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### Rural Tourism Management: Gap Between Expected and Reality

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**Abstract:** Rural tourism is a form of integration between attractions, accommodation and supporting facilities presented in a community life structure that blends with tradition. There are 3 models of approaches developed for managing rural tourism, namely (1) village tourism group model - related village (2) tourist attraction cluster model - related village (3) tourism cluster business model - related village. The village of Gubugklakah Malang Indonesia is a rural tour which has beautiful natural potential with Bromo mountain as its icon, beside waterfall and apple garden. Although many interesting natural attractions, but the level of tourist visits is still low. This study aims to describe and analyse the implementation of rural tourism management in the village of Gubugklakah Malang Indonesia. The study was designed with qualitative approach with case study. Informant research includes village head, Pokdarwis management, tourist attraction owners, tourists and Tourism Office of Malang Regency. Checking the validity of data is done by triangulation both method and data source. Data analysis follows the Miles and Huberman (1994) pattern that includes (1) data collection (2) data display (3) data reduction and (4) conclusions. The results show the gap between rural tourism management is expected with reality. Human resources factor is the key to realize the management of quality tourism village and prospective.

**Keywords:** rural tourism management, expected, reality

#### I. INTRODUCTION

The challenge facing Indonesia in exploiting ASEAN single market is Indonesia's competitiveness is still relatively lower compared to other ASEAN countries especially Singapore, Malaysia, Brunei Darussalam and Thailand. According to the World Economic Forum (WEF), which regularly measures The Global Competitiveness Index (GCI), Indonesia's competitiveness ranking in 2012 - 2013 is still far below Singapore, Malaysia, Brunei Darussalam and Thailand. In fact, according to the International Institute for Management Development (IMD), in 2013 Indonesia's competitiveness lost with the Philippines. The relatively low level of Indonesia's competitiveness cannot be separated from the problems faced both at the macro and micro level. At the macro level still need to strengthen the coordination of central and local government in terms

of bureaucratic governance, eradication of corruption and strengthening of infrastructure. While at the micro level, the company's capacity in managing various resources still needs to be improved.

In the current era of global competition, the tourism sector is one of the opportunities to increase national income. During this time, many people familiar with rural tourist destination Bumiaji located in the city of Batu. But actually, the rural tourism destination is also located in the village Gubug Klakah, Malang regency which is about 23 km from the city of Malang. Many tourist attractions can be found in the village Gubug Kalakh, such as apple picking tours, potato harvest, sweet corn swatch, planting mustard, cassava planting, apple cider industry, apple chips industry, Bromo mountain tour, Cuban Pelangi waterfall, and so on. In addition to the attractions of agriculture tourism and natural beauty, the village Gubug Klakah also has a lodge house (home stay). If tourists stay at the village house, then they can enjoy the menu of the village cuisine, feel the life with the culture of kampong people, enjoy living facilities in rural homes, cook vegetables taken from the plants behind the house, living room facilities and bed style kampong community, and etc.

Data from the Tourism Office of Malang Regency shows that the number of tourists visiting the Gubung Klakah rural tourism is still relatively low. Many factors are suspected to be the cause of the low number of tourists visiting the Gubug Klakah tourist village, such as the lack of promotion, the need for cooperation with travel agencies, the quality of community service managers of tourist villages is still low, the need for intensive coordination of all rural tourism stakeholders ranging from village heads. Tourism office of Malang regency, and economy field of Malang regency. The preliminary study results show that the average tourist visiting the Gubugklakah tourist village on a typical day is less than 100 persons / month. While in high season the average number of tourists 300 people / month (Source: Pokdarwis document 2017).

By looking at the many tourist attractions owned by the village Gubugklakah, in fact has great potential to visit more tourists and even can be visited by foreign tourists. Especially welcome the ASEAN market competition in Asean Economic Community that has been implemented by the government since 2015. Therefore, this study aims to describe and analyse the implementation of rural tourism management Gubugklakah, to find the various causes of low levels of tourist visits and immediately sought alternative solutions.

