

## EMPOWERING PAO: FOSTERING TOURISM VILLAGE GROWTH THROUGH CAPACITY BUILDING

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### Abstract

This study explores the progress of building organizational capacity in the development of Tourism Village. Using a descriptive research method with a qualitative approach, the investigation takes place in Pao Village, Tombolo Pao District, Gowa Regency. Primary and secondary data are gathered through interviews, observation, and documentation. Evaluating the capacity development of the Pao tourist village organization, following Grindle's concept (1997), the focus is on dimensions like incentive systems, personnel equipment, leadership, organizational culture, communication, and managerial structure. The overall findings reveal less than optimal results, with various shortcomings identified in each indicator of organizational strengthening.

**Keywords:** Capacity Building, Organizational Capacity, Tourism Village

### INTRODUCTION

Indonesia boasts approximately 74 thousand villages scattered throughout the region, each holding tourism potential worthy of development. This potential has spurred the Ministry of Tourism and Creative Economy to embark on village development through the Tourism Village concept (Junaid et al., 2022). The Tourism Village program serves as a catalyst for realizing sustainable tourism, as mandated by Law Number 10 of 2009 concerning tourism, which establishes the legal foundation for the freedom of travel and leisure as essential components of human rights. Furthermore, tourism is an integral aspect of national development conducted systematically, planned, integrated, sustainable, and responsibly, with a commitment to preserving religious and cultural values within society, ensuring sustainability and environmental quality, and safeguarding national interests.

The current allure of tourist villages is substantial, not only due to Indonesia's diverse traditions and cultures but also the natural richness that distinguishes each village. Thus, when tourists seek to explore Indonesian Tourism Villages, they invariably visit (Shah, 2017). The establishment of Tourism Villages aims to elevate the community's position and role as pivotal contributors to tourism development. It seeks to foster synergy and partnerships with relevant stakeholders to enhance the quality of tourism development in the region. This involves instilling a positive attitude and support from the community as hosts, embodying the *Sapta Pesang* values to promote tourism growth, regional development, and community welfare. Additionally, it aims to introduce, preserve, and leverage the tourism potential unique to each region (Rianto et al., 2021).

In managing the Tourism Village to transform it into an appealing destination, capacity development emerges as the most crucial aspect to prioritize and implement. Capacity building

represents a demonstrated effort to formulate a strategy for enhancing the efficiency, effectiveness, and responsiveness of government performance. The levels of capacity building encompass (1) Development of the human resources dimension, focusing on professional personnel and technical capabilities, involving activities such as training, hands-on practice, working climate conditions, and recruitment; (2) Strengthening the organization dimension, concentrating on management arrangements to enhance the success of roles and functions, incorporating activities like incentive systems, personnel equipment, leadership, organizational culture, communication, and managerial structures; and (3) Institutional reform, with a focus on institutional and macro-structural aspects, involving activities such as economic and political play rules, policy and regulatory changes, and constitutional reform (Grindle, 1997).

Another definition of capacity building proposed by Morisson (Mirnawati, 2019) posits it as a process or a series of multi-level movements instigating changes within individuals, groups, organizations, and systems. This process aims to fortify individual and organizational adaptive capabilities, enabling them to respond to environmental changes. Furthermore, perspectives on capacity building from the UNDP and the Canadian International Development Agency (CIDA) portray it as a process through which individuals, groups, organizations, institutions, and communities enhance their ability to perform core tasks and project-related activities. These core functions include problem-solving, goal formulation and realization, and addressing development needs in a broader, sustainable context (Millen, 2006).

Derived from the concepts of Tourism Village and capacity building, it can be concluded that the capacity development of a Tourism Village is a process aimed at enhancing the potential and quality of the village as a tourist destination. The objective is to bolster infrastructure, services, community involvement, and other factors to make the village more appealing to tourists and yield economic and social benefits for local communities. Initial identification reveals several problems related to the development of tourist attractions in Pao Village. One contributing factor to development failures is the weak capacity of the Pao Village administration to manage the Tourism Village. Additionally, issues persist in tourism management, affecting aspects of beauty, cleanliness, and order. The lack of clear managers and insufficient support for road access to waterfall areas and other tourist attractions compound these challenges.

