

INSTITUTIONAL SYNERGY FOR THE DEVELOPMENT OF LEREP TOURISM VILLAGE, SEMARANG REGENCY

Putri Yasmin Fathina Zahirah¹, Kadhung Prayoga¹, Agus Subhan Prasetyo¹

Agribusiness Undergraduate Universitas Diponegoro
email correspondence: putriyasmin.fz@gmail.com

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ABSTRACT

Tourism villages can develop if the community supports them. To accomplish a goal, a community that is part of the institution must be able to perform its duties and functions as a unitary institution. The institutions have to communicate with one another and work together to develop Lerep Tourism Village. This research will outline the roles of each institution and examine this synergism. Based on the institutions participating in the management of the Lerep Tourism Village, the location was chosen using a purposive sampling strategy. This is a qualitative approach with case study research. Purposive sampling was used to select 26 informants to interview, covering head of village and hamlets, leaders and members of institutions, representative of communities from 4 hamlets. In-depth interviews, observation, and documentation were utilized to obtain the data, and evaluated using Miles Huberman's flow model. The data's veracity was examined using source triangulation and technique triangulation. The results show that each institution namely Government Institution, Economic Institution, Art and Cultural Institution, Agricultural Institution, and Environmental Institution plays different roles. There are varieties of purposes in institutional synergy. However, institutions have implemented elements of effective communication and coordination. Such synergies lead to the establishment of new tourist attractions and facilities, increase in the number and satisfaction of visitors, job opening and increase in community income, moreover receiving recognition and passing the certification process. There needs to be discussions and follow-up process regarding improving the internal conditions of institutions and communities between hamlets.

Keywords: *institution, role, synergy, tourism, Lerep village*

BACKGROUND

The tourism sector came to a halt during the first few years of the spread of COVID-19. Public activity restrictions and lockdowns in some countries have contributed to the decline in the number of visitors. The tourism industry in Indonesia, specifically in Semarang Regency, was said to have a significant decline in the number of tourist visits by both locals and foreigners. According to Disporapar Jawa Tengah (2020), the visits of Indonesian tourists to Semarang Regency in 2019 reached 3,455,075 and 5,963 for the number of foreign visitors. However, in 2020, all numbers dropped to 1,840,813 and 856 for national and international visitors, respectively.

Septemuryantoro (2021) mentioned that village tourism will be projected to become an alternative choice of local tourism which provides safety and comfort during a pandemic, while presenting culture tourism with preservation and existing resources as the basis, in addition to the strict implementation of health protocol. Currently, the government is also aggressively providing security and health guarantees for visiting tourists through the issuance of Cleanliness, Health, Safety, Environment Sustainability (CHSE) certificates for tourism actors, tourist destinations, and tourism products. The management of tourism villages in Indonesia is included in the sustainable tourism development program, which refers to the National Medium-Term Development Planning (*RPJMN*) 2020-2024, which aims to accelerate the revival of tourism and national economic growth because it has the potential to contribute

income to the country and create job opportunities (Kemenparekraf RI, 2021).

One of the existing and certified tourism villages out of 16 independent tourism villages is Lerep Tourism Village. This tourism village is located in Lerep Village, West Ungaran District, Semarang Regency, and has very diverse cultural, natural, and man-made potential. As many as four of the eight hamlets in Lerep Village have contributed to the management of the tourism village directly through the Economic Institution, Tourism Awareness Group (*Pokdarwis*), as well as with the assistance of other institutions in each hamlet.

This tourism village was originally inaugurated in 2015 as the Village Government, especially the village head, saw the great natural potential of Indrokilo Hamlet, namely Indrokilo Waterfall and Indrokilo Hamlet Farm Cowsheds. Indrokilo Hamlet started to explore and develop its potentials, followed by Lerep Hamlet, Karangbolo Hamlet, and Soka Hamlet, and others.

