

Model of Organizational Communication in *Pokdarwis* Institutions Regarding Community-Based Tourism Management

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Abstract

Pokdarwis (the Community-Based Tourism Organizations) is a significant player in the rural management of community-based tourism. Nevertheless, obstacles remain to implement organizational communication in *Pokdarwis* institutions regarding the coordination of internal and external relations. The objective of this study is to identify the *Pokdarwis* organizational communication model in community-based tourism management. This study was carried out in Situbondo Regency, East Java. Research data was collected through observation, interviews, and a literature study. Data was analyzed using descriptive and qualitative methods with an interactive approach. The analysis of data employs descriptive and qualitative methods in conjunction with an interactive model to disclose facts in the field of *Pokdarwis* organizational communication. The research found an organizational communication model in *Pokdarwis* institutions in Situbondo Regency. Internal organizational communication consists of internal organizational activities involving *Pokdarwis* administrators, whereas external organizational communication entails involving the external public in administrative and legal matters and constructing cooperation networks. This research can contribute to the formulation of policies, strategies, and goals as a basis for planning, implementing, and evaluating organizational activities that are expected to influence the effectiveness of *Pokdarwis*' organizational communication. The proposed model provides a strategic framework for improving the performance of *Pokdarwis* in community-based tourism, with potential application in other rural tourism contexts.

Keywords: Model; Organizational Communication; *Pokdarwis*; Community Based Tourism

Abstrak

Pokdarwis (Kelompok Sadar Wisata) merupakan aktor kunci dalam pengelolaan pariwisata berbasis masyarakat di wilayah pedesaan, namun pada prakteknya masih terdapat kendala yang muncul terkait pelaksanaan komunikasi organisasi pada kelembagaan *Pokdarwis* menyangkut koordinasi hubungan internal dan hubungan eksternal. Penelitian ini bertujuan untuk menemukan model komunikasi organisasi *Pokdarwis* dalam pengelolaan pariwisata berbasis masyarakat. Penelitian ini dilakukan di Kabupaten Situbondo Jawa Timur. Data penelitian dikumpulkan melalui observasi, wawancara, dan studi pustaka. Analisis data menggunakan deskriptif kualitatif dengan model interaktif yang dimaksudkan untuk mengungkap fakta di lapangan terkait komunikasi organisasi *Pokdarwis*. Hasil penelitian menemukan model komunikasi organisasi pada kelembagaan *Pokdarwis* dalam pengelolaan pariwisata berbasis masyarakat di Kabupaten Situbondo. Komunikasi organisasi intern dilaksanakan dalam bentuk aktivitas internal organisasi dengan melibatkan pengurus *Pokdarwis*, sedangkan komunikasi organisasi ekstern dilaksanakan dengan melibatkan publik eksternal terkait urusan administratif dan legalitas serta membangun jaringan kerja sama. Penelitian ini dapat berkontribusi dalam merumuskan kebijakan, strategi, dan tujuan sebagai dasar dalam menyusun perencanaan, pelaksanaan, dan evaluasi kegiatan organisasi, sehingga diharapkan dapat mempengaruhi efektifitas komunikasi organisasi *Pokdarwis*. Model ini dapat dijadikan framework untuk meningkatkan kinerja *Pokdarwis* dan berpotensi untuk diterapkan dalam pengelolaan bentuk

pariwisata pedesaan lainnya.

Kata Kunci: *Model; Komunikasi Organisasi; Pokdarwis; Pariwisata Berbasis Masyarakat*

Introduction

The tourism industry is one of the biggest economic activities and has the potential for increasing economic growth (Hasibuan et al., 2023). The tourism industry is a significant contributor to economic growth and the augmentation of governmental revenue. In the year 2019, the number of international tourists visiting Indonesia amounted to a total of 16.106.954 individuals. The aforementioned numerical value had a significant decline, reaching a total of 4.052.923 after the onset of the Covid-19 pandemic in the year 2020. The downward trend in tourist arrivals is projected to persist through the year 2021, with a forecasted figure of 1.557.530 international visitors. In the year 2019, the total count of domestic tourists amounted to 722.158.733 individuals, as reported by the BPS (2022).

