

ANALYSIS OF INSTITUTIONAL DEVELOPMENT OF VILLAGE-OWNED ENTERPRISES IN WATER RESOURCES MANAGEMENT

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Abstract

Maron Tourism Village Management is an innovative program implemented by Village-Owned Enterprises (VOEs) in Karangsono Village, Malang Regency. This research aims to analyze the institutional development of VOEs in managing water resources in the Sumber Maron Tourism Village, Malang Regency. The data collection techniques used in this research are interviews and documentation. Data analysis was carried out qualitatively by interpreting data from interviews and various documents obtained in the research. Next, compare the data that has been presented with the theory of institutional development. The research results show that developing VOEs institutions in managing water resources can produce tourist villages that benefit the community, village government, and VOEs managers. Second, it was found that managers needed to prepare access to information about websites and social media optimistically. The recommendation is that in developing the Sumber Maron tourist village, a website should be immediately prepared for information access so potential visitors can quickly get information.

Keywords: *Institutional Management; Tourism Villages; Village-Owned Enterprises; Water Resources Management*

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INTRODUCTION

Most of the Earth's surface, or 71%, is water area, and only 29% is land area. The water area is one area that is very important for life. Water areas with potential water resources are needed for the survival of humans, flora, and fauna in various places (Parahita et al., 2022). Water resources are used for household needs, irrigation, industry, transportation facilities, and hydroelectric power plants (Ahmadov, 2020). Water is a renewable natural resource that will not run out even if used. However, the problem is that there is still a scarcity of clean water in some places due to water management that needs to pay attention to correct rules. Therefore, if water resources are not managed properly, it will become a problem to meet the water needs for life. Observation results show that water demand exceeds water availability and supply, especially in urban areas (Primandani et al., 2022).

Water resources management is a process that combines the development and management of resources such as water, land, and other resources to improve socio-economic welfare while paying attention to ecosystem sustainability (Purwanto & Susanto,

2017). The water resources management pattern is the basic framework for planning, implementing, monitoring, and evaluating water resource conservation activities, utilizing water resources, and controlling the destructive power of water. Water resources management can be beneficial comprehensively, sustainably, and through an open approach (Butudoka, 2018). Communities and non-governmental organizations can participate in integrated water resources management planning and implementation. Water resource management is for society's welfare by realizing sustainable benefits in a comprehensive, integrated, and ecologically responsible manner.

The basic framework for planning, implementing, monitoring, and evaluating water resource conservation, utilization, and control activities must be built through water resource management patterns. Water resource management must consider the principles of water resource integration and business and community participation (Cut, 2022). Excessive use of water resources is a mistake in water management, resulting in a decrease in the environmental carrying capacity of water resources and reducing the availability of water supplies. The more people live on Earth, the more water is needed. However, the amount of water utilized in nature is minimal. Various conflicts in the supply of water result from unmet water needs. Therefore, excellent and careful water management practices are essential, especially in its use (Wulandari & Ilyas, 2019)

VOEs, as village institutions, have the potential to mobilize resources, unite communities, and manage projects related to water resources more efficiently (Sururama & Masdar, 2020b). One of the tasks of VOEs is to improve the village economy by exploiting village potential. The village economy is the value of village performance in the form of village management income, village income, and other stakeholder income. Increased village potential management income from VOEs can ultimately be used to improve the village economy to overcome problems such as coordination and village infrastructure that support sustainable village development (Dharma, 2021). Thus, VOEs are institutions established to improve the village economy, managed directly by the community and local village government (Palupi, 2021).

The establishment of VOEs in Karanguko Village focuses on managing water resources to build and develop the community economy and increase the village's original income. The establishment and formation of VOEs is supported by Regency Government policy to facilitate and protect village community businesses. Village-owned businesses and new economic institutions in rural areas still need a strong development foundation (Matallia Sari & Arisena, 2023). On the other hand, VOEs can improve the welfare of village communities by meeting their basic living needs, such as clothing, food, and shelter. Thus, VOEs is a creative

business venture that seeks to improve the economy and welfare of society in rural areas (Hasibuan et al., 2022).

