

Empowerment of Village-Owned Enterprises in Mallenreng Beach Tourism Management

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Abstract: Village-Owned Enterprises (BUMDes) play a strategic role in stimulating local economic development through the management of village-based potential resources, particularly in the tourism sector. Panaikang Village, located in Sinjai Timur District, South Sulawesi, possesses significant coastal tourism potential, notably Mallenreng Beach. However, limited managerial capacity and inadequate understanding of tourism management have constrained the optimal performance of BUMDes in managing this destination. This community empowerment program aimed to strengthen the managerial capacity of BUMDes and local communities in managing Mallenreng Beach as a sustainable village tourism destination. The program was implemented through a participatory approach involving initial field surveys, problem identification, socialization, and capacity-building training activities conducted by the Student Organization Capacity Strengthening Program (PPK Ormawa) in collaboration with community service students. The activities focused on tourism management principles, destination branding, community involvement, and sustainable development strategies. The results indicate improved awareness and understanding among BUMDes managers and community members regarding tourism governance, resource utilization, and the importance of integrated management practices. Furthermore, the program contributed to the formulation of a tourism development concept emphasizing the sunrise attraction of Mallenreng Beach and supported the village's participation in the 2023 National Tourism Village Competition. This empowerment initiative demonstrates that strengthening institutional capacity and community participation can enhance the competitiveness of village tourism, stimulate local economic growth, and support the achievement of sustainable development goals. Continuous mentoring and collaboration with higher education institutions are recommended to ensure long-term sustainability.

Keywords : Village-Owned Enterprises (BUMDes), Community Empowerment, Tourism Management, Mallenreng Beach, Sustainable Tourism

1. Introduction

Community empowerment has become a central paradigm in rural development strategies worldwide, particularly in developing countries where villages serve as the backbone of national economic resilience. Empowerment-oriented development emphasizes enhancing local capacities, strengthening institutions, and enabling communities to actively participate in managing their own resources to achieve sustainable livelihoods (Chambers, 2014). In the context of Indonesia, village empowerment has gained strategic importance following the enactment of Village Law No. 6 of 2014, which provides villages with greater autonomy and financial resources to manage development based on local potential. One of the key institutional instruments introduced to support village economic empowerment in Indonesia is the Village-Owned Enterprise, locally known as Badan Usaha Milik Desa (BUMDes). BUMDes are legally established entities owned and managed collectively by village governments and communities with the primary objective of improving village economic performance, increasing local revenue, and enhancing community welfare (Saragih, 2017). By utilizing local resources, labor, and social capital, BUMDes are expected to function as engines of inclusive rural economic growth.

Among the various sectors managed by BUMDes, tourism has emerged as a promising driver of village-based economic development. Tourism development, particularly in rural and coastal areas, has been widely recognized as an effective strategy to generate employment, diversify income sources, and promote local culture and environmental conservation (UNWTO, 2021). Village tourism offers a unique value proposition by integrating natural attractions, cultural heritage, and community participation, thereby creating authentic and sustainable tourism experiences. In Indonesia, the government has actively promoted the development of tourism villages through national programs initiated by the

Ministry of Tourism and Creative Economy. These programs aim to encourage villages to develop tourism destinations that align with sustainable development principles, support poverty reduction, and contribute to the achievement of the Sustainable Development Goals (SDGs) at the village level (Kemenparekraf, 2022). However, despite strong policy support, many village tourism initiatives struggle to achieve optimal outcomes due to limited managerial capacity, weak institutional governance, and inadequate community involvement.

Effective tourism management requires systematic planning, organizing, implementation, and control of resources to achieve defined objectives while ensuring long-term sustainability (Terry, 2018). In the context of village tourism, management competence is particularly crucial because tourism activities often involve multiple stakeholders, including local communities, village governments, visitors, and external partners. Without adequate management skills, tourism development risks becoming unsustainable, inefficient, or even detrimental to local communities and the environment (Goodwin, 2017). BUMDes, as the primary managers of village tourism assets, face significant challenges in implementing professional tourism management practices. Several studies indicate that many BUMDes operate with limited human resource capacity, insufficient understanding of business governance, and minimal exposure to modern tourism management concepts (Prabowo et al., 2020; Suhaedi, 2022). These constraints often result in underperforming tourism destinations that fail to maximize their economic potential despite possessing valuable natural and cultural resources.