Over the past five years, tourism's contribution to Gross Domestic Product (GDP) has varied. In 2019, the tourism industry's contribution to the national GDP rose to 4.7%, which exceeded 2020's figure of 4% due to the Covid-19 pandemic. In 2021, it slightly increased to 4.2%. (Hasibuan et al., 2023). However, this figure experienced a decline in the subsequent year, with a recorded fall to 524.571.392 individuals in 2020. The decline in tourist numbers leads to a reduction in revenue, given that the tourism industry serves as a significant source of foreign exchange earnings for the country and plays a

pivotal role in driving the regional economy. The observed decline in the number of tourists can have an impact on the decline in the number of tourists to community-based tourism destinations.

The Indonesian government has developed a range of policies aimed at revitalizing the country's tourist economy, focusing on key areas such as destination development, marketing initiatives, human resource management, societal engagement, and industry collaboration (Hermawan, 2019). The tourist industry necessitates numerous advancements due to its highly competitive nature (Genç & Genç, 2017). The government's strategic approach encompasses the promotion and establishment of community-based tourism. The majority of community-based tourism development occurs in rural and regional areas (Zielinski et al., 2021). According to available data, Indonesia is documented to have a total of 83,931 villages (Krisnawati, 2021), which have the potential to be developed into tourist villages as part of community-based tourism. The growth of community-based tourism in Indonesia aligns with the provisions outlined in Law Number 6 of 2014, which specifically pertains to the development of villages. This legislation grants villages an enhanced role in enhancing community welfare through the promotion of rural economic activities (Yuniati et al., 2023).

In the context of tourism development, the objective of this

research is to analyze Pokdarwis organizational communication in community-based tourism management. Community-based tourism is one shot of tourism that involves society as the main element in tourism to achieve the goal of sustainable tourism development, beginning with the state of tourism planning (Asy'ari et al., 2021), controlling and implementation (Dewi et al., 2013). There are three types of community-based tourism. The first involves employing community members on a rotational basis and allocating profits for development or distribution to residents. The second type involves a group of communities managing tourism assets. The third type involves communities collaborating with people or organizations outside the community. Of the three types, the third type receives extensive application in various regions through collaborating with stakeholders and communities external to the local community (Dodds et al., 2018).

Community-based tourism aims at minimizing environmental and cultural destruction, optimizing visitor satisfaction, and maximizing economic growth in the long term for that area (Strydom et al., 2019). The preservation and maintenance of cultural legacy, local wisdom, and environmental sustainability are significantly influenced by the development of tourism locations (Yasir, 2021). Hence, the development of community-based tourism may effectively use local cultural resources, such as cultural attractions and the beautiful scenery of rural areas (Ernawati et al., 2017).

Several factors should be taken into account while implementing community-based tourism, such as endeavors to enhance economic and industrial endeavors, safeguard cultural heritage, address poverty, and meet fundamental necessities, among others (Setiawina et al., 2020).

Community-based tourism plays a significant role in strengthening the sustainability of the social, economic, and physical aspects of rural areas (Juma & Khademi-Vidra, 2019). This assertion is substantiated by prior scholarly investigations, which elucidate that the advancement of community-based tourism can yield favorable outcomes in terms of augmenting economic revenue and enhancing the standard of living within the community (Nurwanto, 2021). This achievement necessitates the backing of community involvement through partnerships and cooperation with relevant parties (Digun-Aweto et al., 2019). Conversely, if the community is unprepared to embrace tourist development and fails to effectively manage it, a multitude of challenges may arise, posing significant difficulties or damage to the community.

In developing and managing tourism, the government plays an important role in overseeing the development of tourism products, especially tourism villages, and helping to develop and promote the market. (Effendy & Prastiyo, 2020). The government aims to foster the engagement of tourist actors or stakeholders within the tourism sector to actively contribute to the advancement of tourism in the region. The

involvement of the community in tourist endeavors can manifest in both direct and indirect forms, either through individual efforts or collective participation alongside fellow community members (Ridlwani et al., 2017).

The management of tourism organizations is intricately linked to communication, which serves as an essential component within an organizational context (Sadia et al., 2016). Organizational communication refers to the intricate process of transferring messages within a network of interconnected relationships that rely on one another to effectively navigate and respond to environmental changes (Mas & Harris, 2020). Organizational communication encompasses the relationships between individuals within an organization as they engage in communication processes to collectively work toward achieving the goals of the organization (Suranto, 2018). Organizational communication encompasses the structures, networks, and communication systems established inside an organization to facilitate the efficient collaboration of its members in the pursuit of organizational objectives (Eka & Anik, 2020).