The theoretical framework employed concerning the capacity development of Pao Tourism Village, Tombolo Pao District, utilizes indicators from Grindle (1997). These indicators focus on organizational strengthening dimensions, including incentive systems, personnel equipment, leadership, organizational culture, communication, and managerial structures.

## **RESEARCH METHOD**

In this research, qualitative research methods are employed, as defined by Moleong (2008) as an approach seeking to comprehend phenomena related to the experiences of research subjects, such as behavior, perceptions, motivations, and actions. The study was conducted in Pao Tourist Village, situated in Pao Village, Tombolo Pao District, Gowa Regency. The research employs purposive sampling techniques for informant determination, focusing on stakeholders or parties involved in the development of the tourist village. Data collection involves in-depth

interviews, observation, and documentation. The validity of the data is tested using triangulation techniques. Data analysis utilizes Miles and Huberman's (2004) interactive analysis techniques, including data reduction, data display, and conclusion drawing.

## **RESULTS AND DISCUSSION**

Pao Village is situated in Tombolo Pao District, in the eastern part of Gowa Regency, approximately 105 km from Sungguminasa city and 2 km from the district's capital. It stands as one of the pre-existing villages, preserving its rich history and culture to this day. Moreover, Pao Village is renowned as the "Thousand Names Village" due to each corner having its distinct name, serving as a regional marker with its own meaning and significance. In a comprehensive examination of organizational capacity in Pao Tourist Village, the theoretical concept by Grindle (1997) allows for judgment across seven dimensions of capacity on strengthening activity-type organizations, as follows:

### **1. Incentive System**

The incentive system in capacity building plays a crucial role. In the context of organizational development and enhancement of capabilities, the incentive system serves as a motivational tool to encourage individuals and groups to actively participate in capacity-building initiatives (Grindle, 1977). Michael Quinn Patton, emphasizes the significance of incentives in his work. In his book "Utilization-Focused Evaluation" (2012), Patton discusses how incentives are essential for promoting participation and engagement in capacity-building efforts. He suggests that well-designed incentives contribute to the success of capacity-building initiatives by creating a positive and supportive environment.

The research findings highlight the potential of the incentive system in fostering the capacity development of Tourism Village as a powerful tool to boost community participation and motivation. Various incentive mechanisms, including Fiscal Incentive Granting, Funding and Subsidiary Aid, Recognition, Awards, Training, and Education, are identified as applicable in this context. However, the results reveal that the current implementation of incentives for stakeholders involved in the capacity development of Tourism Village in Pao Village is suboptimal. The primary reason for this shortfall is the inadequate income generated by the Tourism Village, primarily due to a low rate of tourist visits. Consequently, the income or honorarium provided to the management remains insufficient, reflecting the direct impact of limited revenue from tourist attractions. Additionally, the study notes that the existing incentive system primarily focuses on involving Tourism Village managers in training programs organized by the local government, suggesting a constrained scope of incentive application in the broader community engagement.

### **2. Personnel Equipment**

Brinkerhoff, R (2003), emphasizes the importance of investing in human resources and providing them with the necessary tools and equipment to enhance organizational capacity. Brinkerhoff discusses the significance of aligning personnel skills with appropriate tools and resources for effective capacity building. The personnel equipment of Taman Pao Village, Tombolo Pao District, refers to the various devices, equipment, and resources required by the

staff and teams involved in the operation and management of Taman Village. These include information technology, hygiene devices, security equipment, first aid supplies, operational vehicles, and financial and administrative systems.