Panaikang Village, located in Sinjai Timur District, Sinjai Regency, South Sulawesi, exemplifies this condition. Geographically, the village is situated in a coastal area bordering the Gulf of Bone, with a landscape characterized by lowland areas and extensive shoreline. This geographical setting provides significant opportunities for the development of coastal tourism. One of the village's most iconic attractions is Mallenreng Beach, which is well known locally for its natural beauty, particularly its sunrise scenery. Despite its popularity and tourism potential, the management of Mallenreng Beach has not yet reached an optimal level. The tourism site is managed by the village's BUMDes; however, limitations in managerial knowledge, strategic planning, and sustainable tourism practices have hindered its development. These challenges manifest in inadequate tourism facilities, weak destination branding, limited product diversification, and suboptimal community participation. Consequently, the economic benefits generated from tourism activities have not been fully realized by the local community.

From a theoretical perspective, tourism management emphasizes the integration of managerial functions—planning, organizing, actuating, and controlling—to ensure efficiency and effectiveness in achieving organizational goals (Terry, 2018). In village tourism contexts, these functions must be adapted to community-based approaches that prioritize local participation, empowerment, and shared benefits (Ashley & Roe, 2002). Therefore, strengthening the managerial capacity of BUMDes is a critical prerequisite for transforming tourism potential into sustainable economic outcomes. Community empowerment programs play an essential role in addressing these challenges by facilitating knowledge transfer, skill development, and institutional strengthening. Through participatory training, socialization, and mentoring, empowerment initiatives can enhance the capacity of local institutions to manage tourism resources more effectively and sustainably (Pretty, 1995). Universities, in particular, have a strategic role in community empowerment through knowledge dissemination, applied research, and collaborative engagement with local stakeholders.

In response to these challenges, the Student Organization Capacity Strengthening Program (PPK Ormawa) of Universitas Muhammadiyah Sinjai, in collaboration with community service students from Hasanuddin University, implemented a community empowerment program focused on strengthening the management capacity of BUMDes in Panaikang Village. The program aimed to provide BUMDes managers and community members with practical knowledge and skills related to tourism

management, destination branding, community involvement, and sustainable tourism development, with specific emphasis on Mallenreng Beach. This community service initiative is expected to contribute not only to improving the managerial performance of BUMDes but also to fostering a shared understanding among community members regarding the strategic value of tourism as a driver of local economic development. Furthermore, by supporting Panaikang Village's participation in the 2023 National Tourism Village Competition, the program seeks to enhance the village's competitiveness and visibility at the regional and national levels.

This article aims to document and analyze the implementation of community empowerment activities conducted to strengthen BUMDes management in the development of Mallenreng Beach tourism. Specifically, it seeks to (1) describe the existing conditions and challenges faced by BUMDes in managing village tourism, (2) explain the empowerment strategies implemented through training and socialization activities, and (3) highlight the outcomes and implications of the program for sustainable village tourism development. By presenting this case study, the article contributes to the growing body of literature on community-based tourism and village enterprise empowerment, offering practical insights for policymakers, practitioners, and academic institutions involved in rural development initiatives.

2. Research Methodology

2.1 Research Design

This study employed a community-based participatory approach within a descriptive-applied framework, focusing on community empowerment through institutional capacity strengthening. The program was designed as a community service research (Pengabdian kepada Masyarakat/PKM) initiative aimed at enhancing the managerial capacity of Village-Owned Enterprises (BUMDes) in managing coastal tourism, specifically Mallenreng Beach in Panaikang Village, Sinjai Timur District, South Sulawesi, Indonesia. This approach emphasizes active community involvement throughout the process to ensure relevance, ownership, and sustainability of the intervention.

2.2 Location and Participants

The community service program was conducted in Panaikang Village, a coastal village located in Sinjai Timur District, Sinjai Regency, South Sulawesi. The primary participants included BUMDes managers, village officials, local community representatives, and youth groups directly involved in tourism-related activities. Additional stakeholders comprised members of the Student Organization Capacity Strengthening Program (PPK Ormawa) of Universitas Muhammadiyah Sinjai and community service students from Hasanuddin University. Participants were selected using a purposive sampling technique, targeting individuals who play a strategic role in village tourism management and decision-making processes.