Problems arise in Soka, Karangbolo, as well as Indrokilo Hamlet, which experienced slow development compared to Lerep hamlets. Lerep Hamlet, along with the Economic Institution, Tourism Awareness Group (*Pokdarwis*) Rukun Santoso, is the hamlet that is so-called superior by the community in the village and is currently active in training and competitions. *Pokdarwis* also received the General Champion award at the 16th Central Java Province Tourism Awareness Group Jamboree (*Pokdarwis*) in 2019.

As a matter of fact, the management and development of tourism villages cannot be carried out by the village government alone or certain institutions; there needs to be synergy or a combination of work between institutions. Susanawati et al. (2019) explained that whether a tourism village can develop depends on the level of acceptance, such as the local community's support and involvement as the host and primary actor in the tourism village before, during, and after planning and supervising phases.

The problem is triggered by the imbalance in conditions and mindset that each hamlet has, which has an impact on the community institutions within it. Moreover, it is also very unfortunate because Economic Institution such as Tourism Awareness Group (*Pokdarwis*), Community Youth Development (*Karang Taruna*), and others from outside the city flock to take part in the comparative study tour packages, but the institutions in the Lerep Tourism Village themselves have not taken advantage of the opportunity and have not been encouraged to learn to seek knowledge together.

The differences in the conditions of each hamlet and institution make the synergism that occurs even more complex. Therefore, more exploration is needed to determine the roles of institutions or actors in the development of the tourism village, as well as how synergy is formed through collaborative work within institutions in Lerep Tourism Village. The intentions of this research are to describe the role of each institution and to analyze the synergy among all institutions for the development of Lerep Tourism Village.

RESEARCH METHOD

This research was conducted in December 2021-August 2022 in Lerep Tourism Village, West Ungaran District, Semarang Regency. The approach used in this study was qualitative with a case study method. There were 26 informants, namely head of village, territorial administrator or head of hamlets, heads and members of institutions, and community representatives. Sugiyono (2013) mentioned in his study that purposive sampling is a sampling method based on several considerations. Those considerations in selecting informants were the informants who understood the development process of Lerep Tourism Village, the process of establishment and performance appraisal of the institutions, the characteristics of community and environment in every hamlet, and other matters related to or influencing the main focus of this study.

Data for this study were gathered from primary sources, which included in-depth interviews with informants and observation participants, as well as secondary documents. The primary data requirements ranged from the roles, functions, and vision of each institution in the development of Lerep Tourism Village, to communication and coordination processes between institutions and their members, to the progress of institutions along-side tourism. Secondary data required for this study include village profiles, institutional management structures, tourist visits history, village statistics, photos of village activities, decrees, and other documents related to this study.

To explain the state of the institutions and the circumstances surrounding an incident,

semi-structured in-depth interviews with informants and observations were conducted. The observation method for the participants was used to determine how communal life naturally is and the process of institutional synergy. There are three main components to observational activities which are space, actor, and activity, and during the process of observing, researcher positions himself as a human instrument who is constantly in the research field to obtain diverse information about a phenomenon in natural setting (Nugrahani, 2014). Documentation was obtained from each institution to complete previous data from primary sources.

A validity test was conducted by source triangulation and method triangulation. Testing the validity of the data by triangulating sources involves various informants therefore it is expected to obtain the same and different information to be compared. Testing the validity of the data by triangulating sources involves various informants, so it is expected to obtain the same and different information to be compared.

The data analysis method used in this study was Miles Huberman's flow analysis model. This method consists of three stages: data processing, data display, and data verification to generate a conclusion. The three stages of data analysis are carried out continuously or repeatedly to obtain the right conclusions.