## **II. LITERATURE REVIEW**

### **1.1. Rural Tourism Management**

As stated in the Regulation of the Minister of Culture and Tourism of the Republic of Indonesia No. PM.26 / UM.001 / MKP / 2010 dated March 18, 2010 on General Guidelines of the National Program of Community Empowerment Independent Tourism through Tourism Village that the rural tourism is a form of integration between attractions, accommodation and supporting facilities presented in a community life structure that blends with the prevailing rules and traditions. In the framework of community empowerment and poverty reduction programs through the development of rural tourism, referring to the development of community-based tourism.

The developed approach model includes 3 (three) clusters as follows:

- (a) Village Tourism Cluster Model - Related Villages: The cluster of Village Tourism – Related Village is a model of development that places a tourism village as a development centre and a beneficiary of independent tourism program, while the surrounding villages or communities become both supporters and beneficiaries of independent tourism program. This model shows the relationship between tourist village as a catalyst with the surrounding villages as supporting villages that supply products and raw materials in the rural tourism.
- (b) Tourist Attraction Cluster Model - related village: The Tourist Attraction Cluster Model - Related Villages is a development model that puts the attraction of tourism as a centre of development, while the surrounding villages or communities become beneficiaries of independent tourism program. Top of Form
- This model shows a link between the tourist attraction (DTW) and the village around DTW. The villages around DTW are the direct and indirect beneficiaries of related DTW development. The benefits are derived through various tourism businesses conducted by villagers around DTW such as tourism transportation services, food and beverage services, accommodation provision services, tour guide services and tourist information services.
- (c) Tourism Cluster Business Model - Related Village: The cluster of Tourism Business - Related Villages is a model of village development around the location of tourism businesses, such as hotels, resorts, and restaurants / restaurants, which have geographical and functional linkages directly or indirectly. In this context, the tourism facility or business has a strategic position as a centre and development drive capable of distributing economic benefits to the surrounding villages.

## **2.2. Previous research**

Here are some research results related to the development of rural tourism objects. Liu (2005) stated that the development of tourism facilities in Kedah that do not involve local people shows a lack of attention to the development of local capacity. The insensitivity of stakeholders to cultural and ethnic differences also impedes the involvement of local communities in rural tourism development. While Wilson *et al.* (2011) states that several factors that help the success of 6 rural tourism objects and the creation of opportunities for entrepreneurship in Illinois include the direct and indirect involvement of businessmen and the community.

Meanwhile Tosun (2000) reveals the limitations of public participation in the development of rural tourism in several developing countries. Such as lack of coordination, lack of information, lack of experts, elite domination, lack of human resource training, lack of financial resources, and so on. Canoves *et al.* (2004) argues that the evolution of tourist villages in Spain in the European context raised the role of women farmers to encourage the development of rural tourism. The female farmers together with the youths are willing to invest for the development of rural tourism in Spain through agricultural channels.

From several research results indicate that to develop rural tourism hence community involvement is very important to be considered. This is also conveyed by Panyik *et al.* (2011) arguing that community involvement in local policy making is increasingly gaining attention as an alternative approach to rural development in the European Union, especially in the context of tourism. Although the literature has been studied in various integrated approaches to tourism development in rural areas, the Event Based Approach

has not been a major concern. Rural Tourism Days becomes an option to develop rural tourism in the European Union.

Meanwhile Devesa *et al.* (2009) pay more attention to the typology of tourists. Devesa suggests that there is a relationship between tourist typology and the motivations and elements evaluated in rural tourism destinations in Spain. There are 4 segments of tourists are (1) a visitor looking for tranquility, rest and contact with nature; (2) cultural visitor; (3) proximity-gastronomic and nature visitor; and (4) return tourist. The results show that they have different evaluations for certain factors, activities, and tourist destination attributes. While Reichel *et al.* (2000) suggest that heterogeneous tourist characteristics impact on the expected service quality gap and perceived by tourists in rural tourism in Israel.