2.3 Stages of the Community Empowerment Program

The implementation of the program was structured into four main stages:

- 1. Preliminary Assessment and Situation Analysis**

An initial field survey and coordination meetings were conducted with village authorities and BUMDes management to identify existing conditions, tourism potential, and key challenges in managing Mallenreng Beach. This stage aimed to map institutional capacity, managerial practices, and community involvement in tourism activities.

- 2. Problem Identification and Needs Analysis**

Based on the preliminary assessment, a participatory needs analysis was carried out to identify gaps in knowledge, skills, and management practices related to tourism governance. Focus group discussions (FGDs) and informal interviews were used to capture stakeholders' perspectives and expectations regarding tourism development.

3. Capacity Building and Socialization Activities

Capacity-building interventions were implemented through socialization sessions, workshops, and training programs focusing on tourism management principles, destination branding, community-based tourism, and sustainable tourism practices. These activities emphasized interactive learning, discussion, and practical examples relevant to the local context.

4. Monitoring and Evaluation

Monitoring was conducted during and after the implementation of activities to assess participant engagement, knowledge improvement, and initial changes in management practices. Evaluation involved reflective discussions with participants to gather feedback on program effectiveness and areas for improvement.

2.4 Data Collection Techniques

Data were collected using qualitative methods to capture comprehensive insights into the empowerment process and its outcomes. The techniques included:

1. Observation, to examine participant involvement and institutional dynamics during program implementation;
2. Interviews, conducted with BUMDes managers and village officials to explore perceptions of tourism management challenges and program benefits;
3. Focus Group Discussions (FGDs), to facilitate collective reflection and knowledge sharing among stakeholders;
4. Documentation, including photographs, attendance records, training materials, and activity reports to support data triangulation.

2.5 Data Analysis

Qualitative data were analyzed using descriptive thematic analysis. Data from observations, interviews, and FGDs were categorized, coded, and interpreted to identify recurring themes related to institutional capacity, tourism management practices, and community empowerment outcomes. Triangulation across data sources was applied to enhance the credibility and validity of the findings.

2.6 Ethical Considerations

Ethical principles were applied throughout the study. Participation was voluntary, and informed consent was obtained from all participants prior to data collection. The program respected local values, cultural norms, and community autonomy. Data confidentiality was maintained, and findings were reported in a manner that reflects collective outcomes rather than individual assessments.

2.7 Expected Outcomes

The community empowerment program was expected to enhance the managerial competence of BUMDes in tourism management, strengthen community participation, and promote sustainable tourism practices. In the long term, the program aimed to contribute to improved village economic performance and community welfare through optimized management of Mallenreng Beach as a village tourism destination.

3. Results and Discussion

3.1 Strengthening BUMDes Institutional Capacity through Community Empowerment

The empowerment program implemented in Panaikang Village focused primarily on strengthening the institutional and managerial capacity of the Village-Owned Enterprise (BUMDes) as the main actor in managing Mallenreng Beach tourism. Prior to the intervention, BUMDes management operated in a largely informal manner, relying on limited experience and without a structured management framework. This condition is commonly found in village tourism management across Indonesia, where institutional capacity often lags behind policy expectations (Prabowo et al., 2020). Through socialization and training activities conducted by the PPK Ormawa KPI Universitas Muhammadiyah Sinjai in collaboration with KKNT students from Hasanuddin University, BUMDes managers and community members were introduced to fundamental tourism management principles. These included planning tourism activities, organizing human resources, managing tourism facilities, and implementing basic monitoring and evaluation mechanisms. The empowerment process encouraged participants to reflect on existing practices and identify areas requiring improvement, thereby fostering institutional learning.

The findings indicate that capacity-building interventions significantly improved participants' understanding of tourism governance and management roles. BUMDes managers began to recognize the importance of systematic planning and coordination with village authorities and community stakeholders. This shift aligns with community-based tourism theory, which emphasizes institutional readiness as a prerequisite for sustainable tourism development (Ashley & Roe, 2002). Strengthening BUMDes capacity not only enhances managerial effectiveness but also increases community trust in local institutions responsible for economic development.