RESULT AND DISCUSSION

Overview of Lerep Village

This study discovers interesting findings that every hamlet in Lerep Village has different

characteristics, in terms of demographic, geographic, as well as behavioural. In general, according to the Village Monograph Data for 2019, the Lerep Village has 12,226 residents, about 50.9% of them having little to no formal schooling. According to Suroso et al. (2014), the development of the village will be stunted by the presence of a community who have low educational backgrounds. The community of the village of Lerep practically adhere to the "*Guyub Rukun*" principle, which states that everyone in the community bears ownership of all that occurs in the village environment and has to put up with how others feel. This principle is also the driving force for the community to maintain the beauty and cleanliness of the environment. Regarding employment backgrounds, 26.02% of the majority of the approximately 5,081 workers in Lerep Village work in the industry sector, 16.53% in the agriculture sector, and various other sectors cover services to trade (BPS, 2019). Industrialization has transformed the view of the human social environment into a more rational one that does not refer to morality, emotion, and tradition thus affecting people with jobs in the industrial sector having a low interest in the process of village development. (Warouw et al., 2015; Firdaus, 2019). However, in the early stages of the development of the tourist village, there needs to be an element of rivalry in terms of time to material with the basis of improved well-being. The characteristic of the village development is that the community shows active participation in the form of pure self-

reliance and funds as well as the self-rule of gotong royong. (Nugroho, 2019).

Moving on to each hamlet characteristics, Indrokilo Hamlet is located in the village's highest land which has natural beauty landscape that is rarely touched. According to the interview sessions with several informants, this hamlet is where the majority of people are insufficiently educated farmers with low of interest in managing tourism village and their characters typically demand things instantly. In contrast, Karangbolo Hamlet is located in the village's lowest land and well known as center of chip gifts made with mostly local ingredients, and most of its community work as chip makers. The third hamlet is Soka which is designated as the *Proklim* thematic village. The management claimed that since the global pandemic, there has been an abrupt drop in visits, making adaptation difficult. Meanwhile, in Lerep, the largest hamlet in the village, people represent more unified and adaptive attitudes than other hamlets which also can be depicted through the growth in number of tourism management of agricultural and man-made potential.

Tourism Activities in Lerep Tourism Village

Initially, the concept of a tourism village still sounded foreign to the Lerep Village government because it was felt to have no natural potential or historical heritage like other tourism villages. Then, it was explained by the related agencies that tourism villages could take the form of offering tour packages such as farming activities in the fields,

raising cattle, processing agricultural products, and others.

The concept was well received by the village government, who viewed it as a chance to stand up for the farmers and help them overcome their erratic revenue issues. For instance, the informant village head mentioned that cassava farmers were initially only paid IDR 500 per kilogram during the harvest time. Farmers struggled to make a living due to the low selling price.

As shown in Figure 1, the farmers processed their cassava into various *gethuk* before selling it to consumers, such as those at the *Tempo Doeloe* Culinary Market. Other than that, cassava is processed into *thiwul* and *nasi oyek*; maize is processed into roasted maize rice or well-known as *sego jagung bakar*, and other processed foods and beverages. Processed products are then sold to tourists who visit Culinary Markets or tour packages. If sold, sales results are expected to reach IDR 50,000 per kilo, which is 100 times more expensive than selling only cassava harvests.



Figure 1. Various *Gethuk* at Culinary Market (Source: Lerep Village Documentation, 2022).

Lerep Village was then designated as a tourism village in 2015 based on the Semarang Regent’s Decree Number: 556/0424/2015 regarding the Establishment of a Tourism Village in Semarang Regency. Lerep Village was indeed designated by the regent government as a tourism village in 2015, but for two years until 2017 it was still considered temporarily inactive because there were no institutions that actively handled tourism activities or took part in village tourism competitions and activities alike.

Initially, the management of the tourism village was handed over by the Government Institution to the Economic Institution which is Tourism Awareness Group (*Pokdarwis*). Even though the decree has been issued by the Regent Government and the authority has been given by Village Government, Tourism Awareness Group (*Pokdarwis*) felt not ready yet. During this first 2-year period or so-called vacuum period, *Pokdarwis* was still in the formation stage so they were still going through the learning process and looking for identity to determine the direction of development. That vacuum period was optimized by the Village Government to educate the village community through organizing a beautiful fence decoration contest, a Lerep Village Mars singing competition, to direct presentations. Over time, institutions began to be formed to assist in village tourism activities.