The organizational communication function encompasses several key aspects. Firstly, there is the informative function, which involves the dissemination of information pertaining to the organization's endeavors to achieve its goals. Secondly, there is the regulative function, which serves as a mechanism for regulating and controlling the organization's operations.

Thirdly, there is the persuasive function, which serves as a means of enticing and encouraging others to adopt and implement certain ideas. Lastly, there is the integrative function, which plays a crucial role in maintaining the overall coherence and unity within the organization (Siregar et al., 2021).

Organizational communication commonly includes dyadic and interpersonal communication, as well as sometimes public communication (Simamora, 2021).

In organizational settings, the process of communication typically occurs hierarchically, either from higher-ranking individuals to lower-ranking individuals or vice versa. Additionally, communication may occur horizontally between individuals who hold similar positions within the organizational structure. Furthermore, communication can also transpire between individuals occupying different positions where one lacks direct authority over the other party (Wayne & Faules, 2006). Rintjap posits that the attainment of efficient organizational communication is contingent upon the establishment of a shared comprehension among all members of a group in the process of information reception (Rusdy & Sunartomo, 2020). The effectiveness of communication can increase work harmony in an organization, on the other hand, if communication governance does not work, it can disrupt organizational performance (Suranto, 2018).

In an organization, the communication climate is crucial to maintaining the integrity of the

organization. According to Tagiuri and Litwin, organizational climate is the quality of an organization's internal environment that is relatively continuous, experienced by members of the organization, influences their behavior, and can be described in terms of a set of characteristics or properties of the organization (Duha, 2018). A positive communication climate has the tendency to enhance the commitment of members toward the organization, and the same holds in the opposite direction (Mas & Harris, 2020). Factors affecting the communication climate in organizations involve factors such as the external environment, organizational strategy, organizational arrangements, historical forces, and leadership (Nainggolan et al., 2021). Other elements include tolerance, participation, respect for others, supportiveness, openness, trust, familiarity, alignment, responsiveness, and emotional atmosphere (Suranto, 2018). Effective communication between superiors and subordinates and among employees can help determine the communication climate so that it can be expected to provide enlightenment and ease in managing an organization (Suparna et al., 2013).

The involvement of *Pokdarwis* is integral to the development of community-based tourism in rural areas. *Pokdarwis* stakeholders are integral stakeholders within the tourism sector. They represent the local community and play a significant role in promoting and developing tourism activities (Purwanti, 2019). *Pokdarwis* as a community-based tourism driver and organizationally

strives to make tourism development in rural areas a success (Wijaya et al., 2016). Consequently, *Pokdarwis* must possess the capacity to facilitate effective internal and external organizational communication to enhance organizational performance.

Organizational performance is defined as the achievement or result of managing and running an organization, relating to all actions undertaken by the organization within a specified timeframe (Kurniawan, 2013). Generally, organizational performance can be measured using three indicators, namely: 1) functional tasks, namely the extent to which the organization can complete the job tasks for which it is responsible; 2) behavioral tasks, namely the extent to which the organization can build communication and interpersonal interactions within the organization, resolve conflicts fairly, and be able to build teamwork; 3) ethical tasks, the extent to which the organization can work professionally (Suranto, 2018).

In the process of developing the organization, *Pokdarwis* encounters numerous challenges. Lack of practical knowledge and management skills (Desu et al., 2017), limited knowledge in designing products, limited access to information, skills, and capital resources, as well as a lack of entrepreneurial skills (Imbaya et al., 2019), can hamper the performance of *Pokdarwis*. Another obstacle is a lack of community support and a lack of understanding of the complexity of the planning process (Ernawati et al., 2017). Internal organizational communication climate such as organizational,

historical, and leadership factors can hinder Pokdarwis's performance.

The district of Situbondo is situated in the easternmost region of Java Island, constituting one of the districts within East Java Province. The district boasts many tourist attractions, encompassing natural, cultural, and artificial tourism, with a total of twenty-five sites. Notably, seven of these attractions are community-based and managed by Pokdarwis. The establishment of Pokdarwis is intended to serve as a catalyst for change, an agent of activation, and a conduit for communication, with the objective of enhancing the community's awareness of the opportunities and benefits derived from tourism activities, thereby contributing to the enhancement of their economic well-being (Kemenparekraf, 2021).