Figure 1. Socialization and training activities on tourism management at Panaikang Village Hall

3.2 Community Participation as a Key Driver of Sustainable Tourism Management

Community participation emerged as a critical outcome of the empowerment program. Before the intervention, local involvement in tourism activities was largely limited to informal economic activities such as small-scale trading, without coordinated efforts or shared vision. The empowerment activities facilitated dialogue between BUMDes managers and community members, highlighting the importance of collective participation in managing and developing village tourism. The socialization sessions emphasized that tourism development should not only focus on physical infrastructure but also on human and social capital. Community members were encouraged to contribute ideas related to local attractions, cultural activities, and the development of village-based products. As a result, there was growing awareness among residents that tourism could serve as a shared economic opportunity rather than an exclusive enterprise managed solely by BUMDes. This participatory approach is consistent with participatory development theory, which argues that meaningful involvement of local communities enhances program effectiveness and sustainability (Pretty, 1995). In the context of Mallenreng Beach, increased community participation helped foster a sense of ownership, which is essential for maintaining environmental cleanliness, hospitality, and the overall quality of tourist experiences. Moreover, community engagement supports the broader objective of empowerment by enabling local actors to move from passive beneficiaries to active decision-makers. This transformation is crucial for ensuring that tourism development contributes to inclusive economic growth and social cohesion within the village.

3.3 Development of Tourism Identity and Destination Branding

One of the significant outcomes of the empowerment activities was the emergence of a clearer tourism identity for Mallenreng Beach. During the discussions and training sessions, BUMDes managers and community members collectively agreed to position Mallenreng Beach as a destination highlighting its unique sunrise scenery. This branding concept reflects an important step toward strategic destination development. Destination branding plays a vital role in enhancing the competitiveness of tourism destinations, particularly in rural and village contexts where resources are limited (UNWTO, 2021). By identifying and promoting a distinctive attraction, villages can differentiate themselves from other destinations and attract specific tourist segments. In the case of Mallenreng Beach, the sunrise theme aligns well with the natural characteristics of the coastal landscape and can be integrated into promotional strategies and tourism packages. The empowerment program also encouraged participants to consider the development of supporting attractions, such as local crafts, culinary products, and cultural performances, as complementary elements of the tourism experience. This integrated approach supports the concept of sustainable tourism, which seeks to balance economic benefits with cultural preservation and environmental protection (Goodwin, 2017). The formulation of a tourism identity represents a strategic shift from reactive tourism management to proactive destination planning. It demonstrates that empowerment initiatives can facilitate not only knowledge transfer but also strategic thinking among local stakeholders.

3.4 Contribution to the National Tourism Village Program and SDGs

The empowerment program had tangible outcomes beyond capacity building, particularly through its contribution to Panaikang Village's participation in the 2023 National Tourism Village Competition. This initiative required BUMDes and village authorities to prepare comprehensive documentation, including tourism profiles, management plans, and sustainability indicators. The active involvement of the PPK Ormawa team in assisting with documentation strengthened the village's readiness to compete at the national level. Participation in national tourism programs serves as both a learning opportunity and a benchmarking mechanism for village tourism development. It exposes local

actors to broader standards of tourism governance and encourages alignment with national development priorities. In this case, the competition framework reinforced the importance of sustainability, innovation, and community involvement. Furthermore, the program aligns with several Sustainable Development Goals (SDGs), particularly SDG 8 (Decent Work and Economic Growth), SDG 11 (Sustainable Cities and Communities), and SDG 12 (Responsible Consumption and Production). By promoting sustainable tourism management and local economic empowerment, the program contributes to the integration of SDGs at the village level, which has become a national development priority in Indonesia.



