



## LOCAL GOVERNMENT'S ROLE IN RAISING TOURISM INCOME: A CASE STUDY IN MASAWAH VILLAGE, PANGANDARAN

Muhammad Gustira Triawan<sup>1</sup>

Dede Sri Kartini<sup>2</sup>

Iyep Saefulrahman<sup>3</sup>

Naufal Rizky Albarkah<sup>4</sup>

Shofi Siti Solihah<sup>5</sup>

Naufaldy Rizkiansyah<sup>6</sup>

Qothrunnada<sup>7</sup>

<sup>1,2,3,4,5</sup>Universitas Padjajaran, Indonesia

Corresponding Author:

### Article Info

**Keyword:**  
Tourism sector;  
policies;  
income.

**Kata Kunci:**  
*Sektor pariwisata;  
kebijakan;  
pendapatan.*

**Abstract:** The tourism sector is used by the Indonesian government because it is considered one of the sources of income, one of which is the Masawah Village, Pangandaran. However, the formulation of policies and their execution to increase income must be appropriate. So, a study was conducted with a descriptive-qualitative method to find out the factual conditions in Masawah Village, Pangandaran. Then, a field study was carried out using an interview method with stakeholders from both the government and the community. This method is considered suitable for use because the data collected is focused on actual problems through the processes of collecting, compiling, processing, and drawing conclusions accompanied by objective results. In this study, it was found that when determining policy goals, attention must be paid to people's aspirations and their needs. Furthermore, it was also found that the utilization of tourism's potential to increase regional income has not been maximized.

**Abstrak:** Sektor pariwisata dimanfaatkan oleh Pemerintah Indonesia karena dianggap sebagai salah satu sumber pemasukan, salah satunya Pemerintah Desa Masawah, Pangandaran. Akan tetapi, perumusan kebijakan serta eksekusinya untuk meningkatkan pemasukan haruslah tepat. Maka dilakukan penelitian dengan metode kualitatif deskriptif untuk mengetahui kondisi faktual di Desa Masawah, Pangandaran. Kemudian, dilakukan studi lapangan dengan metode wawancara kepada stakeholder baik dari pihak pemerintah maupun masyarakat. Metode ini dianggap cocok digunakan karena data yang dikumpulkan difokuskan pada masalah-masalah aktual melalui proses pengumpulan, penyusunan, pengolahan data, dan penarikan kesimpulan disertai hasil yang objektif. Dalam penelitian ini ditemukan bahwa ketika penentuan tujuan kebijakan diperlukan perhatian kepada aspirasi masyarakat akan kebutuhan mereka. Selanjutnya

---

*ditemukan pula bahwa pemanfaatan potensi pariwisata untuk meningkatkan pendapatan daerah belum maksimal*

---

---

**Article History: Received 14-November-2022, Revised 6-March-2023, Accepted: 21-June-2023**

---

## INTRODUCTION

The development of the tourism sector is related to social, cultural, economic, and political aspects (Syafiie, 2007). Tourism is viewed as an activity resulting from a series of development processes (Labolo, 2015). The Central Statistics Agency (BPS) has just released data on the development of Indonesia's tourism sector. From the data received by kumparan.co.id, the BPS stated that the number of foreign tourist visits (tourists) from January to April 2019 reached 5.12 million. This number increased by 3.22% when compared to foreign tourist visits in the same period in 2018, which were 4.96 million.

Pangandaran Regency is one of the provinces in Indonesia with popular tourist destinations for both domestic and international visitors. Pangandaran Regency itself has several tourism potentials that are superior tourist attractions, namely: Pangandaran Beach, Nature Park (Pananjung Nature Reserve), Batu Hiu Beach, Batu Karas Beach, Madasari Beach, Karapyak Beach, and River Tourism, namely Cukang Taneuh (green canyon), Citumang, and Santirah.

All these attractions are basically located in rural areas, one of which is Madasari Beach itself, located in Masawah Village, Cimerak District, Pangandaran Regency. For Masawah Village, Madasari Beach can be a source of village income or land for the community to increase the community's economic income. In the context of regional development, Masawah Village has a mainstay area, namely a coastal tourism area with superior activities for developing tourism and marine businesses.

With the tourism potential, it has Masawah Village benefits in the form of a source of income for Village Original Opinions. One of them was obtained from the sale of entrance tickets, which in 2018 were worth Rp. 247,417,404.00. And in 2019: 211.800.000.000,00 From these data, there is a decrease in village income from the entrance ticket of Rp. 35,617,404.00 (1.43%) This decrease in income is interesting because it will have an impact on government administration and village development, particularly in terms of financing, because tourism income can be used to fund (Ndraha, 2011) development. One example that can be put forward as an example of a developmental delay is the construction of a road as access to the Mount Cirawun tourist attraction.

In addition to declining income, another tourism problem in Masawah Village is that the tourism potential does not have an impact on the welfare of the community. The condition of the community in Masawah Village is that there are still some families who are less prosperous in the economy, and most of the people of Masawah Village still work as odd farm laborers. The results of temporary observations in the field concluded that the millennial generation of Masawah Village residents has a strong desire to develop innovations in the marine tourism management system. The generation under millennials, who still have a conventional mindset, feel it is enough to make a living as a farm labourer odd job. Chandler (1962) states that strategy is the long-term goal of a company or organization, as well as the utilisation and allocation of all important resources to achieve that goal (Moore, 2004). According to Andrews, strategy is used by senior executives to evaluate the strengths, weaknesses, and threats that exist in the environment and then decide on a strategy that fits between the company's core competencies and the environment. (Mulgan, 2009)

The problems above provide an overview for researchers related to the administration of Masawah Village, especially in the development of tourism in the region. With its tourism potential, the Masawah Village government can use it to increase the village's original income,

which can also be used to develop the village. In addition, it can indirectly be used as a means for the village government to be able to improve the welfare of the community through increasing community income from the tourism sector, including community trading activities, shelter houses, and others (Rasyid, 2006). However, all of this has not been realised as described. It is interesting for researchers to find out more about the strategies carried out by the village government in developing its tourism potential.