The organizational structure of Pokdarwis in Situbondo Regency is defined by the number of Pokdarwis members in each village, as stipulated in the Pokdarwis' Articles of Association. According to the provisions of Kemenparekraf, the functions of Pokdarwis are as follows: 1) driving force for Tourism Awareness and Sapta Pesona in the regional environment in tourist destinations; 2) partner of the government and local government (district/city) in efforts to realize and develop Tourism Awareness in the region (Kemenparekraf, 2021). It is therefore vital that Pokdarwis develop its organizational performance, including building organizational communication, so that it can maximize community-based tourism management.

Community-based tourism management in Situbondo Regency has not been carried out optimally. This is supported by the results of previous research that although community-based tourism management in Situbondo Regency is based on the principles of community-based tourism, it is still faced with challenges, one of which is related to organizational governance. The organizational arrangements are contingent upon the role of the chairperson. Consequently, all decisions made by the organization are determined by the decision of the Podarwis chairperson. This organizational climate can affect Pokdarwis' internal communication. (Yuniati et al., 2023).

Another study found that the implementation of community-based tourism in Situbondo Regency needs improvement in the aspects of Pokdarwis management and human resource development. Community-based tourism management continues to depend on community leaders due to deficiencies in human resource capabilities (Febrian & Suresti, 2020). This results in the suboptimal performance of Pokdarwis as community-based tourism managers.

This study aims to develop an organizational communication model of Pokdarwis in community-based tourism management. Research related to organizational communication in the context of community-based tourism management is limited and generally focuses more on aspects such as community involvement, planning processes, and general administration of community-based tourism initiatives.

The present study has the potential to enhance the effectiveness of Pokdarwis' organizational management, thereby promoting the advancement of community-based tourism and improving the socio-economic conditions of local communities.

Research Methods

The present study employed descriptive qualitative methodologies. In qualitative research, researchers seek to develop concepts and gather facts without the intention of testing hypotheses. In this research, the utilization of qualitative descriptive methodologies aimed to uncover comprehensive information on the execution of organizational communication and develop a model of Pokdarwis organizational communication in community-based tourism management. This research uses a case study approach to Pokdarwis in Situbondo Regency, East Java, namely Pokdarwis Kampung Blekok and Pokdarwis Village Ketah, who oversee tourism activities at Dubibir Beach, which oversees tourism activities at Dubibir Beach. These two *Pokdarwis* were selected based on their recognized track record in effectively harnessing and enhancing the tourist potential of rural areas while simultaneously empowering the local communities. Both Pokdarwis are environment-based tourism managers.

The collection of research data was conducted through the utilization of several methodologies, including observation, interviews, and documentation. The observation method

is used to observe the activities of Pokdarwis caretakers. The researchers conducted interviews with administrators of *Pokdarwis* and other relevant stakeholders, including tourism business actors, to gather information about organizational communication inside the *Pokdarwis* institution. Interviews were conducted in a structured manner using interview guidelines. The data was collected through the utilization of the documentation approach, which involved gathering information from a range of papers about the administration of community-based tourism annual reports and policy documents.

The research employed a purposive sample strategy for the selection of participants. The researchers opted for the purposive sampling strategy due to its ability to selectively choose individuals or groups who possess relevant information (Aspers & Corte, 2019). This aligned with the objective of the present study, which was to gather firsthand information from those actively engaged in organizational communication inside the *Pokdarwis* institution. Participants in this study included two Pokdarwis caretaker, a village chief, a tourism business operator, and a representative from the Situbondo Regency Tourism, Youth and Sports Office. The selection of informants is based on the following criteria: (1) the subject is still actively involved in the group or organization under study; (2) the subject has a genuine understanding of the problem under study; (3) the subject provides information naturally; and (4) the subject

has sufficient time (Martha & Kresno, 2016). In this study, informants were selected based on their involvement in the Pokdarwis organization and their association with community-based tourism development.

The research data analysis employed qualitative descriptive analysis to offer a thorough depiction of the observed occurrences throughout the research endeavor. The research process involved several procedural acts, such as data reduction, which encompassed sorting, categorizing, and abstracting the field data. Data reduction was done using manual coding. Subsequently, the data was transformed into textual format, followed by its interpretation and the subsequent verification and drawing of conclusions (Miles & Huberman, 2014). The data obtained in this study will then be assessed using source triangulation, namely crosschecking and confirming research findings with experts or observers, namely, the head of the tourism, youth, and sports office, and academics who explore community-based tourism through interviews. This to obtain complete and unbiased data.