Several studies related to the management of water resources by VOEs focused on: (i) the analysis of the development of VOEs Oesena (Siagian, 2021), (ii) the analysis of potentials and constraints in VOEs business units in the field of clean water management (Rahma et al., 2022), and (iii) the analysis of business plans for VOEs (Arfianty et al., 2024). This research what is different from previous research is that this research focuses more on the development of VOEs in managing water resources that produce various multifunctional products, including (i) as a tourist attraction, (ii) construction of Microhydro Power Plants (MPP) to fulfill electricity needs for the community, (iii) MPP helps the country's energy needs to meet the needs of the community. The state-of-the-art research examines the development of VOEs governance in managing water resources. That is interesting because the Sumber Maron Tourism VOEs in Karangsuiko Village have contributed to improving the economy of the community and village.

LITERATURE REVIEW

The VOE Institutional Development

The Indonesian government has developed VOEs institutions to improve village socioeconomic institutions. VOEs are one of the most famous institutions based on the economic sector of village communities (Sastika & Batubara, 2023). The village economic sector was formed strategically to help realize stability and dynamics in village community income. The formation of VOEs is usually included in rural economic sector activities and functions as a foundation and basis for carrying out two strategic functions, namely as a social and commercial institution (Hastutik et al., 2021). The VOEs are social institutions that operate equally and fairly for the community by providing services to the community (Mustofa et al., 2022). On the other hand, VOEs is a business institution focusing on profits to support and increase village income. The VOEs are expected to positively impact society by managing their resources through policies regarding VOEs regulated by the law (Suryadi et al., 2021).

The existence of VOEs is very strategic because this institution is a driver of the village economy and the welfare of village communities. The VOEs aim to build new businesses using existing resources and optimizing the economic activities of existing village communities (Sastika & Batubara, 2023). The VOEs policies are determined independently by the Central Government and Regional Governments to regulate their establishment and management. The VOEs are legal entities with the authority to manage villages' assets and socioeconomic potential. The village government plays a role in forming VOEs as a legal entity based on the

applicable laws and regulations and by agreements established in the village community (Suryadi et al., 2021). Regulations related to VOE institutions should provide new hope for increasing the socioeconomic strengthening of villages on a local scale (Hasibuan et al., 2022).

According to research conducted by the Village Renewal Development Forum and the Australian Community Development and Social Improvement Scheme, the first impression of VOEs is that it is a government project, like any other project coming into the village (Rikardo, 2022). At first, the legitimacy and attraction of the community towards VOEs were still very low because some VOEs failed, and several other VOEs succeeded well and positively impacted the economy of village communities. The results of other research show that VOEs have succeeded in developing their business ventures in various places, providing services to the community, increasing village income, creating jobs, and finding village potential to be managed into VOEs business units. The ability of VOEs to develop and operate well depends on primary resources and tangible and intangible social assets (Utami & Meirinawati, 2023).

Institutional development emphasizes the importance of regulations in influencing actor decision-making and actions in resource management (Alkadafi et al., 2021). Researchers hope to explore better the characteristics of institutional design that influence the governance of water resources management in Karangsono Village and pursue long-term resilience rather than just efficiency. This research also seeks to apply this theory through detailed case studies to provide relevant guidance in institutional development appropriate to the context. According to (Esman, 1972), Institutional Development theory has five main components, including (i) Leadership is one of the most essential and critical elements in Institutional Development. The change process carried out requires management. Leadership consists of formally appointed office holders or those who continuously exercise influence; (ii) Policy, as a projection of expectations and goals, as well as operational methods underlying social action; (iii) Program, referring to social actions related to the implementation of functions which are the output of the institution concerned; (iv) Resources, input from all elements contained in institutional development. That means that the resources needed to complete the institution influence every aspect of the institution's activities and are an essential preoccupation of all institutional leadership; and (v) Organizational Structure, the internal structure serves as the structure and processes established for the working of the institution and its maintenance. Internal structure influences the ability to carry out programmed commitments.

Water Resources Management

Water is essential for human survival (Ginting et al., 2023). In this regard, water resources must be utilized according to their needs. Water resources can be used for several purposes,

including agriculture, industry, households, tourism, and the environment. Water resources are essential in integrating living creatures, providing various supports for a balanced life (Yolanda et al., 2022).

Water supply provides goods or water to maintain sustainability and benefits, functions, and values, both quality and quantity, in the context of location, space, and time. Water resources management is a process that combines the development and management of water, land, and other resources to improve socio-economic welfare while maintaining ecosystem sustainability (Ramírez et al., 2023). In addition, water resources management is a method for developing water resource management patterns and plans rather than an end goal. The pattern is strategic planning, which involves identifying what stakeholders in a river area need to agree on the basic framework that has been prepared (Rasidi & Boediningsih, 2023).