Tjokroamidjodjo and Mustopadidjadja in their book *The Theory of National Development Strategy*, argue that strategy is the sum of several policies and implementation processes. Of course, there is a method and a technique for the whole, and if we define strategy as a (series) of knowledge, then knowing the method or technique of policy formulation technique becomes significant (Tjokroamidjodjo, 1987). The strategy has a very important role to play regarding the outcome of an action (Muhammad, 2012). A good strategy will produce good results, and vice versa. (Nugraha, 2008)

Furthermore, Tjokroamidjodjo and Mustopadidjadja voiced their views on strategy, stating that, in terms of scope, making a strategic decision ("strategic decision") involves three aspects: (1) goal setting, (2) policy formulation, and (3) implementation (operationalization) (Tjokroamidjodjo, 1987). Some of these interpretations emphasise that strategy is the use of resources to attain a goal by considering the objectives, policies, and execution to be carried out. It can also be noted that, according to Tjokroamidjodjo and Mustopadidjadja, there are at least three factors that must be considered in a strategy: goal setting, policy formulation, and implementation (operationalization).

Bintoro Tjokroamidjodjo defines strategy as the overall steps (wisdom) with definite calculation, to achieve a goal or overcome a problem, whereas in strategy there are methods and techniques. Meanwhile, (Salusu, 1996) reveals that the notion of strategy in principle is always related to three main things, namely, goals, objectives, and methods. (Tjokroamidjodjo, 1987)

The results of this research are expected to be useful for various related parties, including the government and the public. For academic purposes, it can contribute to the development of science, especially in the field of government science. For the benefit of the community, they can be educated on the procedures for managing the object of tourism on the Madasari beach.

## RESEARCH METHOD

This study uses a qualitative approach with a descriptive method (Moleong, 2004). According to Creswell, qualitative research tries to understand social problems to produce a comprehensive picture, detailed sources of information and without involving any intervention from researchers (Cresswell, 2016). According to Nazir, this descriptive method is a method that aims to provide a description, or description of the facts, nature, and relationships between phenomena that occur (Nazir, 2005).

Qualitative research methods can encourage researchers to understand the phenomena that occur holistically and in-depth related to the Masawah village government's strategy for increasing the village's original income in the tourism sector. In addition, this qualitative method with the descriptive method was chosen with the intention that the process of collecting, compiling, and processing data to conclude can be empirical and objective (Bungin, 2010).

The data used in this study are primary and secondary. Both data are sourced from persons (informants) and paper (written data in the form of letters, letters, or pictures). In determining informants, information is collected so that informants can be selected with the criteria of knowledge of the object of research, problems in the field, and the ability of informants to provide information openly.

In addition, the informants were selected based on a purposive technique (Arikunto, 2006). This technique allows informants to be selected based on their credibility with the condition of the area and the government in their village (Kaho, 1997). Thus, the Head of Masawah Village, Cimerak District, Pangandaran Regency is a party with an executive point of view. In addition, the Village Consultative Body (BPD) was also chosen to provide a legislative point of view. The Pangandaran Regency Regional Financial Management Agency and the Pangandaran Regency Tourism Office were also selected as parties to monitor the ongoing process of tourism development in Masawah village.

The community was also involved in this research. The informants who meet the criteria mentioned, namely Karang Taruna Masawah Village. The number of people selected is 4 people with a focus on the economy, women, religion, and youth.

The data analysis technique used in this study is the Miles and Huberman model. Where qualitative data analysis is analyzed by summarizing and selecting the main points (data reduction), presenting data in the form of a description (data display), and drawing conclusions that answer the formulation of the problem (conclusion drawing/verification).

Referring to Sugiono's opinion, qualitative research requires researchers to report the object of research objectively (Sugiyono, 2014). Thus, the credibility test used in this study is triangulation. This technique checks data from various sources, methods, and times. This validation technique makes it possible to compare data from observations and interviews, compare what is presented to the public with what is said privately, compare what is conveyed by the public with situations that occur over time, compare various perspectives, and compare the results of interviews with related documents.

## **RESULT AND DICUSSION**

### **Profile of Masawah Village, Cimerak District, Pangandaran Regency**

Pangandaran Regency is one of the best beach tourist destinations in West Java. Located 29 km to the south of the city of Ciamis, Pangandaran becomes a tourist destination for domestic and foreign tourists who want to enjoy recreation in the middle of the sea air of the South Coast. Here, there are various choices of activities that can be done, ranging from just sunbathing on the beach, learning to surf, adrenaline-pumping water sports, touring the Pananjung nature reserve, to hunting for fresh seafood at fish auctions.

Pangandaran itself can be divided into two zones, namely the West Coast and the East Coast. On the West Coast, we can find several tourist attractions, including the Japanese Caves and Bunkers and the White Sand Beach. Characteristics of the West Coast tend to be more gentle. While the East Coast offers Rengganis beach, diving and snorkeling tours at Batu Layar, various kinds of water sports, catching marine animals in marine parks and hunting Seafood at Fish Auctions or in stalls along the coast.

In addition to tourist objects around the East Coast and West Coast with a vehicle, we can visit several other tourist objects that are relatively close to Pangandaran. If the motor continues to the west, we can find Batu Hiu Beach, Batu Karas Beach which is famous as a surfing destination for foreign tourists, the exotic Karang Tirta Beach, the stunning Citumang and Green Canyon and Madasari Beach suitable for campers. Madasari Beach is one of the tourism objects located in Masawah Village, Cimerak District, Pangandaran Regency. Administratively, as quoted in [masawah.desa.id](http://masawah.desa.id), Masawah Village is located in Cimerak District, Pangandaran Regency, located between 7°45'22" South Latitude - 7°47'56" South Latitude and 108°25'50" East Longitude - 108°30' 20" East Longitude.