The process of data analysis was conducted continuously throughout the entirety of the research until definitive conclusions were drawn on the phenomenon under investigation. Based on the findings of the analysis, a conceptual framework for organizational communication was developed specifically for the *Pokdarwis* institution to effectively manage community-based tourism in Situbondo Regency.

Results and Discussion

The discussion in this section focuses on explaining the research findings to develop a theory. In this study, the discussion will be related to organizational communication theory as the main theory used to build the Pokdarwis organizational communication model in the management of community-based tourism.

The primary objective of community-based tourism in Situbondo Regency is to enhance community engagement in the process of tourism development within the area. The responsibility for managing community-based tourism is delegated to *Pokdarwis*, which is comprised of a collective of local communities, with support from stakeholders in the tourism industry, village authorities, and regional governments. The establishment of *Pokdarwis* was initiated by the issuance of a decision letter by the village head, which was afterward approved by the head of the Situbondo Regency Tourism, Youth, and Sports Office. The implementation of the community-based tourist development policy in Situbondo Regency is anticipated to provide favorable outcomes by augmenting the economic revenue of the local community and neighboring villages.

The organizational communication strategy for the enhancement of Pokdarwis performance is articulated through the following set of activities:

- 1) The activity plan is developed. The preparation of work plans is conducted via Pokdarwis meetings, which engage all Pokdarwis

- members. The development of the work plan is founded upon the Pokdarwis bylaws, and an evaluation of the organization's work plan is conducted on a quarterly basis.
- 2) Implementing coordination. Coordination can be defined as a communication activity that is carried out in order to align tasks between various parties in order to achieve organizational goals. In terms of organizational management, Pokdarwis coordination takes place between Pokdarwis management and relevant stakeholders, such as the village and local governments.
 - 3) The mechanism for conveying opinions, suggestions, and advice is delivered directly to the chairman or vice chairman through face-to-face communication or WhatsApp.
 - 4) The division of labor within the Pokdarwis institution is characterized by a pre-existing division of labor between administrators, albeit without the formulation of this division in detail and writing. This results in the overlapping of tasks between administrators, the non-performance of some tasks and functions according to their fields, and the dominance of tasks in the hands of one or a few people.
 - 5) The institution's approach to crisis resolution. In the event of an internal Pokdarwis institutional crisis, the responsibility for its resolution lies with the Pokdarwis chairperson, who assumes the role of mediator. Crisis resolution involving the community is encouraged to be conducted in a manner that respects the family unit, with involvement from Pokdarwis and the village

government, to the greatest extent possible.

- 6) The fostering of relationships with the community. The existence of community-based tourism is inextricably linked to the support of the surrounding community. Consequently, Pokdarwis, as the manager of community-based tourism, must cultivate positive relations with the surrounding community to ensure that the existence of community-based tourism also yields tangible benefits, particularly economic benefits, for the surrounding community.

However, the governance of Pokdarwis' organizational performance in reality has not been implemented optimally because there are still several challenges.

Challenges of Organizational Communication

One further challenge encountered by *Pokdarwis* in the management of community-based tourism pertains to the competencies of its human capital. Insufficient human resource capabilities pose a significant challenge for *Pokdarwis* in effectively managing community-based tourism as a viable enterprise that may contribute to the economic development of the local community. The average age of *Pokdarwis* administrators in Situbondo Regency ranges from 20 to 60 years. From a psychological standpoint, individuals falling between the age range of 15-64 years are classified as belonging to the productive age group according to the British Psychological

Society (BPS) categorization. On average, administrators of *Pokdarwis* possess a high school (SMA) education or below in the context of formal education. The low level of education affects the Board's ability to understand, know, innovate, and be creative in achieving the organization's goals.

In the context of employment, administrators of *Pokdarwis* encompass a diverse range of occupations, including private sector employees, agricultural workers, artisans, fishermen, and traders. It has been observed that a portion of the *Pokdarwis* administrators lack technical expertise and training in tourist institutional administration, reporting, and tourism business development, as provided by the Situbondo Regency Tourist, Youth, and Sports Office. Divergent cognitive frameworks and perceptual disparities among administrators might impede certain organizational communication endeavors, hence exerting an influence on the overall institutional efficacy of *Pokdarwis*.