Lerep Tourism Village is increasingly recognized by the wider community, not only because it often participates in various competitions up to the national level and has

succeeded in carving, but mainly because of promotional activities that go hand in hand with the development of Human Resources or managers and the products offered. In accordance to the statement from informant who is Marketing Division officer of Lerep Tourism Village, the main key to promotion that can attract the public’s attention to visit is the quality of service, which is not just advertised but shown when tourists come. The three fundamental things of Lerep Tourism Village are “People, Product, Promotion.” The three things are mutually sustainable, including the training of tourism product managers through the provision of training by tourism bureaus and educational institutions such as Community Service Program (*KKN*) students.

To date, Lerep Tourism Village keeps developing to enrich the treasury of tourist attractions in each hamlet so that more tourists are attracted to come because of the availability of various choices. Numerous tourist attractions are packaged into tour packages and the package options offered are Climate Village Program (*Proklim*) Tour Packages, *Ndeso*

Tour Packages, and Comparative Study Packages which can be seen in Figure 2.



Figure 2 Poster of Lerep Tourism Village Tour Packages (Source: Lerep Village Documentation, 2022).

Tourist attractions in Lerep Tourism Village include natural attractions such as Indrokilo Waterfall, Coffee Plantations, Farmer Empowerment Center (*SPT*) Durian, Dragon Fruit Village, Palm Sugar Plantations, Ngipik Hilltop. The tourist attractions of agriculture and animal husbandry education are education of planting rice, plowing fields, raising rabbits, and Indrokilo Hamlet Farm Cowsheds to learn about milking and biogas. Comparative study activities to institutions such as the Village Government and the Economic Institution such as Village-Owned Enterprises (*BUMDes*), Tourism Awareness Group (*Pokdarwis*), to Quality Family Village (*Kampung KB*).

In addition, there are also cultural tourist attractions *Gejluh Lesung* and Shadow Puppets. These performances are shown exclusively on the annual agenda of Village Alms (*Kadeso*), or *Merti Desa*. *Kadeso* is meant to show people's gratitude to Allah SWT for the blessings of health and abundant harvests. Along with the performance of the shadow puppets, in a series of *Kadeso* activities there are *istighosah* or praying together, a tumpeng festival, and a cultural carnival or procession (*kirab budaya*) that can be witnessed by the general public. There are also *Karawitan*, Leathered Horses dance, classical dance like '*Gombyong*', '*Soyong*', dan '*Denok Semarang*', all of which are performed during formal grand events, namely village guests of honor.

Cultural arts attractions, namely creative dance, one of which is the '*Caping Gangsing*' dance which is performed when welcoming

tourists or often referred to as the Welcoming Dance activity. Then fun games in the form of dexterity games can train the cohesiveness of a team. There are also live-in activities in the hamlet as one of the tourist attractions; visitors can live with the hamlet community and get experience participating in daily activities.

Environmental tourist attractions are Climate Village Program (*Proklim*), 3R Waste Management Site (*TPS 3R*) to learn the organic waste processing, Waste Bank to learn the inorganic waste processing into recycled crafts, processing of biogas from quail droppings, and urban farming. On top of that, *Proklim* has a greenhouse covered with paranet nets for hydroponic installations. The types of plants planted are mustard greens or other vegetables that can be grown using the hydroponic method. Urban farming with verticulture and hydroponic concepts is also privately owned by 5 families in Soka Hamlet who use their yards.

The potential for culinary tourism is demonstrated by the tourist center for chips and *tumpi*, which allows tourists to buy various flavors of their chip products and learn how to make them. There is also the *Tempo Doeloe* Culinary Market, which offers a traditional menu and is only open every Sunday *Pon* and Sunday *Pahing*. Artificial tourist attractions are Lerep *Watu Gunung*, Sebligo Pond which offers fishing and water duck bikes, Solafide Valley of Victory, Bukit Lerep Indah (BLI) Swimming Pool. Tourist attractions that are also available in Lerep Hamlet are educational

craft attractions in the form of painting pottery and making woven bamboo or *ngu pokoro deling*.