The research findings underscore significant deficiencies in the management of Pao Tourism Village, revealing a range of challenges that hinder its overall development and functionality. The key results are as follows:

**a) Technological Absence:**

The absence of technology, particularly information technology (IT), poses a critical barrier to the modernization of Pao Tourist Village. While the village boasts rich cultural and natural attractions, the lack of IT infrastructure limits its potential and benefits. Incorporating IT tools like websites and social media platforms could enhance the village's marketing efforts, reaching a broader audience.

**b) Hygiene Facility Limitations:**

The scarcity of hygiene facilities in Pao tourist attractions emerges as a significant obstacle, impacting both visitor experiences and environmental sustainability. Inadequate hygiene equipment, including cleaning tools and sanitary facilities, hampers the staff's ability to maintain cleanliness at public facilities within tourist attractions.

**c) Security Device Constraints:**

Limitations on security devices pose serious concerns for the safety, assets, and overall comfort of visitors in Pao Tourist Village. The lack of physical security infrastructure, such as fences, CCTV surveillance systems, or security personnel, compromises effective monitoring of the area.

**d) First Aid Kit Non-Existence:**

The absence of a first aid kit in Pao tourist attractions is identified as a critical problem that could jeopardize visitor safety during accidents or emergencies. A first aid kit is deemed essential for providing immediate assistance in situations involving minor injuries, insect bites, or other medical events.

**e) Operational Vehicle Unavailability:**

The lack of operational vehicles presents a substantial obstacle in managing and promoting Pao Tourist Village as a destination. Operational vehicles, including automobiles, bicycles, or transportation equipment, are essential for various purposes such as staff transportation, freight handling, and facilitating visitor transportation on tourist trips.

**f) Financial and Administrative System Inefficiency:**

The inefficiency of the financial and administrative systems in the development of Tourism Village poses serious challenges to overall financial management and operation. Establishing an efficient financial and administrative governance structure is deemed essential for ensuring the sustainability, accountability, and steady growth of the Tourism Village.

### 3. Leadership

leadership in capacity building involves creating an environment that supports continuous learning, skill development, and growth. Effective leaders play a pivotal role in fostering a shared vision, promoting a learning culture, and empowering individuals and teams to enhance their capacities. Carlopio, J et al. (2012) highlight leadership skills such as communication, motivation, and empowerment as essential for capacity building. They discuss how effective leaders create an environment that fosters skill development and growth.

The research indicates that leadership management plays a pivotal role in the capacity development of Pao Village Tourism Village, emphasizing the importance of effective leadership for the community's tourism potential. The results suggest a positive scenario, highlighting structured leadership management from the village government to the management of the Tourism Village. While the leadership management is deemed good, the observation and assessment reveal that not all indicators have reached their maximum potential. The lack of a significant impact on tourism development in Pao Village indicates that there is room for improvement. Despite the positive aspects, there is recognition that certain areas need attention or enhancement to fully realize the potential and desired outcomes for tourism in Pao Village.

### 4. Organizational Culture

Kotter and Heskett, in their book "Corporate Culture and Performance" (1992), argue that a strong and positive organizational culture is associated with higher performance. This suggests that a positive culture is likely to support and enhance capacity-building efforts. Organizational culture is the set of values, norms, beliefs, and behaviors that make up the way an organization operates and interacts. In the development of Pao Tourist Village, a positive and goal-oriented organizational culture is essential to achieve long-term success.

The research findings on organizational culture in the development of Pao Tourism Village reveal several key aspects:

#### a) Accountability:

The organizational culture in Pao Tourism Village is commendable in promoting accountability and transparency in resource utilization. This culture helps in avoiding misuse and enhances transparency. However, it faces constraints in terms of funding assistance from external parties like the local and central governments.

#### b) Open and Honest Communication:

The identified organizational culture emphasizes the importance of open and honest communication both within the organization and with external stakeholders. This communication culture is crucial for conflict prevention and maintaining positive relations with various parties involved in the development of Pao Tourist Village.