Another element that hinders the effective management of community-based tourism is the absence of collaboration between *Pokdarwis* (local community tourism groups) and external stakeholders. External publics encompass various stakeholders, such as tourism industry participants, business communities, and the mainstream media. The inadequate level of collaboration undertaken by *Pokdarwis* with tourism industry stakeholders as partners in the realm of tourism development has led to a decline in visitor arrivals. The mean number of tourist visits to tourist

attractions under the management of *Pokdarwis* ranges from 5 to 20 individuals daily.

The lack of collaboration with mass media outlets contributes to the limited presence of tourism publications and promotional efforts in favor of this condition. This has an impact on low tourist visits due to the lack of information received. The limited collaboration with business entities, which serve as primary stakeholders in the development of tourism-supporting infrastructure, results in a reduced appeal of community-based tourism among the broader populace.

Internal organizational communication

The *Pokdarwis* institution employs internal communication channels to facilitate organizational administration. Internal organizational communication is the process of conveying messages between members of the organization that occurs for the benefit of the organization, such as communication between leaders and subordinates, between fellow subordinates, and so on (Romli, 2011). Internal communication involves *Pokdarwis* members for the benefit of the organization.

Internal organizational communication includes several *Pokdarwis* activities, such as the formulation of activity plans, coordination efforts, task allocation, the transmission of ideas, recommendations, and suggestions, as well as crisis resolution. The primary objective of implementing the organizational communication operational system is to establish effective communication

channels across various internal departments of *Pokdarwis*, with the ultimate aim of attaining the organizational objectives. The implementation of internal communication at the *Pokdarwis* institution lacks the incorporation of standardized practices that can serve as a reference for administrators in guiding their actions.

Pokdarwis' internal communication is still dominated by one-way communication, which is top-down, from the chairman to the members below him. Meanwhile, bottom-up communication has not been practiced. This condition affects the initiative and creativity of *Pokdarwis* members. It also affects the organization's strategies, goals, and development plans because they still depend on the initiative of the *Pokdarwis* chairman.

External organizational communication

In addition to building internal communications, *Pokdarwis* must also build external communications to achieve organizational goals. External organizational communication refers to the exchange of information and messages between *Pokdarwis* and external parties to foster harmonious relationships. Communication with many stakeholders who have a significant role in building cooperation for Community-based tourism development.

The communication strategy of *Pokdarwis* encompasses not only external stakeholders such as BUMN, commercial entities, and mass media, but also includes the village and regional

governments, as well as the local community, which holds significant importance. The objective of *Pokdarwis'* interaction with the village government and regional government of Situbondo Regency is to facilitate the coordination of administrative activities and legal assistance. The primary responsibility of the regional government, in its capacity as the overseer of *Pokdarwis*, entails the implementation of institutional growth and the cultivation of human capital among *Pokdarwis* administrators. The suboptimal performance of *Pokdarwis* can be attributed to inadequate regional government support, particularly in terms of human resource development.

The existence of community-based tourism is closely related to the support of the surrounding community, which is the party directly affected by tourism activities. *Pokdarwis* can support economic activities by actively involving local communities. Communication between *Pokdarwis* and local communities can foster a sense of responsibility for the local economy through the existence of village tourism. The success of *Pokdarwis* in establishing effective communication has the potential to reduce disputes that may arise throughout the process of building cohesion with local communities.

Pokdarwis' external communication with tourism companies is still limited. Travel agencies, for example, have not been encouraged to market community-based tourism. This reluctance is due to a lack of information about community-based tourism sites. In Situbondo Regency, travel agents generally prefer

to market tourist attractions that are already known to tourists, such as Pasir Putih Beach or Baluran National Park. This condition is inseparable from the lack of communication between the *Pokdarwis* and the tourism companies.

Organizational management

Within the context of community-based tourism management, it is imperative for *Pokdarwis*, as an institution, to cultivate and enhance its organizational management capabilities. The development of policies within *Pokdarwis* is essential to establishing effective work guidelines that can contribute to the achievement of optimal organizational performance. The aforementioned policy is delineated within the operational framework, taking into account the prevailing absence of a comprehensive strategic plan and Articles of Association/Bylaws (AD/ART) among the *Pokdarwis* in Situbondo Regency.

At the technical level, the person with the necessary expertise in policy formulation is the *Pokdarwis* chairperson, who is responsible for obtaining consensus and approval from other members. The developed work plan is subsequently synchronized with several stakeholders to ensure alignment. The initial step is establishing coordination with the local village leader in the capacity of the *Pokdarwis* advisor. The objective of the consultation is to facilitate communication and gather recommendations for the *Pokdarwis* work plan.