As quoted from [masawah.desa.id](http://masawah.desa.id), it is 1,847.9 hectares, with topographical conditions of plains and hills. The morphology of the village in the east is coastal plains, lowlands and further to the west is undulating plains and hills. The altitude of the area is between 0-350 meters above sea level (asl). Geographically, Masawah Village is in a strategic position which is traversed by the Garut-Pangandaran national road. In the context of regional development, Masawah Village has a mainstay area, namely a coastal tourism area with superior activities for developing tourism and marine business.

“LOCAL GOVERNMENT’S ROLE IN RAISING TOURISM INCOME: A CASE STUDY IN MASAWAH VILLAGE,  
PANGANDARAN”

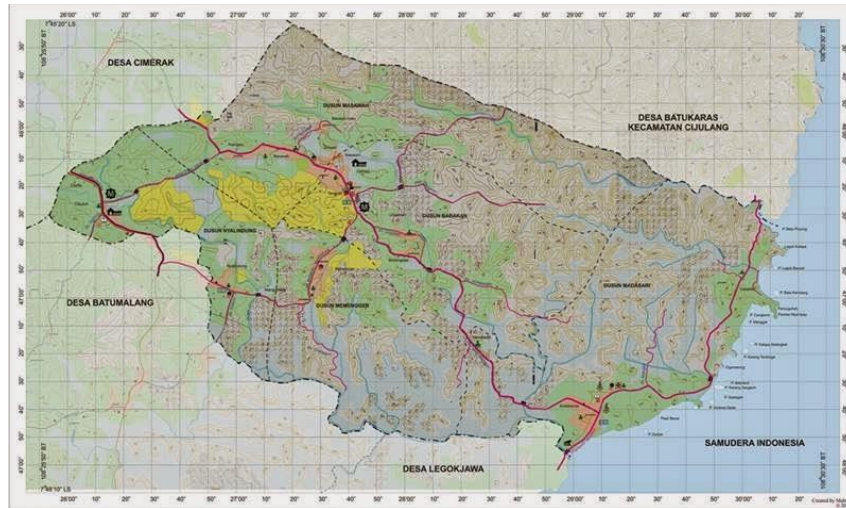


Figure 1. Masawah Village Area Map  
Source : [masawah.desa.id](http://masawah.desa.id), 2014

Still quoted by [masawah.desa.id](http://masawah.desa.id). The real picture of the vision and mission is poured into the goals and objectives referring to the direction of development policies in the same period by considering various strategic issues and national and regional policies that must be guided. Quoted from the vision and mission of the masawah village in [masawah.desa.id](http://masawah.desa.id), taking into account the strategic factors, the potential possessed, the Vision of the Masawah Village for 2019-2025 is: "MASAWAH HEBAT DAN SMART" (masawah which is harmonious, energetic, competitive, religious, and peaceful, as well as prosperous, independent and dignified).

In realizing the medium-term development vision, referring to the nomination document for the Vision and Mission of the Masawah Village Head for the Year 2019-2025 quoted in [masawah.desa.id](http://masawah.desa.id), several medium-term development missions for the Masawah Village for the Year 2019-2025 have been set, namely:

1. Improving the quality of public services with good governance.
2. Improving the quality of human resource development by optimizing the community empowerment movement in various fields in an integrated manner.
3. Completing infrastructure development that can encourage economic growth quickly and accurately.
4. Improving security, peace and harmony (village conduciveness) for the implementation of development supported by the practice of religious teachings and noble cultural values.

Masawah Village itself in the administration of its government, led by Mr. Ukan Suganda as the village head, assisted by the village secretary, namely Mr. Muhtar Hidayat. More details can be seen in the following diagram:

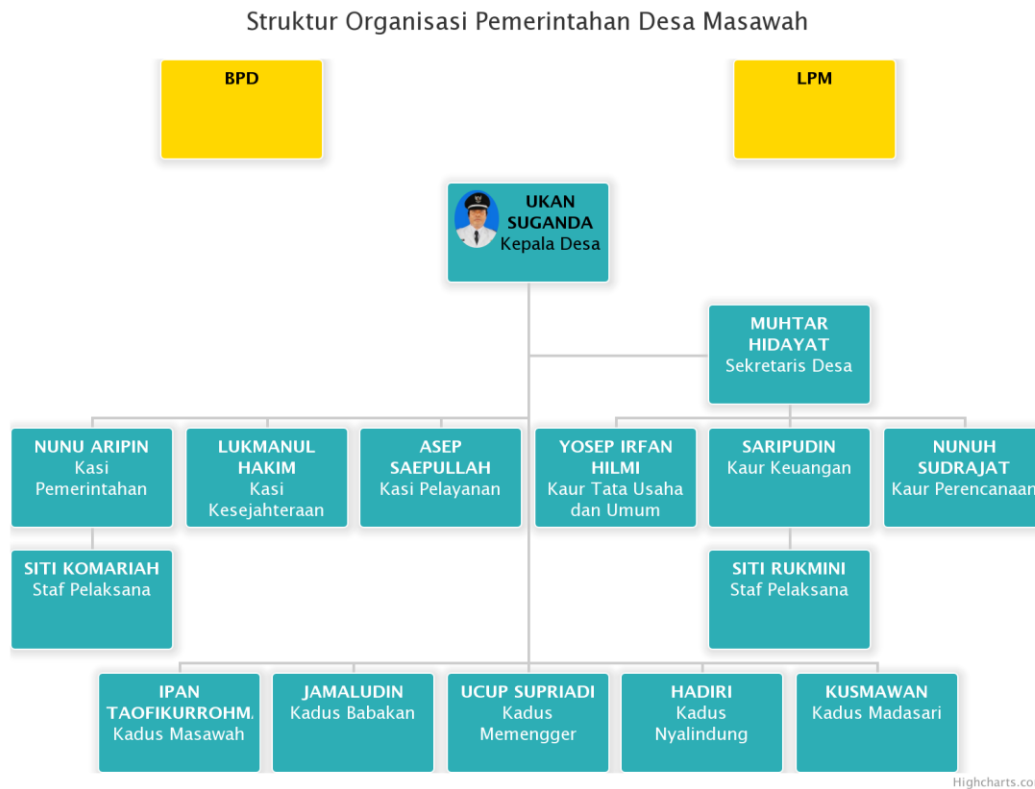


Figure 2. Masawah Village Government Organizational Structure  
Source : masawah.desa.id

The village head is in charge of administering village government, carrying out village development, carrying out village community development, and implementing village community empowerment. Its own function is to organize Village Government, carry out development, community development, community empowerment, and maintain partnership relationships with community institutions and other institutions. The village secretary is in charge of assisting the Village Head in administrative services of the Village Government and coordinating the implementation of other Village Apparatus tasks. In the village government, of course there is a BPD that oversees the implementation of the village government. BPD members are representatives of Masawah village residents based on regional representation determined by deliberation and consensus. Members of the BPD consist of the head of the RW, customary holders, professional groups, religious leaders and other community leaders or leaders.

Masawah village itself, has a population of 4,449 with a ratio between men and women is almost the same. This is quoted in masawah.desa.id as for the explanation in the following table :

Table 1. Population By Gender In Masawah Village

No.	Group	Total		Male		Female	
		N	%	N	%	N	%
1	Male	2192	49,27%	2192	49,27%	0	0,00%
2	Female	2257	50,73%	0	0,00%	2257	50,73%
	Total	4449	100,00%	2192	49,27%	2257	50,73%

Source : Masawah.desa.id

Of this population, of course, the main livelihood of the people in Masawah Village is Farmers. In addition, the population is fishermen, civil servants, traders and others, as shown in the data below:

Table 2. Occupation Of Residents In Masawah Village

No.	Group	Total		Male		Female	
		N	%	N	%	N	%
1	Not yet/not working	1216	27,33%	637	14,32%	579	13,01%
2	Taking care of household	622	13,98%	3	0,07%	619	13,91%
3	Student	221	4,97%	22	2,74%	99	2,23%
4	Retired	13	0,29%	12	0,27%	1	0,02%
5	Government employees	48	1,08%	32	0,72%	16	0,36%
6	Indonesian national army	2	0,04%	2	0,04%	0	0,00%
7	Traders	50	1,12%	34	0,76%	16	0,36%
8	Farmers/planters	1804	40,55%	984	22,21%	820	18,43%
9	Ranchers	1	0,02%	1	0,02%	0	0,00%
10	Fishermen/fisheries	73	1,64%	73	1,64%	0	0,00%

Souce : Masawah.desa.id

### Potential Tourist Attractions

The potential attraction of Masawah Village is diverse, starting from the potential for natural, cultural, culinary, and artificial tourism. However, there are still many people around Pangandaran Regency who do not know the existence of the original arts of the people of Masawah Village, Cimerak District, Pangandaran Regency.

Masawah Village has a mainstay area, namely a coastal tourism area, providing the possibility of Masawah Village developing quite prospectively in the tourism sector and marine business. The condition of the Masawah Village area is a combination of coastal, lowland and hilly areas. With this condition, Masawah Village has enormous potential for agro-industry, agritourism and agribusiness. The natural beauty of Masawah village is a gift from God to be grateful for. The natural beauty of Masawah village is a very valuable village asset and is a tourism potential that can be developed in the future.

Quoted from [jadesta.kememparekraf.go.id](http://jadesta.kememparekraf.go.id), the tourist attraction in Masawah Village which is currently quite prominent is a beach-based tourism object, namely Madasari beach, besides the beach there is still potential that can be developed including tourism objects and attractions that show local characteristics, namely Goa Cirawun and Goa Sodong Parat located in the hamlet Masawah, as well as Goa Ciperengut and Goa Legoksalam in the hamlet Babakan and Special Interest Tourism Objects and Attractions which are tourism objects created specifically to support certain interests, which include river tourism objects Madasari and the Cirangon river. The tourism activities held are quite diverse, such as the Cirawun Culture Degree, Art Creativity, Marine Delight, and Surfing at Madasari Beach. To support tourism, accommodation or lodging facilities are homestays owned by residents.

As for culinary tourism, such as Garam Masawah. Salt consumption is indeed very high, both for household and industrial needs, if you go to the tourist village of Masawah, there is nothing wrong with consuming salt on this one. Quoted in <https://jadesta.kememparekraf.go.id/> This salt is produced using tunnel technology, this technology does not use salt fields as we usually encounter, but uses small ponds covered with plastic to help produce salt, Besides being practical, the resulting salt is also pure white.

Lastly, there is the potential for artificial nature tourism. The access road to the Madasari beach tourism area, which is located in the hamlet of Madasari, Masawah Village, Cimerak District, Pangandaran Regency which has recently begun to be crowded with visitors is already in good condition, but road access, especially in Pandan Nyampai, is not adequate so that it can endanger visitors, this is of course very well recognized by the public. Village government. Quoted in [masawah.desa.id](http://masawah.desa.id), the Masawah Village Head has prepared a portion of the village budget for the construction of this access. The Kasi Ekbang as TPK stated that the access road to be built is in the form of stairs with a volume of 15 x 1.5 x 0.30 m. His party has taken measurements for the construction of the access road and now the construction has been completed. In addition, the Village Government urges residents to be able to maintain the comfort and safety of visitors and visitors are expected to maintain the cleanliness and beauty of this unspoiled coastal tourist area.