The world population continues to increase, increasing the need for water. Water demand has exceeded supply in several areas in Indonesia (Retnowati et al., 2023). With increasing population and socio-economic growth, water resource management faces many problems. Due to the increasing water demand, water resources have been overused, resulting in a decrease in the environmental carrying capacity of water resources. Water pollution, decreased reservoir capacity, and increased water discharge during the rainy and dry seasons are some signs of degradation of the environmental function of water resources. Apart from physical problems, water resources management also needs more funds for operations and maintenance, as well as a lack of coordination between related agencies, accountability and transparency, and stakeholder participation. (Wiharja, 2023).

Perspectives on water resources management have changed along with the spirit of public sector reform, such as good governance, transparency, public accountability, regional autonomy, and regional financial empowerment. That is a consideration regarding financial relations between the Central and Regional Governments. (Hutagalung, 2022; Wulandari & Ilyas, 2019). Water is needed not only for agricultural, household, urban, industrial, and other needs but also as an economic commodity with environmentally friendly social functions. The formation of a water management organization is expected to encourage decentralization and increase community participation in managing and financing water resources (Prasetyo, 2023). The development of VOEs institutions enables effective water management. This organization can protect, manage, and utilize water resources effectively while generating income that can help improve the welfare of the surrounding community (Mazlan et al., 2020).

METHOD

This research uses a qualitative research approach. It examines VOEs' institutional development, management resources, community groups, and stakeholders involved in VOEs' management and development. This research aims to create a systematic, factual, and accurate picture of the facts about VOEs' management and its resources and the nature and relationships between stakeholders being investigated.

The research location is Karangsuiko Village, Malang Regency, which manages the Sumber Maron tourist village. Data collection was carried out through interviews, observation, and documentation. Interviews were conducted by meeting VOE managers, stakeholders involved, and the community members who received benefits from the management of the Sumber Maron tourist village. Observations were carried out directly by VOEs, who observed the activities carried out in the institutional development of the Sumber Maron tourist village. Documentation was carried out by taking data from the VOEs Institute and the Karangsuiko village government related to the development of VOEs institutions in managing the Sumber Maron tourist village.

Data analysis techniques are divided into three groups: data condensation, data presentation, and conclusion. Data condensation collects information related to the specified research objectives. As part of this process, interviews were conducted to learn more about the potential for developing VOE institutions to manage resources and generate economic value, hoping to increase the village's original income. Data presentation is the arrangement of data straightforwardly obtained from research so that the planned discussion can capture its meaning systematically. Researchers present data using interview results tables. Concluding by processing data carefully and accurately to provide solutions to problems raised in research as a valid conclusion (Kawasati, 2018; Miles et al., 2014)

RESULTS AND DISCUSSION

The VOES Institutional Development

The successful development of the Sumber Maron Tourism Village, which VOEs manage, is a long process to obtain approval from the village government (Sari & Sofie Nabella, 2021). A series of strategies implemented to increase effectiveness, responsiveness, and performance efficiency constitute capacity building, which aligns with implementing VOEs institutional development in Karangsuiko Village, Malang Regency. The VOE development of the Sumber Maron Tourism Village is a clear example of an effort to improve community welfare that the village government has not carried out. The results of research on the development of VOE institutions in managing the Sumber Maron tourist village are as follows:

1. Leadership Character

The success of VOE management in several regions must be connected to the strong support of Village Heads who are responsive, progressive, and always facilitate community initiatives (Supriadi & Arbani, 2022). The leadership of the village head plays a vital role in the village's economic movement efforts. Such village heads are known as village heads with innovative-progressive leadership types. Research data shows that "Karangsuko VOEs was established with a community initiative, and all instruments including business plans, personnel determination, and game rules will be discussed democratically through village meetings." (interview with VOEs Manager, November 14, 2023). Research interprets this data, and the Village Head welcomes the wishes of the community and the Head of VOEs. The Village Head said that Village Head had received enormous support, "that the Village Head fully supports the institutional development of VOEs" (interview with Village Head, November 15, 2023). That is by capacity-building theory, which states that the role of the leader is essential (Fatah, 2024; Ratnasari et al., 2013).

