in Malangjiwan Village in developing the Umbul Brintik tourist attraction.

Based on the opinions of several informants, it is known that integration in the development of the Umbul Brintik tourist attraction through socialization, consensus building, and communication has been carried out by the Malangjiwan Village Government and BUMDER Sumber Makmur by holding Village Consultative Meetings every three months, followed by Village Consultative Meetings held annually.

The Village Deliberation Meeting and Village Discussion Forum serve as a means of socialization, coordination, and communication in unifying the concept of developing Umbul Brintik into a therapeutic tourist attraction that involves the active participation of villagers in expressing their aspirations, collaborating with relevant stakeholders, and cooperating with third parties through CSR in achieving the goal of developing Umbul Brintik as a therapeutic tourist attraction. On the other hand, the implementation of the Village Deliberation Meeting to evaluate the development of the Umbul Brintik tourist attraction encountered bureaucratic obstacles in bringing together all relevant stakeholders.

c. Adaptation

Adaptation, according to Duncan in Steers (1985), is the ability of an organization to adjust to its environment. The benchmark used to assess organizational capability is workforce procurement and recruitment. Adaptation in this study refers to assessing the ability of BUMDER Sumber Makmur to recruit and place members according to their competencies so that they can adapt to market conditions in the tourism sector and technological developments in developing the Umbul Brintik tourist attraction.

Based on the opinions of several informants, it is known that adaptation is seen from the ability of BUMDER Sumber Makmur to adjust to developments in tourism market competition and technological developments in the development of the Umbul Brintik tourist attraction with the advantage of branding as therapeutic tourism by conducting training to improve the skills of MSME actors and therapist training, implementing educational scholarship programs for village children to prepare their abilities.

The obstacles found in adjusting to the developments in market competition and technological developments are that the marketing carried out by the Promotion Team needs to be improved in order to promote Umbul Brintik therapeutic tourism to the public, and the use of technological equipment is not yet adequate because the technology used is only for digital cashier systems. Therefore, an integrated technology-based information system is needed to develop the branding of Umbul Brintik as a therapeutic tourism destination managed by BUMDER Sumber Makmur in Malangjiwan Village, Kebonarum District, Klaten Regency, Central Java Province.

3. Supporting and Hindering Factors in the Development of BUMDER at the Umbul Brintik Tourist Attraction in Community Development in Malangjiwan Village

Supporting factors in the development of the Umbul Brintik tourist attraction managed by BUMDER Sumber Makmur can be seen in the indicators of goal achievement from the time Umbul Brintik was established in 2017 to 2025. It has been developed as a therapeutic tourist attraction with a single goal in mind, namely to increase the village's original income, which can finance village development and provide economic benefits for villagers and MSME actors in Malangjiwan Village, Kebonarum Sub-district, Klaten Regency.

The inhibiting factor in the development of the Umbul Brintik tourist attraction managed by BUMDER Sumber Makmur in the integration indicator is the implementation of the Village Deliberation in order to evaluate the development of the Umbul Brintik tourist attraction, where bureaucratic obstacles were found in bringing together all relevant stakeholders. In terms of adaptation, there are obstacles in adjusting to market competition and technological developments, namely the need to improve the marketing capabilities of the Promotion Team to promote Umbul Brintik therapeutic tourism to the public, and the use of inadequate technological equipment, as the technology used is only for digital cashier systems, whereas an integrated technology-based information system is needed to develop the branding of Umbul Brintik as therapeutic tourism.

4. Theoretical Dialogue

Based on the results of research conducted to analyze the development of the Umbul Brintik tourist attraction by BUMDER Sumber Makmur using the effectiveness theory proposed by Duncan in Steers (1985) with three indicators, namely goal achievement, integration, and adaptation, the degree of effectiveness can be measured.

The goal achievement indicator is considered effective because from 2017 to 2025, there are concrete targets in developing Umbul Brintik as a therapeutic tourism destination that can have a positive impact in the form of Village Original Income (PAD) and economic benefits for the villagers of Malangjiwan Village.