This study will present data and analysis viewed from the government's strategy as a variable put forward by Bintoro Tjokroamidjodjo and Mustopadidjadja that the strategy carried out by a government concerns how the series of policies (policy decisions) and execution are carried out by the government.

Management of Village Original Income is generally managed and controlled by the village government because the resulting impact concerns the interests of the wider community. The government's strategy in increasing Village Original Income is deemed necessary because it aims to avoid negative impacts that may or may arise. Next, the researcher will provide an in-depth explanation of the identification of the problem and the lawsuit against the background. The results of this study are qualitative data processing with descriptive methods obtained from the results of interviews, and documentation and literature searches about the problems studied. So, the researcher will describe and analyze how the Masawah Village government's strategy in increasing Village Original Income is as follows.

### **Increasing Village Original Income in the Tourism Sector in terms of Goal Setting Aspect**

As explained in relation to Aspects of Strategy, the first aspect of strategy is goal setting. This aspect is the key to determine what steps will be taken. Regarding goal setting, Bintoro Tjokroamidjodjo believes that the best way to achieve that goal is based on the available resources and funds that can be mobilized. Of course, the determination also depends on the political, social and economic values adopted by a particular nation's society. (Tjokroamidjodjo, 1986:79).

In discussing a tourist village, of course there needs to be a component that underlies a village called a tourism village. A tourist village must have accommodation, some of the places where the locals live are suitable for tourists to live in. Furthermore, attractions where all the daily lives of local residents along with the physical setting of the village location are interesting to visit and have expertise in carrying out tourism activities. Then, the natural beauty where the uniqueness and scarcity of the tourist village itself attracts visitors. Finally, have the opportunity to develop both in terms of facilities and infrastructure to continue to be developed.

One of the important focuses of tourism development in Pangandaran is the development of tourist destinations that are not beach-based, by taking advantage of the high intensity of tourism in Pangandaran. The development is carried out through the Tourism Village. Types of tourism objects that must be developed are valley / river tours, waterfalls (waterfalls), caves and so on. In addition, artificial tours such as lifting back cultural heritages that have existed before but have not been seen as important as tourist objects. The government provides support for public infrastructure and facilities, builds a network of tourism forums and provides stimulation and facilitation of development through competition programs to earn community participation.

In this case, Masawah Village, Cimerak District, Pangandaran Regency in determining a series of policies in increasing Village Original Income first is guided by its vision and mission. The vision of Masawah Village itself is Great and Smart Masawah (Harmonious, Energetic, Competitive, Religious, and Peaceful and Prosperous Independent and Dignified Masawah). The explanation of the vision, Masawah means Masawah Village.

Great in this case stands for Harmonious, Energetic, Competitive, Religious and Peaceful. Harmonious, implies that the administration of government is in line with the aspirations of the community, Energetic, implies that the implementation of village development focuses on full human development, the availability of social services, and a stimulus for the community to cultivate all existing potential so that it has high and sustainable economic value in order to raise the standard of living of the community. Competitiveness implies that in the future Masawah Village will continue to grow and develop to outperform other villages. Religious, contains the meaning of being obedient to practice religious teachings in an orderly manner. Peaceful, implies that people's lives are peaceful, safe and peaceful.

Next is Smart which stands for Prosperous, Independent and Dignified. Prosperous, implies increasing the fulfillment of basic service needs, public facilities, public services and environmentally sound development. Independent, as a community activity center that is capable and plays an active role in development, which is based on an entrepreneurial spirit and spirit to increase the potential and competitiveness of the village. And with dignity, implies that the



administration of government is subject to the principles of clean, professional, authoritative, democratic governance, upholds the rule of law and high respect for human rights.

In realizing this vision, the Masawah Village Government has made a mission, namely to improve the quality of human resource development through optimizing the community empowerment movement in various fields in an integrated manner. Encouraging rapid and precise economic growth as well as completing infrastructure development and increasing security, peace and harmony (village conduciveness) for the implementation of development supported by the practice of religious teachings and noble cultural values.

The statement from the Masawah Village Secretary regarding the policies that have been carried out in increasing Village Original Income, especially in the tourism sector, is as follows:

“In increasing PAD, itself, we first look at the potential in the village, here we look at the most important human being, then we see the nature. The most important thing is the people who drive it, want to advance together so that they are prosperous, we carry out socialization, counseling so that the community also understands the importance of utilizing existing resources to be used as tourism. Yes, we are masawah, this is a tourist village, so people have to think together in formulating it. Later also benefits to be together. And one more thing here we really work alone without any help from the local government. We manage ourselves, independently without other parties, so that we can develop the village together. According to the vision and mission, they must be independent and competitive.”

He explained that in making a wisdom, it is necessary to see the potential first. The Masawah Village Government sees the potential of existing Natural Resources and Human Resources. To attract the interest of the community in Masawah Village itself, the Masawah Village Government started with outreach to hamlet heads, community leaders and religious leaders and of course the heads of RT and RW as well as parties who have influence to provide counseling to the community regarding the concept of a tourist village. By conducting counseling that the importance of tourism development is to increase Village Original Income and of course the benefits for the whole community to improve the economy.

In attracting the interest of the community to jointly develop the potential of village tourism, it is necessary to have assistance from policy makers in Masawah Village. Not only providing counseling, but also having to prove the beneficial impact for them. With a commitment that tourism villages can increase Village Original Income and to benefit the community, of course they will contribute to developing it. Tourists visiting tourist villages will provide opportunities for local communities to be more independent in their lives by providing services and selling products created from their various potentials. Of course, in this case the role of social media and promotion is needed to attract visitors to come.