The type of leadership mentioned above is very different from conservative-revolutionary leadership. When this type manages VOEs, the group only fills the management resources. Likewise, when facing problems with village economic development programs, they ask for direction from the Regency/City government. Apart from that, for the Village Head with a regressive leadership type, VOEs will be fully controlled, and any development of the village economy will be directed towards his interests (Hulu & Rahim, 2022). So, the three types of village head leadership implemented by the village leadership in each village provide an overview of the determining factors for the success and failure of the established management of the VOEs.

2. VOEs development policy

The basis for establishing VOEs must pay attention to institutional aspects of business planning and financial reporting, considering technical aspects in developing VOEs business plans (Yunita et al., 2019). The VOEs, as a legal entity, are formed based on applicable laws and regulations and following the regulations applicable in the village. The existence of government policy further strengthens the position of VOEs; there is a policy from the central government that each village will receive an allocation of village funds originating from the state budget, Provincial Regional Income and Expenditure Budget, and Regency/City Regional Income and Expenditure Budget. When researchers asked about the legal basis for establishing VOEs to manage the Sumber Maron tourist

village, the answer was obtained:

"That the establishment of VOEs to manage water resources in the Sumber Maron tourist village is indeed understood by the village head and VOEs managers, therefore the wishes of the village government together with the community are realized by the existing legal basis" (interview with Village Head, November 15, 2023).

Based on the interview data, it is true that VOEs are a national political and economic policy and are a strategy for the government and regional governments in village development and empowerment. Through this referral, the government provided funds and assistance or facilitators to establish VOEs to become more developed. Such a legal basis is essential for institutional development (Fatah, 2024). VOEs located in Karangsudo village, Malang Regency, have been regulated in Karangsudo village regulations regarding changes to Karangsudo village regulations regarding VOEs. Until the research was conducted, VOEs had an income in 2017 of 1.5 billion, and in 2023, it will increase to 2 billion.

3. The VOEs Development Program

Innovation and creativity for VOE managers are requirements for organizations to develop by creating several new programs (Elsi et al., 2020). Several VOEs in Indonesia that the government exposed were categorized as successful due to the innovation and creativity of VOEs managers. Concretely, the innovation and creativity of VOEs managers can be seen in the business units they run. According to the research results, information was obtained that:

"VOEs in the Sumber Maron tourist village have business units which include: (1) management and development of Sumber Maron tourism, (2) Distribution of Non-Cash Food Assistance, (3) Drinking Water and Sanitation Program for Low-Income Communities. (interview with VOEs Manager, November 14, 2023).

Based on the interview data above, it shows that the business that was developed and became the main business of VOEs not only manages the Sumber Maron tourist village but also helps the village government to distribute aid and maintain a healthy living environment, even providing drinking water to people with low incomes. According to the results of the interview, several specific benefits related to the management of the Sumber Maron tourist village are as follows."

Some of the benefits of managing the Sumber Maron tourist village by VOEs include (i) Expanding employment opportunities, (ii) contributing to village income in Karangsudo, (iii) Main contributor to funds for implementing the Karangsudo Village development program, (iv) Channeling community aspirations, and (v) Development of tourism village potential. (interview with VOEs Manager, November 14, 2023).

The data above shows that the management of the Sumber Maron tourist village

managed by VOEs has provided benefits for the community and government, both in terms of programs and finances (Sururama & Masdar, 2020a). Thus, the benefits for the village government and the community are huge, especially in meeting the need for cheap clean water.