Institutional Roles for the Development of Lerep Tourism Village

According to the source and method triangulations used in this research, it can be validated that there are five main institutions that directly involve for the development of Lerep Tourism Village. They are namely: the Government Institution; the Economic Institution which consist of Village-Owned Enterprises (*BUMDes*), Tourism Awareness Group (*Pokdarwis*), Culinary Association, Culinary Market Management, Family Welfare Program (*PKK*), Community Youth Development (*Karang Taruna*), Quality Family Village (*Kampung KB*), Association of Homestay Owners, Drivers Association, Joint Business Group (*KUB*); the Environmental Institution such as Climate Village Program (*Proklim*), 3R Waste Management Site (*TPS 3R*), Waste Bank; the Agricultural Institution which consists of Association of Farmers Groups (*Gapoktan*), Dairy Farming Group (*Kelompok Ternak*), Women Farmers Group (*KWT*), Clean Water Association; and the Art and Cultural Institution such as Dance Studio, *Karawitan* Group, and Leathered Horses Association. These institutions carry out different roles so that the resulting impact is also different on development. The meaning of the role according to Haryanti & Nugroho's (2018) research is someone who exercises rights and duties according to his or her position or status. Moreover,

regarding the role of institutions in the tourism village development, Andriyani et al. (2017) mentioned that institutions in tourism villages have the capacity to gather ideas or input from communities obtained through meetings or village meetings, such ideas start from planning, management, to arrangements concerning the tourism village development.

The results of the study show that Government Institution in the Lerep Tourism Village has multiple roles in making policies in accordance with the aspirations and agreements of the community, directing institutions within the village scope so that they can support policies and programs, and building and establishing cooperation with external parties. This is in line with the statement of Triambodo and Damanik (2015) quoted in Prafitri and Damayanti (2016) that institutions involved in tourism activities have a very important role in facilitating the community, managing resources, and distributing benefits to increase village potential.

The second institution is Economic Institution. This institution's responsibilities include managing, growing, and promoting village and community businesses or assets in the economic sector to strengthen the community's economy, organizing village life to foster a welcoming tourist destination, and gathering and maximizing the potential of available natural and human resources to boost economic productivity. According to Saraswati and Prihtanti (2015), the community's efforts to become involved based on reasoning and belief in a value can be used to determine

the form of community engagement in development initiatives. The communities of Lerep Village joined businesses and are actively involved in running the tourist destination because they firmly believe that doing so will improve the community.

The Art and Culture Institution has a role in accommodating people who have an interest in the arts and culture of music and dance, as well as being a complement to tour packages in welcoming tourists or village guests of honor. Fourthly, the Agricultural Institution's role is to accommodate and connect breeders and farmers as well as related stakeholders, apply renewable technologies to create product diversification, provide seeds and seedlings to support the needs of other farmers' seeds, and provide education about farming and raising livestock. The last institution is Environmental Institution. The role of this is to implement a community-based strategy and act as a liaison with relevant stakeholders, educating the public about environmental damage and ways to mitigate and adapt to changes, and managing supporting infrastructure.



Figure 3 Tourism Awareness Group (Pokdarwis) Welcome Tourists (Source: Lerep Village Documentation, 2022).

The role played by one of the Economic Institutions as the manager of tourist attractions in each hamlet, as well as being the organizer of tourism activities. Figure 3 shows a member of the Pokdarwis friendly welcoming tourists, while giving the property a *caping* hat that will be used during the Welcoming Dance "*Caping Gangsing Dance*".