In the policy formulation process, the Masawah Village Government in implementing the Tourism Village concept asked for support from the community to actively participate for mutual progress. The Community Participation in tourism development in Masawah Village is asking for the willingness of community members to want to carry out tasks, function responsibly, be able to obey, obey every regulation and the results of the deliberations that have been agreed upon and instill a sense of devotion for the common interest. The emergence of tourist villages in the tourism sector can provide new alternatives for tourists to carry out tourism activities. Tourist villages not only invite tourists to enjoy the beauty of nature, but also learn and introduce the life of rural communities directly.

Furthermore, the Village Government collects data on the potential of any area or activity that can be used as a tourist attraction. The flagship tourism in Masawah Village itself is Madasari Beach. For now, the beach itself is only visited by tourists who incidentally have a curiosity about its beauty. If it is not accompanied by adequate facilities, tourists are reluctant to come back. When compared to the West Coast and East Coast and Batukaras Beach itself, the facilities provided at Madasari Beach are far from equivalent. Of course, the village government must have an idea so that tourists don't just come once. There is still a lot of tourism potential that must be explored in order to increase Village Original Income. The government needs a plan to be able to achieve predetermined targets or goals. Many aspects are the responsibility of the government both in terms of service, development, protection, and other aspects that are important and affect the lives of many people.

The next series is to look at the realization of Village Original Income in Masawah Village as a comparison reference that will be budgeted in the development of tourism village potential with the results that will be obtained if successful. Budget planning like this is certainly useful for first imagining an increase in income in Masawah Village. The description of village original income is as follows:

Uraian	Anggaran (Rp)	Realisasi (Rp)	Lebih/(Kurang) (Rp)	Persentase (%)
<b>4. PENDAPATAN</b>				
<b>4.1. Pendapatan Asli Desa</b>	<b>211,800,000</b>	<b>118,849,550</b>	<b>92,950,450</b>	<b>56.11</b>
4.1.1. Hasil Usaha Desa	112,000,000	44,918,000	67,082,000	40.11
4.1.2. Hasil Aset Desa	83,800,000	58,854,045	24,945,955	70.23
4.1.4. Lain-Lain Pendapatan Asli Desa	16,000,000	15,077,505	922,495	94.23
<b>4.2. Pendapatan Transfer</b>	<b>2,084,728,328</b>	<b>1,996,063,520</b>	<b>88,664,808</b>	<b>95.75</b>
4.2.1. Dana Desa	955,645,000	955,645,000	0	100.00
4.2.2. Bagi Hasil Pajak dan Retribusi	22,719,613	12,841,920	9,877,693	56.52
4.2.3. Alokasi Dana Desa	779,563,715	700,776,600	78,787,115	89.89
4.2.4. Bantuan Keuangan Provinsi	130,000,000	130,000,000	0	100.00
4.2.5. Bantuan Keuangan Kabupaten/Kota	196,800,000	196,800,000	0	100.00
<b>4.3. Pendapatan Lain-lain</b>	<b>2,771,611</b>	<b>1,384,930</b>	<b>1,386,681</b>	<b>49.97</b>
4.3.6. Bunga Bank	2,771,611	1,384,930	1,386,681	49.97
<b>JUMLAH PENDAPATAN</b>	<b>2,299,299,939</b>	<b>2,116,298,000</b>	<b>183,001,939</b>	<b>92.04</b>

Figure. 3 Masawah Village Original Income 2019  
Source: Masawah Village SID

Seeing the explanation above, Masawah Village budgeted the Village Original Income in the previous year of Rp. 211.800.000. However, the realization itself in 2019 only received Rp. 118,849,550. If calculated, the difference between budget and income is very far. With a difference of Rp. 92,950,450 or 56.11%, it is felt that the Masawah Village Government has not been able to achieve the realization target to increase Village Original Income. The results of the village business itself, which is very focused on tourism, only realized 40.11%. This clearly has an impact on the next budget plan if you look at it. In the field of tourism itself, Masawah Village relies heavily on Madasari Beach as the main source of obtaining Village Original Income. The results of the interview are as follows:

"For our own income, indeed, tourism is still in the development stage, we get income from the entrance ticket levy, for the rest it may not be optimal. Yes, about 30 percent of the income is from tourism. The rest is from agriculture. What is clear is that we continue to increase the potential that exists in the tourism sector. We maintain that Madasari Beach is the main source of income managed by the village and if the local government wants to participate in managing it, there must be an MoU first. Most of the time, it's direct, for the merchants in the vicinity, we also don't collect a lot because we are both residents."

From this quote, it is explained that the Village Original Income sourced in the tourism sector itself is still not significant. This is because the main tourism potential that exists is only Madasari Beach. Looking at the percentage of income obtained, it is felt that there is not enough in the tourism sector. Revenue from the tourism sector alone is only about 30% of the village's original income. This is because the management of the beach itself is still managed by the village, while the local government wants to manage it further. The conflict related to management between the Masawah village government and the Pangandaran Regency government caused management to be hampered. Moreover, the management itself is carried out by the village community where the village government is not burdensome related to levies on traders around the Madasari beach. This is what makes the potential in the tourism sector still not effective in providing a source of original village income in Masawah Village.