#### c) Cooperation and Collaboration:

The organizational culture encourages cooperation and collaboration among different entities, including local communities, businesses, and governments. Such a collaborative culture aims

to strengthen synergy and contribute to sustainable development. However, the research suggests that this aspect has not been fully realized due to a lack of active cooperation with both internal and external parties.

While the organizational culture in Pao Tourism Village demonstrates positive aspects such as accountability, open communication, and a focus on collaboration, there are challenges. These challenges are particularly evident in securing funding assistance and achieving active cooperation with various stakeholders. The findings suggest areas for improvement to fully leverage the potential of organizational culture for the sustainable development of Pao Tourism Village.

## **5. Communication**

Communication is a fundamental element in capacity building. Open, transparent, and effective communication facilitates the exchange of knowledge, promotes a culture of learning, and supports the successful implementation of capacity-building initiatives. Clear communication is essential at all levels, from leadership conveying expectations to stakeholders collaborating in the capacity development process. Effective communication is key in the development of the Tourism Village. This allows all stakeholders, including the local community, visitors, and the community to participate. It allows governments, local businesses, and other related parties, to interact, collaborate, and understand each other.

The research results regarding communication in the development of Pao Tourist Village are as follows:

### **a) Informal Communication:**

Informal communication, conducted outside official channels and not dictated by organizational structure, serves to build closer relationships, strengthen social networks, and facilitate faster and more flexible information exchange.

### **b) Formal Communication:**

Formal communication, carried out through official channels and determined by organizational structure, aids in clarifying tasks and responsibilities, ensuring the accuracy and timeliness of information.

The research findings indicate that informal and formal communication in the capacity development of the Tourism Village in Pao Village is effective. It adheres to established rules and structures, extending from the Pao Village government to the tourist attraction manager.

## **6. Managerial Structure**

Nadler, D et al. (1997) describe in their book "Competing by Design: The Power of Organizational Architecture" that the concept of organizational architecture, which includes the managerial structure. They argue that a well-designed managerial structure is critical for organizational adaptability and success. A managerial structure is a layout or organization that describes the duties, responsibilities, and authority of the Pao Tourist Village. The managerial structure identifies the hierarchy and flow of communication within the organization, as well as the way decisions are made and strategy implementation is implemented.

The research results regarding the managerial structure in the development of Pao Tourism Village are as follows:

**a) Leader or Manager of Tourism Village:**

The Leader or Manager of Tourism Village has assumed responsibility for overseeing the development and management of the entire Pao Tourism Village. They have led the management team and engaged with external stakeholders. However, the results indicate that the effectiveness of their efforts has been compromised due to a lack of support from both government and private entities.

**b) Overall Management Organization Structure:**

The overall structure in the management organization of the Tourism Village is found to be suboptimal. The structure fails to fulfill all of its tasks or functions, primarily due to a lack of attention to the competence of individuals placed in their respective roles. This deficiency in competence assessment has led to structural failure within the managerial framework.

The managerial structure applied in the development of Pao Tourism Village faces challenges, particularly in terms of insufficient support from government and private sources. Additionally, the overall organizational structure encounters issues related to task fulfilment, pointing to the need for a more comprehensive approach to competence assessment and organizational effectiveness.

## CONCLUSIONS

In conclusion, the capacity building of Tourism Village in Pao Village presents a varied scenario across crucial aspects. Although commendable efforts and organized management are evident in leadership, recognizing areas for enhancement, challenges linger in the Incentive System, Personnel Equipment, and Managerial Structure. The positive Organizational Culture promotes accountability and cooperation, but financial limitations and collaboration issues impede ideal outcomes. Communication practices maintain equilibrium, yet refining formal structures could bring about improvements. In essence, the results underscore the necessity for focused interventions, resource allocation, and strategic modifications to strengthen Pao Tourism Village's capacity-building efforts for sustained and comprehensive development..

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