Institutional Synergy

As many as 5 institutions that are directly involved in Lerep Tourism Village activities have their respective roles working in synergy with each other both internally, within institutions, and externally, between institutions. Dwinugraha (2017) stated that synergy is the activity of combining several elements to obtain better results and is built through communication and coordination. The results of the synergy of institutions that occurred in Lerep Tourism Village were recognized by the village head as being able to accelerate village development. The Lerep Village Head informant points out through the interview that:

"Iya (mempercepat pengembangan), itu tuh karena kita filosofinya ini loh kalau saya melihat hewan rayap itu, hewan rayap kan kecil tapi kalau kompak ngabisin bangunan itu juga cepet og. Jadi makanya itu dengan kita itu gotong royong kekompakan kan gotong royong itu sesuatu apa ya, kalau dinilai itu luar biasa."

Meaning:

"Yes, it will accelerate the village's development. That is because of this philosophy. When I see termites, they are

small, but if they work together to destroy the building, it will speed up the process. So that is why, if we have mutual cooperation and cohesiveness, and you evaluate it, the result is extraordinary.”

Some of the impacts resulting from the synergy of these institutions are in the form of additional tourist attractions and facilities for tourists. One of the forms is the Agricultural Institution, which collaborates with the Village Government and other parties to manage the equitable distribution of the use of pure spring water according to community needs. Clean water is essential for the daily needs of households and tourists, for water tourism objects, and for irrigation of agricultural land and animal husbandry pens.

The results of the synergy are also seen through the Lerep’s documentation in the form of increasing the number and satisfaction of tourists, creating employment opportunities, increasing income for local communities, and obtaining awards and certifications for

certification programs. Because the institutions act their roles and work jointly to provide a quality and sustainable tourism village in terms of infrastructure, services, and tourist attractions, Lerep Tourism Village was able to realize its goal of being one of the independent accredited tourism villages.

The diagram of institutional synergy is made from the mapping of any institutional actor involved and its synergy. Based on Figure 4, it is known that there are 11 synergism flows that occur between institutions with various objectives. Broadly speaking, the institutions in Lerep Tourism Village have implemented the components of communication and the prerequisites for effective coordination well, but not to their full potential. According to Moekijat (1994) quoted in Rahmawati et al. (2015), effective coordination contains nine prerequisites: (1) direct relationship; (2) coordination since the beginning; (3) continuous process over time; (4) dynamically adapts to changing internal

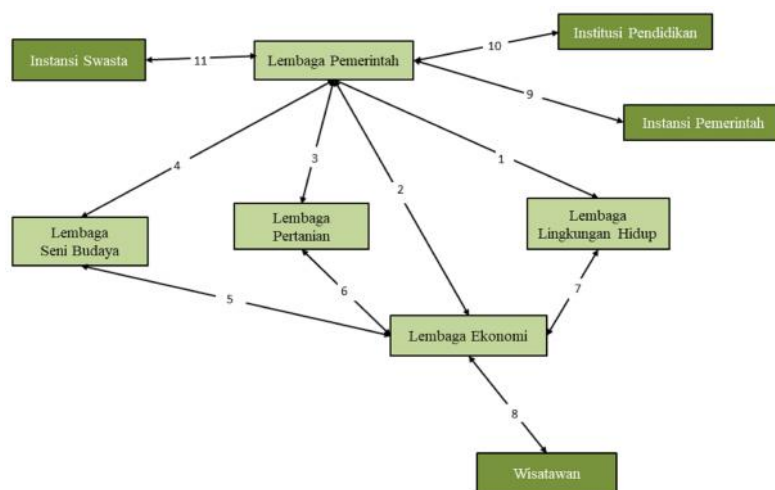


Figure 4 Diagram of Institutional Synergy in Lerep Village Tourism (Source: Primary Data Analysis, 2022)

and external conditions; (5) clear goals setting; (6) simple institution structure; (7) clear delineation of authority and responsibility; (8) effective communication; and (9) effective leadership. Hapsari et al. (2023) mentioned that components of effective communication are sender, message, media, receiver, and effect or the resulting response.

Synergism occurs between the Lerep Village Government and Economic Institution until Environmental Institution (Figure 4, Flow 1 to 4) generally aims to provide direction and assistance as well as liaison to external village parties such as CSR, Government Agencies, and Educational Institutions (Figure 4, Flow 9 to 11). One of the synergy activities is that Community Service Program (*KKN*) students (Figure 4, Flow 10) and Agricultural Offices (Figure 4, Flow 9) as a form of synergy with external institutions in the context of hamlet development, especially improving the quality of human resources.