Based on several research results above can be seen that each village has a unique tourism potential to attract the attention of tourists. Most developing countries have low human resources in management. Weak coordination, lack of information and lack of expertise, become obstacles to the development of rural tourism. In some cases, the role of employers is indispensable to create new innovations in rural tourism management.

### **III. RESEARCH METHODS**

The design of this research is descriptive qualitative with case study research. The research location is in Gubugklakah tourist village, Poncokusumo district, Malang regency, East Java province, Indonesia. The data sources in this study include village heads, Pokdarwis administrators, tourist attraction owners (agriculture, homestay services, transport services and snack industry), tourists and from local government. The number of informants is 12 people, consisting of one-person head of village, one-person Pokdarwis management, one-person management of SME, two apple garden managers, one-person transportation management manager, two-person home stay manager, one-person guide, two-person tourists and Local government (Tourism Department) one person.

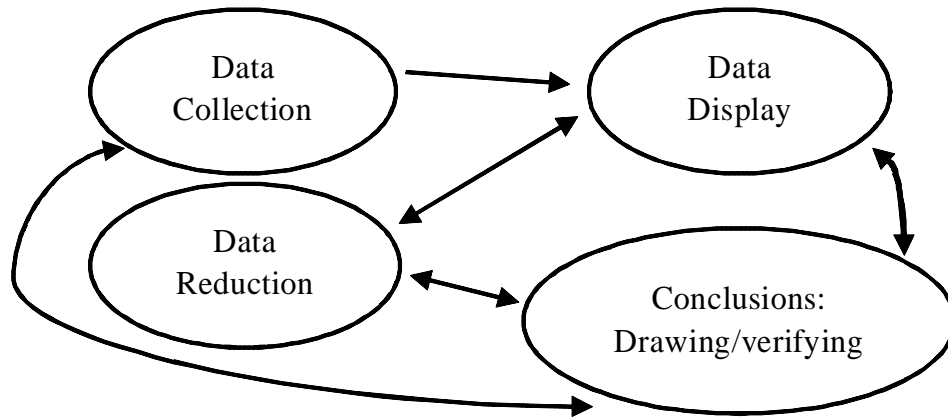
The methods used to collect research data include interviews, observation and documentation. To improve the accuracy of data in this study used triangulation, both triangulation of data sources and triangulation method. Triangulation of data sources means that this study uses more than one type of informant. While triangulation method means that the data collection in this study using more than one method. The researcher's involvement in this research is participant observer, meaning that the researcher is involved indirectly in designing the development of Gubugklakah tourist village together with the stakeholders.

Data analysis using Miles and Huberman (1994) model consist of 4 steps, namely (1) data collection (2) data display (3) data reduction (4) conclusion.

### **IV. RESEARCH FINDINGS**

#### **4.1. Description of Gubugklakah Rural Tourism**

Gubugklakah is a rural tourism more popular called DWG, located about 23 km from the city of Malang. The area of the village is 384 hectares, settlement 12 hectares, 332 hectares of agricultural land, 1-hectare office and 39 hectares of others. The population of the DWG is 3645 inhabitants consisting of 1848 men



**Figure 3.1: Data Analysis**

(Sumber: Miles and Huberman, 1994)

and 1797 women. The majority of DWG residents have livelihoods as farmers (90%), while a few others have jobs as farm laborers and self-employed. The educational background of most of the DWG community is junior and elementary school, while the rest are senior high school and graduate. Conditions of rural tourism facilities. Home stay 67 with warm water and not. Jeep cars to go to Bromo Mountain 12. Apple garden 38 and SMEs that produce souvenirs, fruit chip and fruit juice 7 (Source: Gubugklakah Document, 2017).