4. Resource

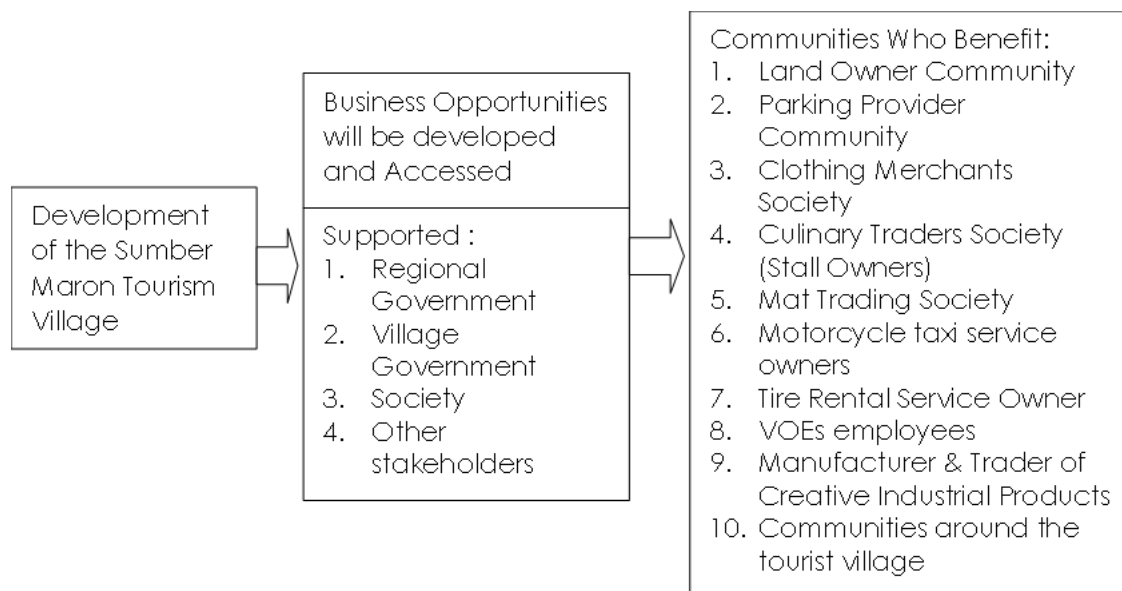
Natural resources managed by VOEs for tourist attractions receive support from the village government (Hastutik et al., 2021). The impact felt by the community and economy of Karanguko village is very significant, as evidenced by the increase in village income and VOEs income as well as benefits for the community. The availability of human resources, including government officials, professional staff, and the community in Karanguko village, can help the village government empower the economy. The research results show that based on documents in Karanguko Village:

Currently, the total population of Karanguko village is 5,923 people spread across two hamlets, five Rukun Warga and thirteen Rukun Tetangga. This number consists of 2,979 women and 2,944 men. The average population growth rate over six years was 636 people. Most people in Karanguko village work as pentane and agricultural laborers, namely 4,738 people, or the equivalent of 80%, and private employees, entrepreneurs, and ASN, numbering 1,184 people, or the equivalent of 20%. (Karang Suko Village document data, 2023)

This data changed after a tourist attraction, the Sumber Maron, opened in Karanguko village. These changes positively impact residents, namely increasing private employees and small and medium entrepreneurs in culinary, small crafts, and transportation fields, all of which are contributed to by the development of the Tourism Village. Good resource management will help sustainably in the present and in the future (Sururama & Masdar, 2020a; Utami & Meirinawati, 2023).

5. Organizational structure

The organizational structure is prepared to build organizational performance. Furthermore, based on this structure, the division of authority is formulated, including the authority of each organ, communication system, and commitment to institutions. The division of authority then becomes a reference and influences the willingness of each organ to carry out the agreed commitments (Nanlohy & Siahaan, 2021). VOEs, founded on April 11, 2017, is led by the director of VOEs, Dwi Adi Putra. VOEs in managing the Sumber Maron tourist village synergize with several agencies, including the village government, community, and other stakeholders. According to research data, it shows that the implications of developing the Sumber Maron Tourism Village and the benefits felt by several stakeholders are shown in Chart 1:



Source: Data processed by researchers, 2023

The data in Chart 1 show that several stakeholders in developing tourist villages benefit from each party and directly exploit opportunities that arise due to the development of VOs, such as the Sumber Maron tourist village (Suryadi et al., 2021).

Supporting Factors for The Development of Water Resources Management

Four main factors support the development of the Sumber Maron tourist village in Karangsuiko Village:

1. Role and Authority of VOs

An institution's performance is determined by its organizational structure and the human resources involved. VOs' role as a whole is not only in terms of developing tourist villages; they also have other businesses.

Table 1 Role of VOs in Tourism Village Development

No	Field	Roles and Authorities	Information
1	Sumber Maron entrance ticket levy	1. Carrying out levy collection for all tourists 2. Carry out a recapitulation of the acquisition of levy funds 3. Report the results of levy collection to the Village Government 4. Pay income tax to the Income Office Region	Synchronized with the Village Government
2	Cleaning fees	1. Carrying out Cleaning Levy to Business Actors 2. Coordinate cleaning staff	Coordinate with Business Actors

Source: Data processed by researchers, 2023

Table 1 above explains that the role of VOs in developing tourist villages has a vital role. The dominant role starts from distributing entrance tickets to the Sumber Maron Tourism

Village to the Cleanliness Fee. Specifically in collecting ticket fees and cleaning fees, VOEs collaborate with the community and other business actors to realize the development of Tourism Villages managed by VOEs, which can positively impact institutions and society (Hasibuan et al., 2022).