The Economic Institution especially the Village-Owned Enterprises (*BUMDes*) Gerbang Lentera synergizes with Environmental Institutions that are *TPS 3R* and Waste Bank related to waste management in Soka Hamlet and *BPJS* payment (Figure 4, Flow 2c). The role of the Economic Institution is to manage and promote Lerep Tourism Village and to become the organizer of tourism activities so that they often interact directly with tourists. A Contact Person from the Tourism Village Management Marketing Division is

assigned to be the entry point for tourists to Lerep Tourism Village (Figure 4, Flow 8).

The Economic Institution is in charge of organizing events every time tourists come to visit each hamlet, so that it also has the role of being in charge of conveying tourist requests which will be adjusted and agreed to by other institutions that are responsible for implementing tour packages. In this case, the Economic Institutions is conducting a synergize with Environmental Institutions (Figure 4, Flow 7) to provide educational tourist attractions related to the activities of Climate Village Program, Agricultural Institutions to provide agricultural education (Figure 4, Flow 6), also the Art and Culture Institutions (Figure 4, Flow 5) for the welcoming performances.

Communication occurs in two-way between internal members of the institution, as well as one institution with another. Lerep Village has a communication medium for direct contact through the Village Deliberation (*Musdes*) media, which is held every semester or year, as well as the Working Group (*Pokja*), namely meetings at the hamlet level, which are held every 3 months and focus on discussing general village conditions (Figure 4, Flow 1 to 4). Other than that, informants mention that institutions utilize WhatsApp Groups only for daily communication, such as tourist visitation schedules, preparation if there is a request for welcoming tourists, or just casual chit-chat as also can be seen through the field observation. Institutions also often conduct internal meetings every one, two,

or three months, depending on the institution, to discuss internal conditions and routine practice. However, the discussion topics in those meetings do not fully cover tourism activities.

Challenges in institutional communication that occur are disputes between members of the institution. According to Mingkid & Harilama's (2018) research, organizational communication issues come in the form of information-exchange methods because communication is essential to the entire process of fostering human behaviour there.

One of the facts found is the existence of internal challenges in the Dance Studio. This may be due to misunderstandings or pros and cons arising from the desires of different members. However, the Head of the Dance Studio as the main command giver, also always tries to mediate so that disputes don't drag on and build an institutional culture of respecting each other's opinions among members. This also aligns with the statement of Prayoga et al. (2019) that trust needs to be built between the actors involved so that effectiveness is formed in communication, and innovation is delivered in a message as well.

Effective coordination is based on clear goal setting. The goal itself is interpreted as a situation for solving problems in the form of a distance between the current real conditions and the conditions that should occur (Ma'ruf, 2022). All institutions in Lerep Tourism Village and their members already know the goals to be achieved by

each institution which originate from the desire to empower and prosper the people of Lerep Village. One of those is Women Farmer Group (*KWT*) Sumber Hasil, which writes down the vision and mission of the institution and displays a full year's schedule of activities on the wall of the *KWT*'s Secretariat. Through this method, members will always be reminded whenever they visit the secretariat for meeting agendas or other matters.

Coordination, one of the factors in synergism, should be done from the beginning of organizing the institution's system, as a step to achieve the common goals. In Manoppo et al.'s (2017) word, coordination is applied as a whole in the process of sustainable development management, from planning to implementation, to create a prosperous society. For example, Climate Village Program (*Proklam*) Sokaku Asri as one of the Environmental Institutions holds a new-year team meeting to compile an annual work program as a follow-up to ideas and input obtained from comparative studies conducted with several *Proklam* in other areas. They have visited *Proklam* in Temanggung, Solo, and Wonosobo previously. Through this annual meeting, the members can also report to each other on the activities that have been carried out to express problems and find solutions together. These results can correspondingly indicate the existence of effective communication as a condition for

coordination due to two-way joint discussions to determine agreement.