The integration indicator is considered effective because village meetings are held every three months and village discussions are held once a year as a means of socialization, communication, and unification of the concept of developing Umbul Brintik as a therapeutic tourist destination. However, there are still obstacles in the form of bureaucratic barriers to bringing together all relevant stakeholders.

The adaptation indicator is considered quite effective because, in adjusting to the conditions of tourism market competition and technological developments in the development of the Umbul Brintik tourist attraction managed by BUMDER Sumber Makmur, a scholarship program has been established to prepare the intellectual abilities of the children of Malangjiwan Village. However, the digital capabilities of the Promotion Team still need to be improved, and an integrated technology-based

system is needed for the digital cashier system that has been implemented.

The three indicators of effectiveness by Duncan in Steers (1985) need to be strengthened with public accountability indicators. Public accountability indicators are needed to assess the responsibility and transparency of information provided by the Malangjiwan Village Government and BUMDER Sumber Makmur to villagers in the development of the Umbul Makmur tourist attraction in overcoming bureaucratic obstacles to the involvement of all stakeholders in the implementation of the Village Deliberation, and the development of an integrated technology-based system to provide information transparency that can be accessed by villagers and other stakeholders involved in the development of Umbul Brintik as a therapeutic tourist attraction.

E. CONCLUSION

From the results of the analysis and discussion, it can be concluded that the development of tourist attractions by Regional Owned Enterprises (BUMDER) in empowering the community in Brintik Village, Klaten Regency, is considered effective. This effectiveness is demonstrated by the development of the Umbul Brintik tourist attraction managed by BUMDER Sumber Makmur in terms of the achievement of objectives indicators. From 2017 to 2025, there are concrete targets in developing Umbul Brintik as a therapeutic tourism destination that can have a positive impact in the form of Village Original Income (PAD) and economic benefits for the villagers in Malangjiwan Village. In terms of integration, Village Consultative Meetings have been held every three months, and Village Discussions have been held once a year as a means of socialization, communication, and unification of development concepts.

Umbul Brintik as a therapeutic tourism destination. In terms of adaptation indicators, a scholarship program has been established to prepare the intellectual abilities of children in Malangjiwan Village, but the digital capabilities of the Promotion Team still need to be improved, and an integrated technology-based system is needed for the digital cashier system that has been implemented.

Supporting factors are found in the goal achievement indicator, seen from a certain time frame and concrete target objectives, which have a single direction in achieving the goal, namely increasing the village's original income to finance village development and provide economic benefits for villagers and MSME actors in Malangjiwan Village, Kebonarum District, Klaten Regency. Meanwhile, the inhibiting factor in the integration indicator is bureaucratic obstacles in bringing together all relevant stakeholders in the implementation of the Village Deliberation, and in the adaptation indicator, training is still needed to improve the digital capabilities of the Promotion Team and an integrated technology-based system is needed for the digital cashier system that has been implemented.

The development of the Umbul Brintik tourist attraction by BUMDER Sumber Makmur in empowering the community in Malangjiwan Village can be very effective if it is strengthened by the submission of accountability reports and information

disclosure provided by the Malangjiwan Village Government and BUMDER Sumber Makmur to villagers in the development of the Umbul Makmur tourist attraction in overcoming bureaucratic obstacles to the involvement of all stakeholders in the implementation of the Village Deliberation and the development of an integrated technology-based system to provide information transparency that can be accessed by villagers and other stakeholders involved in the development of Umbul Brintik as a therapeutic tourist attraction.

The Malangjiwan Village Government is advised to improve communication and coordination to overcome bureaucratic obstacles so that all stakeholders involved in the development of the Umbul Brintik tourist attraction can conduct a comprehensive evaluation during the Village Deliberation Meeting held every three months and the Village Discussion held once a year.

BUMDER Sumber Makmur is advised to improve digital marketing training for the promotion team and design an integrated technology-based system to provide information transparency that can be accessed by villagers and other stakeholders involved in the development of Umbul Brintik as a therapeutic tourist attraction.

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