2. Continuous Innovation

This Tourism Village development program can provide varied and enjoyable spaces and alternatives that can be utilized by the government in order to encourage change in all aspects and improve the quality of each resident and individual concerned (Liu et al., 2021). The natural conditions and potential of the land are a source of livelihood for residents in Karangsono Village; apart from that, there is also a spring, which is currently an independent drinking water company and managed by a community organization that provides sanitation facilities and clean water. Research data shows that:

"The Sumber Maron was used as a Hydroelectric Power Plant in 2005, and then in 2011, it was developed into a Micro Hydro Power Plant. Furthermore, the village government made Sumber Maron into the Sumber Maron tourist village" (interview with VOEs Manager, November 14, 2023)

based on the data above, after this, Sumber Maron became several business units, and the problem arose regarding whose authority has the right to manage it and how to coordinate so that the Sumber Maron can become a superior tourist icon. Next, coordination will be carried out between the Malang Regency Tourism and Culture Office and the Village-owned Business Entity, which is currently being established. As a result of coordination, it was decided that the Sumber Maron tourist village be managed by VOEs, which manages Sumber Maron, which the Tourism Office oversees. With this decision, there will be no dispute over authority, and the income generated must genuinely improve the welfare of the village residents (Nookhao & Kiattisin, 2023).

3. Information Access

The development of a tourist village can be started by providing information to support the program's implementation. The information must be accurate or free from errors. There are various kinds of information, namely news, explanations, mechanisms, procedures, data, and facts, to stakeholders who need clear and accurate information. Tourism Village also uses websites and social media such as Instagram as promotional media. Interestingly, the research results show that.

"Websites and Instagram are only effective in attracting attention and attracting readers' curiosity while attracting desire and action are still lacking. That happens because it is influenced by the completeness of the information displayed on the website and Instagram" (interview with VOEs Manager, November 14, 2023)

Based on this data, it is clear that promotions can only run optimally with good communication from tourist village managers and visitors. The communication activities carried out, such as determining communication objectives, designing messages, identifying target groups, selecting communication channels, and selecting promotional tools, have yet to be implemented. The communication carried out by the Tourism Village aims to support promotional activities using a combination of promotional tools that still need to be implemented (Gernert et al., 2023).

4. Accountability

Accountability and transparency are essential in financial management in every organization, whether private organizations, public sector organizations, religious organizations, government and non-government organizations, or non-profit organizations. An organization that has implemented accountability and transparency in its financial management can be accountable to the party that gave the mandate or mandate, the donors, and society in general (Afifah & Mustofa, 2023). Implementing the principles of accountability and transparency by the agent or manager can create trust on the part of the Trustee, which will affect the organization's sustainability. According to the results of interviews related to VOEs accountability are:

"VOEs themselves strive to present their financial reports by applicable standards, namely by conducting independent training regarding accounting from people who are experienced in the accounting field. VOEs have created a ledger based on what has been determined. "With the ledger that VOEs have prepared, it can be easier to prepare financial reports, because from the ledger you can know the final balance of each account." (interview with VOEs Manager, November 14, 2023).

Research shows that accountability in VOEs' financial management is important. Therefore, VOEs are obliged to manage finances in an accountable manner and be held accountable to the village head and other stakeholders, including the community involved in management. The development of VOE institutions is determined by the persistence of managers in managing finances with accountability.

CONCLUSION

The VOE development is one of the breakthroughs for village organizations to develop village economic institutions, which will later benefit the institution, village government, and community. The development of VOEs, which manages the Sumber Maron tourist village, is considered an achievement for the village government in managing water resources. With this achievement, VOEs finally became a developing Village Institution and a model for other villages to increase economic growth. In line with the demands for innovation to improve villages' social and economic conditions, the management and development of VOEs have become an option. The research results show that water resource management by VOEs in

Karangsuko village can increase the income of all stakeholders, including the community around Karangsuko village. Apart from that, VOEs institutional development continues to pay attention to five aspects: leadership character, development policies, development programs, resources, and determining the organizational structure. One important thing to say in this research is that website development could have been more optimal; therefore, website development is needed for the development of VOEs Institutions.

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