In accordance with tourism activities at Lerep Tourism Village, all tour guides from various institutions are assigned to welcome tourists and ensure that preparations for the event run smoothly. Preparations include providing welcome snacks and drinks at the Snack Hut, which is carried out by the Culinary Section of *Pokdarwis* with food supplies from the Culinary Association in Lerep Hamlet neighbourhood; installing a speaker sound system for loudspeakers; installing straps for the fun games area; as well as preparing materials and tools for the fun games.

Once tourists arrive, all tour guides are coordinated by informing them directly to be ready to welcome them at their respective positions. However, in this case it is still limited in providing opportunities for other institutions other than those in charge of certain tour packages and the wider community in Lerep Village to become tour guides. This happens because the Tourism Village Management argues that they are following the requests of tourists who often ask for more or less the same types of packages and agendas from previous visitors. Nevertheless, this shows that everyone involved already knows the authority and responsibility clearly as the implementation of one of the conditions, effective coordination.

Of course, the delegation of responsibilities is not apart from a straightforward institutional structure that enables mutual understanding and cooperation. Kurniawati et al. (2022)

also argued that the institutional structure is arranged to regulate coordination activities and share responsibility for achieving common goals. As an instance, the Tourism Village Management in Tourism Business Unit of Village-Owned Enterprises Gerbang Lentera which has a Chair, Secretary, Treasurer, followed by the person in charge of each tourist attraction. Almost all institutions have similar administrative structures, but Dance Studio Beksan Nyawiji is different, it does not have a full administrative structure and is known only by its chair and members. Even so, the activities of the Dance Studio continued to run effectively because of a centered command from the chairman.

Institutions are also required to have a dynamic attitude to adapt to changing conditions in order to survive and be impactful to society. Nurcahyono (2017) stated that a community or social group are constantly changing or is dynamic in terms of the spread of inventive ideas or the diffusion of innovations. The Covid-19 pandemic has changed public health behaviour to become more hygienic. The *Tempo Doeloe* Culinary Market has long carried a sustainable concept which uses only natural ingredients. As a consequence, there have been several policy adjustments made by the Village Government and Culinary Market Management, one of which is the use of disposable plastic cups for beverage containers. Effective coordination between all institutions is able to agree together and deal with changing conditions, even if there is a change in management from the original plan.

The last aspect of coordination is the continuity of the process. All institutions have coordinated continuously from the beginning, some even before the establishment of the Lerep Tourism Village, to the present. As happened to the drivers of pick-up car to transport tourists on a village tour or also well-known by local as 'Pajero' (*Panas Njobo Njero*) and other transports, they have synergized with *Pokdarwis* Rukun Santoso to help transportation services from the beginning, even before the association of drivers established.

Almost all of the elements of effective communication and coordination are implemented, both within and between institutions. However, this study finds out the reason behind the arisen problem is that exclusivity among institutions. Every tourist attraction already has its own PIC, thus it is impossible to split the work fairly outside of the PIC or specific institutions, which results in this exclusivity. The ability to contribute to improving the welfare of the general public also demands a strong sense of community, a sufficient degree of education that allows for an open mind to learn and apply knowledge, and free time. If members want to stay involved in the organization as a tourism village manager, they must also be proactive and highly committed. Assumptions arise because institutions and communities are not transparent about the conditions and problems they face.

CONCLUSION AND RECOMMENDATION

There are 5 institutions involved in the development process of Lerep Tourism Village that carry out different roles and produce different outcomes. However, similarities are still found in the the elements of effective communication and coordination. It is recommended for all institutions to evaluate each other's performance and do comparative studies. For the community, raise awareness through education delivered by *Pokdarwis* and have the willingness to make an attempt as tour guides according to their expertise and interests. The Village Government facilitates meetings at least every month addressed to specific institutions to discuss the operations of the Lerep Tourism Village.

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