Of the 4,449 residents in Masawah Village quoted in the job data of masawah.desa.id, around 40.55% of the community are farmers. Around 427 or 9.5% of people are workers, both private and government agencies. From this data, the number of traders is around 300 people or approximately 6.8%. And the rest are students as much as 5% or about 220 people, housewives 13.98% or 622 people and residents who don't have jobs as much as 27.33% or 1,216 people. From these data, the potential of community resources that can manage the potential of Masawah Village is quite a lot. It is unfortunate when the tourism potential that is absorbed into the village's original income is only about 30%. The table of expenditures and financing for Masawah village is as follows:

5. BELANJA					
01	BIDANG PENYELENGGARAN PEMERINTAHAN DESA	1,036,654,771	893,056,627	143,598,144	86.15
02	BIDANG PELAKSANAAN PEMBANGUNAN DESA	556,670,439	510,278,600	46,391,839	91.67
03	BIDANG PEMBINAAN KEMASYARAKATAN	213,056,000	180,192,500	32,863,500	84.58
04	BIDANG PEMBERDAYAAN MASYARAKAT	63,482,750	55,225,000	8,257,750	86.99
05	BIDANG PENANGGULANGAN BENCANA, DARURAT DAN MENDESAK DESA	491,972,718	491,857,500	115,218	99.98
<b>JUMLAH BELANJA</b>		<b>2,361,836,678</b>	<b>2,130,610,227</b>	<b>231,226,451</b>	<b>90.21</b>
<b>SURPLUS / (DEFISIT)</b>		<b>-62,536,739</b>	<b>-14,312,227</b>	<b>-48,224,512</b>	<b>436.95</b>
6. PEMBIAYAAN					
6.1.	Penerimaan Pembiayaan	62,536,739	62,536,739	0	
6.1.1.	SILPA Tahun Sebelumnya	62,536,739	62,536,739	0	
<b>PEMBIAYAAN NETTO</b>		<b>62,536,739</b>	<b>62,536,739</b>	<b>0</b>	
<b>SILPA/SILPA TAHUN BERJALAN</b>		<b>0</b>	<b>48,224,512</b>	<b>-48,224,512</b>	

Figure. 4 Expenditure And Financing Of Masawah Village 2019  
Source: Masawah Village SID

Seeing the Village Original Income carried out by the Masawah Village Government, of course the policies that will be carried out in the future must be more realistic and on target. There needs to be education related to budget planning. In this case the village secretary explained as follows:

"Looking at this year's budget, we haven't achieved everything, our realization is very different from the planning budget. What may be that we ourselves are not experts in budgeting and analysis of which potentials should be prioritized as needed. Yes, we are waiting for a policy for us in the village regarding the management of Village Original Income. Yes, we are the ones who do autonomy. There is no need for the local government to take part. Village Regulations and Village Head Decrees concerning the Autonomous Management of PAD by the Masawah Village Government. Policies that cannot be separated from the goal of increasing district PAD. "

He explained that the realization of Village Original Income this year did not reach the target in budget planning. One of the reasons is that the village itself lacks competence in conducting budget research and the potential that can later develop in a better direction. This can be related to first analyzing the components that become a tourist attraction in Masawah Village. In the future, the Masawah Village Government wants to manage Village Original Income independently.

### **Increasing Village Original Income in the Tourism Sector in terms of Policy Formulation Aspects**

The second aspect of strategy is policy formulation. Policy is an instrument that supports the implementation of strategy in the field, in the sense that if an organization has determined a strategy to be implemented, a policy is needed as a tool to realize the strategy. In other words, policy is a medium or means to implement the strategy. Because of policy formulation, the community and village officials can sort and choose what strategies are effective and easy to understand by residents around Madasari Beach in an effort to develop and manage natural tourism in Masawah Village so that it can create a new economy that can increase Village Original Income.

### **Increasing Village Original Income in the Tourism Sector in terms of Implementation Aspects**

The third aspect is implementation (operationalization). Implementation (operationalization) in the strategy is also known as implementation. In the strategy stage, implementation occupies a crucial position, which determines the success or failure of a strategy to be implemented. In this case, the implementation (operationalization) functions as an element of implementing the strategy in carrying out the policies that have been previously determined.

Bintoro Tjokroamidjodjo expressed his opinion regarding the implementation orientation, namely:

1. If there is a plan, then the plan must actually be implemented. This may be important because many plans are just window dressing.
2. Except that in the planning itself, there must be a characteristic or method that will ensure that the plan can be implemented. For this purpose various planning designs were developed. (Tjokroamidjodjo, 1987: 159).

In carrying out its implementation to increase Village Original Income in the tourism sector, Masawah Village has carried out various program activities including determining levy rates at Madasari Beach tourism objects, setting business fees, community development in tourism and entrepreneurship education, cooperation with investors in land use, and make various kinds of souvenirs and souvenirs that are typical of Masawah Village. The implementation has been carried out and is still in progress. The quote from the Masawah Village Secretary is as follows:

"Yes, for the implementation itself, to increase PAD, here we make retribution such as entrance tickets, parking tickets, cleaning services and others at Madasari Beach. Yes, this money will also be used again for renovations, to develop again so that it will be better in the future. Yes, we also have fees for traders here, and for those who rent land, that's for sure, rent a building. That's to increase PAD, God willing. "

Next, is the guidance carried out by the Masawah Village Government to the community so that they can play an active role in developing tourism. The explanation was presented by the Village Secretary as follows:

"Yes, here we are also from the village to increase PAD buay Bumdes, yes, it is Bumdes as a forum for villages to do business. Well, we also have a pokdarwis to help the community so that they understand the importance of developing tourism, looking for tourism potential, how do we also provide entrepreneurship education, so that it can develop. We are also cooperating with investors to lease land."

From the explanation above, it can be seen that in order to increase Village Original Income, the Masawah Village Government utilizes Village-Owned Enterprises to provide a forum for business actors in this village. In addition, the Government conducts socialization by providing learning related to tourism and entrepreneurship. This is done by the Tourism Awareness Group in the village so that the community is better trained, especially in opening up ideas for creative businesses. In addition, of course, the Masawah Village Government cooperates with investors to rent out land and buildings which will increase the potential for Village Original Income. In addition, to create souvenirs and gifts, the Village Government needs to develop its potential, such as the following presentation.