Figure 2. Collaboration between village government, BUMDes managers, and PPK Ormawa team during the National Tourism Village Competition preparation

3.5 Economic and Social Implications of the Empowerment Program

Although the empowerment program was implemented within a limited timeframe, its potential economic and social implications are noteworthy. Improved tourism management is expected to enhance the attractiveness of Mallenreng Beach, leading to increased visitor numbers and longer stays. This, in turn, can stimulate local economic activities, including food vendors, craft producers, and service providers. Socially, the program fostered stronger collaboration among village institutions, community members, and external stakeholders such as universities. This collaborative network is essential for sustaining development initiatives beyond the duration of the program. Previous studies have highlighted that partnerships between higher education institutions and rural communities play a critical role in strengthening local innovation systems (Chambers, 2014). The empowerment process also contributed to intangible outcomes such as increased confidence among BUMDes managers and enhanced collective awareness of tourism's economic potential. These social outcomes are often overlooked but are crucial for sustaining long-term development efforts.

3.6 Challenges and Lessons Learned

Despite the positive outcomes, several challenges were identified during the implementation of the program. Limited time and resources constrained the depth of training activities, and not all community members could participate fully due to work commitments. Additionally, sustaining improvements in tourism management requires continuous mentoring and institutional support, which extends beyond the scope of short-term empowerment programs. These challenges highlight the importance of long-term engagement and policy support in community empowerment initiatives. Continuous collaboration between universities, local governments, and village institutions is essential to ensure that capacity-building efforts translate into sustained improvements in tourism management and economic outcomes.

3.7 Discussion Summary

Overall, the empowerment program demonstrates that strengthening BUMDes management through participatory capacity-building activities can significantly enhance village tourism development. The case of Mallenreng Beach illustrates how community empowerment, institutional strengthening, and strategic tourism planning can work synergistically to support sustainable rural development. These findings contribute to the literature on community-based tourism and village enterprise empowerment, providing practical insights for similar initiatives in other rural and coastal contexts.

4. Conclusion

4.1. Conclusion

This community empowerment program demonstrates that strengthening the managerial capacity of Village-Owned Enterprises (BUMDes) is a strategic approach to optimizing village tourism potential. The empowerment activities implemented in Panaikang Village, particularly in the management of Mallenreng Beach tourism, have contributed to improving the understanding and awareness of BUMDes managers and local communities regarding tourism governance, institutional management, and sustainable destination development. Through participatory surveys, socialization sessions, and management assistance, BUMDes has begun to adopt a more structured and systematic approach in planning, organizing, implementing, and monitoring tourism activities.

The results indicate that the empowerment process not only enhances managerial competence but also encourages community participation in tourism development. The identification of Mallenreng Beach's unique attraction, especially its sunrise landscape, provides a clear tourism identity that can be developed as a competitive advantage. Furthermore, the involvement of various stakeholders, including local government, BUMDes, community members, and higher education institutions, has strengthened collaborative governance and created a foundation for sustainable village tourism development.

4.2. Practical Implications

The findings of this program have important practical implications for the management of village tourism in coastal areas. First, capacity-building initiatives focusing on tourism management can significantly improve the institutional performance of BUMDes as the main driver of the village economy. Second, community-based tourism management encourages local ownership, supports the development of creative economic activities, and generates new income opportunities for rural communities. Third, the integration of tourism management with national programs, such as the Tourism Village Development Program and the Sustainable Development Goals (SDGs), enhances the relevance and scalability of community empowerment initiatives.

From a policy perspective, this program highlights the need for continuous support from village governments and regional authorities to ensure that BUMDes operates professionally and transparently. The success of Mallenreng Beach tourism management also illustrates that village tourism can become an effective instrument for local economic growth when supported by adequate managerial capacity and stakeholder collaboration.

4.3. Sustainability and Future Directions

To ensure the sustainability of the empowerment outcomes, continuous mentoring and capacity development for BUMDes are strongly recommended. Future activities should focus on strengthening financial management, digital marketing strategies, destination branding, and environmental sustainability practices. In addition, the development of local tourism products based on cultural heritage and local craftsmanship should be encouraged to diversify tourism offerings and enhance visitor experiences. Further collaboration with higher education institutions can play a crucial role in providing technical assistance, innovation, and research-based recommendations for sustainable tourism development. Moreover, future community service programs are encouraged to adopt a longitudinal approach to assess the long-term socio-economic impacts of BUMDes-based tourism management on community welfare. With consistent strategies and integrated stakeholder engagement, Mallenreng Beach has strong potential to become a model of community-based and sustainable village tourism in Indonesia.

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