The subsequent phase involves establishing coordination with the local government, specifically the Situbondo Regency Tourism, Youth, and Sports Office. In addition to facilitating the exchange of information and ensuring the legal compliance of the *Pokdarwis* work plan, coordination also serves the purpose of enabling the regional government to effectively oversee the operations conducted by the *Pokdarwis* as their supervisory entity.

The work plan of *Pokdarwis*, which has been duly coordinated with the village government and obtained legal approval from the Situbondo Regency Tourism, Youth, and Sports Office, is afterward disseminated to *Pokdarwis* members, community leaders, and the local community. The purpose of socialization is to garner support for the work plans of *Pokdarwis*. Currently, the work plans developed by *Pokdarwis* solely encompass routine and immediate job undertakings, with a notable absence of long-term strategic goals. Hence, *Pokdarwis* must undertake a concerted endeavor aimed at formulating a comprehensive and enduring strategic blueprint that will serve as the foundation for the development of work programs. The implementation of *Pokdarwis* activities or programs in a sustainable manner through a long-term strategic work plan is expected to foster regional tourism growth and make a positive contribution to the local community.

Pokdarwis formulates program or activity plans based on the work plan, taking into account many factors such as people resources, financial resources,

facilities, infrastructure, and other relevant considerations that align with the objectives of the company. The successful execution of *Pokdarwis* activity plans necessitates the adoption of an appropriate strategic approach. Glueck and Jauch suggest that strategy encompasses a cohesive, comprehensive, and interconnected blueprint devised to facilitate the attainment of an organization's primary objectives through effective execution (Sedarmayanti, 2014). The implementation strategy for *Pokdarwis* activities is anticipated to align with the policies set forth by the regional administration, with the active participation of all stakeholders within the *Pokdarwis* institution. Pokdarwis organizational communication model

Based on the results of the analysis conducted in relation to organizational communication, shows the need for Pokdarwis to build good organizational communication. This is important for managing the institution and developing organizational performance. Given that the main focus of Pokdarwis lies in implementing institutional initiatives and promoting cooperation with external stakeholders.

In the internal and external organizational communication model of Pokdarwis in Situbondo Regency in managing community-based tourism. In the figure, there are organizational communication components and organizational institutional components according to the focus of this research. The organizational communication component is related to internal and external communication. The

organizational institutional component includes policies, strategies, and objectives.

Strengthening the organizational communication process is done through two types of communication, namely internal and external communication. In the context of the Pokdarwis administration, internal communication is facilitated through face-to-face interactions and the use of social media platforms. Like internal communication, communication with external groups such as travel agencies, hotels, banks, and private companies is done through face-to-face communication and social media.

In an effort to build good organizational communication, Pokdarwis develops policies, strategies, and organizational goals. At the policy stage, Pokdarwis develops policies in the form of the organization's vision and mission, bylaws, and strategic plan. The policy is used as a work guide for Pokdarwis in preparing the planning contained in the work plan. The preparation of the work plan is coordinated with relevant institutions to obtain legality and the results are socialized to all Pokdarwis management.

The next step is to develop a strategy to implement the work plan. The implementation of Pokdarwis activities focuses on institutionalization and external cooperation. Institutionalization is carried out by improving the functional tasks of the organization, strengthening internal communication processes, and increasing synergy with external circles. This is part of building internal and external cooperation.

In order to determine whether the objectives of the organization have been achieved, monitoring and evaluation of the implementation of organizational activities are carried out. The monitoring and evaluation stage focuses on the extent to which the results of the activities carried out have been achieved, what obstacles have been encountered, and how the implementation of the

activities should be followed up. The results of monitoring and evaluation serve as inputs for the planning and implementation of further activities and as guidance for Pokdarwis institutions.

The organizational communication model in Pokdarwis institutional development is shown in the figure below.