“Sari Garam” Salt Farmers in Masawah Village must be given counseling to make them economically independent. The salt produced is currently classified as consumption salt, the income and sales are still low, as for later the salt products will be used as cosmetic ingredients so that sales will be easier, salt farmers are more focused and work hard to be able to produce as much salt as possible.”

The above explains that salt farmers in Msawah Village must be given counseling regarding the benefits of salt other than for consumption. This will also be a potential in increasing PAD in Masawah Village. The problem in the implementation carried out by the Masawah Village Government is the absence of assistance from the Regional Government. This makes us independent in doing everything.

“One of the biggest obstacles is that the Masawah village government must operate independently and not be assisted by other parties, including the local government. Everything is arranged by Pemdes.”

Finally, another problem in increasing Village Original Income in the tourism sector is the lack of local government roles in providing support, assisting, and promoting tourism villages. Then, the lack of the role of the community in providing support to the village government in developing tourist villages has resulted in the existence of tourist villages not being able to provide benefits to the community in the form of improving community welfare. In addition, the lack of budget provided for promotion to the community as well as the lack of support from the tourism office in helping to promote the existence of tourist villages on a regular basis national ra. From internal itself, the lack of creativity from the local community to develop a tourist village so that its existence has not had an impact on the progress of the community's economy.

Of course, Masawah Village has good potential in utilizing social networks, both websites and other social media. By utilizing electronic-based technology, it is expected to increase tourism in the future. This was proven by getting a trophy in the 2019 West Java Public Relations Cup. Masawah Village won the winner award in the Village Level Social Media Management category. This award is a form of the existence of the Masawah Village Government and will continue to work hard in filling the public information space regarding what has been done. Government performance will be meaningless if it is not conveyed properly to the public. Even though the government has worked hard, if it is not conveyed to the public, the community will also not know what the government is doing.

## CONCLUSION

Based on the findings of research conducted by researchers on the strategy of the Masawah village government in increasing local income in 2019, researchers came to conclusions through an analysis of the government's strategic framework developed by Bintoro Tjokroamidjodjo and Mustopadidjadja. The strategy implemented by the government includes the objectives, policy formulation, and implementation of the government, and the conclusions are as follows:

1. Based on the components of goal setting, the Masawah village government needs to pay attention to the wants and needs of the community so that the actions taken are in accordance with expectations. In this regard, the Masawah village government must be able to educate the community around the Madasari coastal area about the mechanisms for managing and developing marine tourism. So that the community and the Masawah village government can synergize to build a better Masawah village
2. In terms of policymaking, this is in line with the vision and mission of Masawah Village. In the process of increasing the original income of the village, Masawah village itself sees various potentials that exist, namely qualified human resources and natural resources. In addition, in the process of implementing a series of policies, the community always participates in various activities and events related to the campaign of tourism. This is the

basis for the policy of forming tourist villages, and the original income of the villagers is increased according to the regulations. However, this strategy turned out to be less successful, because the planning of the original income budget of the village was greater than its realization. Only 56 percent of the village's main income target was achieved. In 56% of these villages, the tourism sector accounts for only about 30% of the original income of the region, and the rest comes from agriculture. This clearly shows that the tourism potential of Masawah Village has not been effective in increasing the original income of the village.

3. In terms of the implementation component (execution), in order to increase the original village income in Masawah Village itself, various activity programs have been carried out, including determining the levy rate at Madasari Beach and setting business dues for traders and investors. Then they added more guidance to the community, especially in the fields of tourism, communication, and entrepreneurship. Even in carrying out activities, the Masawah Village Government received an award from the 2019 West Java Public Relations Cup in the best village Level Social Media Management category. It is hoped that this way, Masawah Village can increase the original village income and significantly continue to increase.

#### **ACKNOWLEDGEMENT**

This section is provided for the author to express his gratitude either for the research funders or the other parties who contribute into research realization.

#### **REFERENCE**

- Arikunto, S. (2006). *Prosedur Penelitian: Suatu Pendekatan Praktik*. Rineka Cipta.
- Bungin, B. (2010). *Penelitian Kualitatif*. Kencana Prenada Media Group.
- Cresswell, W. J. (2016). *Research Design: Pendekatan Kualitatif, Kuantitatif, dan Mixed*. Pustaka Pelajar.
- Kaho, J. R. (1997). *Prospek Otonomi Daerah di Negara Republik Indonesia*. Rajawali Press.
- Labolo, M. (2015). *Dialektika Ilmu Pemerintahan*. Ghalia Indonesia.
- Moleong, L. J. (2004). *Metodologi Penelitian Kualitatif*. PT. Remaja Rosdakarya.
- Moore, M. (2004). *On Creating Public Value. What Business Might Learn from Government about Strategy Management*. Harvard Kennedy School Working Paper.
- Muhammad, S. (2012). *Strategi Pemerintahan: Manajemen Organisasi Publik*. Erlangga.
- Mulgan, G. (2009). *The Art of Public Strategy: Mobilizing Power and Knowledge for the Common Good*. Oxford University Press.
- Nazir, M. (2005). *Metode Penelitian*. Ghalia Indonesia.
- Ndraha, T. (2011). *Kybernology Jilid 1 dan 2*. Rineka Cipta.

- Nugraha, Q. (2008). *Manajemen Strategis Pemerintahan*. Universitas Terbuka.
- Rasyid, M. R. (2006). *Makna Pemerintahan: Tinjauan dari Segi Etika dan Kepemimpinan*. PT. Mutiara Sumber Widya.
- Salusu, J. (1996). *Pengambilan Keputusan Strategi*. Grasindo.
- Sugiyono. (2014). *Memahami Penelitian Kualitatif*. Alfabeta.
- Syafiie, I. K. (2007). *Pengantar Ilmu Pemerintahan*. Refika Aditama.
- Tjokroamidjodjo, B. (1987). *Perencanaan Pembangunan*. Gunung Agung.