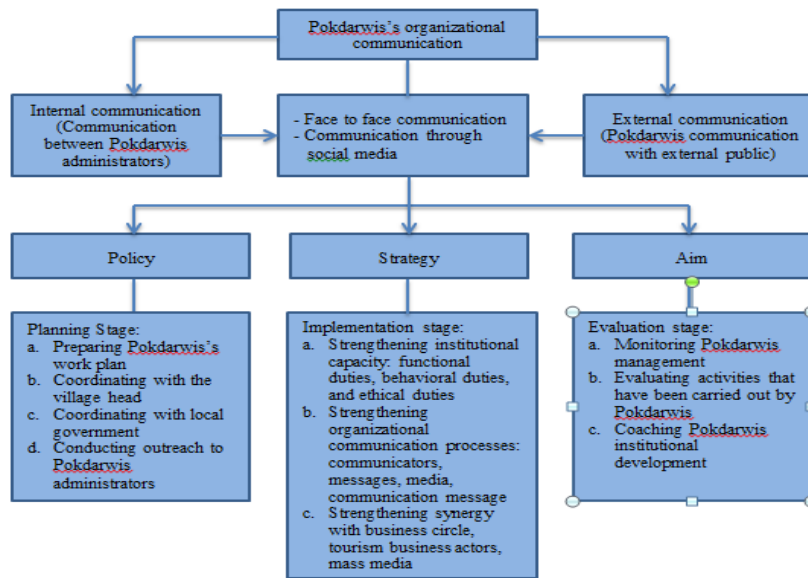


Figure 1. Organizational Communication Model in Pokdarwis Institutional Development
Source: Processed research data (2023)

One of the challenges encountered in the implementation of corporate communication pertains to the absence of a functional organizational communication climate. In many cases, community-based tourism is controlled by community leaders, the government, and tourism consultants (Strydom et al., 2019).

The communication climate inside the Pokdarwis institution is shaped by various factors, including leadership, organizational contexts, and organizational strategy. The leadership

of Pokdarwis in Situbondo Regency continues to depend on the influence of community leaders rather than being determined by their competencies. In the organizational context, Pokdarwis management is still centered on certain individuals. This condition leads to the fact that the strategy of the organization often does not work due to the lack of mutual communication.

Other barriers come from individual differences due to differences in age, perception, and social status. In this case, the wide age range of Pokdarwis members, different levels of

education, and social status can affect each member's perception or perspective of a problem. This tends to create internal conflicts within Pokdarwis institutions that can affect the integrity of the organization.

In the long term, Pokdarwis needs to improve the competence of its human resources through various technical training. In addition, Pokdarwis needs to establish cooperation with academics, businesses, and mass media to improve the institutionalization and promotion of community-based tourism.

The implementation of the organizational communication model in the institutional development of Pokdarwis, as shown in Figure 1, can affect the institutional effectiveness of Pokdarwis as community-based tourism managers. Theoretically, it can contribute to the development of organizational communication literature.

Conclusion

This research found an organizational communication model of Pokdarwis institutions in community-based tourism management. The model focuses on two main components, namely organizational communication and the institutional component of the organization. The organizational communication component is related to internal and external communication. The institutional component includes policies, strategies, and objectives.

Organizational communication serves as a mechanism for enhancing the overall effectiveness of *Pokdarwis*. One of the key benefits associated with organizational communication is its

ability to establish a cohesive framework for fostering harmonious working relationships among various components within an organization. Conversely, if organizational communication fails, it will impede coordination and result in discord, thus hindering the attainment of organizational objectives and goals.

The management of community-based tourism in Situbondo Regency involves both internal and external communication within the *Pokdarwis* institution. Internal communication includes the participation of all administrators inside the *Pokdarwis* organization and is executed through both vertical and horizontal communication channels.

External communication refers to the interaction between *Pokdarwis* and external entities, such as external publics, tourism businesses, business circles, and mass media, to foster collaboration and establish cooperative relationships. The primary communication channels employed for fostering both internal and external organizational communication encompass direct interpersonal contact and media-based communication, specifically social media platforms.

Efforts to enhance communication within Pokdarwis are achieved through developing policies, strategies, and goals to optimize organizational communication activities. Policies are devised in accordance with the strategic plan or by-laws to serve as a guide in planning activities. Based on these policies, strategies are established to implement organizational activities by strengthening institutional capacity,

promoting internal and external communication processes, and enhancing collaboration with external stakeholders. The ultimate objective is to achieve organizational goals by engaging all internal components of Pokdarwis, local government, external stakeholders, and the surrounding community.

The implementation of organizational communication in Pokdarwis is still faced with an organizational communication climate related to leadership factors, organizational arrangements, and organizational strategies. The leadership factor of Pokdarwis, which still relies on the role of community leaders, affects organizational arrangements and organizational strategies in managing community-based tourism. Organizational arrangements and organizational strategies still rely on unidirectional communication and short-term strategies. In addition, individual differences in age, perception, and social status can promote internal organizational conflict.

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