#### **4.2. Rural Tourism Management Expected**

The management of tourist villages in Indonesia is explicitly regulated in the Regulation of the Minister of Culture and Tourism No. KM.18 / HM.001 / MKP / 2011 on Guidelines for the National Program for Community Empowerment Independent.

Community in order to improve the welfare of the community with the development of tourism in tourist villages, villages around tourist attractions and villages around the tourism business. Tourism Village is a form of integration between attractions, accommodation and supporting facilities presented in a community life structure that blends with the prevailing rules and traditions. Whereas Tourism cluster is a village and community having direct or indirect linkage or impact with tourism activity in a region / destination.

The implementation strategy of Independent Tourism Program is focused on empowering the community of community business groups that are part of certain tourism clusters. The cluster approach describes the geographic concentration and functional integration of the interrelated linking business components in a particular field of development. A key aspect of cluster-based development concepts is the geographic proximity of related business fields that synergistically work together to improve the competitiveness of products and businesses. In the context of tourism development, the concept of cluster-based development can be adopted to support and enhance the competitiveness and distribution of the benefits of developing a tourist attraction or pockets of tourism to the respective region or buffer.



Communities around the centre of tourism activities is an integral part of the development of tourism activities that occur in a region. Villages with their potential, whether they are uniqueness, natural environment, culture, economic potential and agriculture can strengthen the development of activities tourism already underway. The village can act as a supporter of tourist attraction and as a source of supply of certain components necessary for tourism activities. Therefore, the approach and strategy is physical and non-physical facilitation. Physical facilitation is a common method of developing tourism by using special standards such as improving access and linkage between development centres. While non-physical facilitation is a special method by developing local culture and local wisdom.

Gubugklakah is one of the villages in Poncokusumo district, Malang Regency, East Java Province, Indonesia. As a tourist village, Gubugklakah has 2 major tourist attractions namely natural attractions and agriculture. Potential natural attractions include waterfall Cuban Pelangi and Mount Bromo. While the potential of agro is an apple orchard. Mount Bromo is a natural tourism potential that has been known by the community, not only local people, but also the world community. While Cuban Pelangi more widely known by the local community. The existence of an apple orchard along the entrance of Gubugklakah adds to the beauty of the village panorama. The location of Gubugklakah village is 23 km from Malang city. Boundary village Gubugklakah is district Tumpang, Wajak, and Tajinan. The three surrounding villages have the potential of tourism industry and culture that is not less interesting with the tourist attractions Gubugklakah village. Here is a map of the rural tourism location Gubugklakah, Malang, Indonesia.



Figure 4.1: Map of Malang, East Java, Indonesia

### 4.3. Rural Tourism Management Implementation

Implementation of rural tourism management was not as easy as expected. Managing diverse rural tourism attractions involving multiple owners and many desires requires a separate strategy. The tendency of people who want to walk each become the constraints of village tourism management. The trend occurs because there is no regulation that regulates it. Small conflicts were found in the community as a result of the weakness of rural tourism management. As the village head said:

“Villages have difficulty recording tourist data because homestay owners are unwilling to provide information on the number of tourists staying at their place within a certain period of time”.

Rural tourism management is the art of managing resources, ranging from people, money, infrastructure facilities, tourist attractions, and methods. To be able to apply one model of village tourism approach as

expected in the village tourism legislation KM.18 / HM.001 / MKP / 2011 required adequate managerial skills. Communication channels and coordination with the community in the village Gubugklakah and with communities outside the village Gubugklakah need to be created so that there is synergy. If you experience difficulties, the local government can mediate to make rural tourism gubugklakah become “cluster of rural tourism - related villages.”

Here are some factors that cause the weakness of rural tourism management Gubugklakah Malang (1) Low participation of local community, (2) Lack of coordination, (3) Has no law of village tourism, and (4) Limited managerial capability of stakeholders. The first is the low participation of the local community indicated by the unavailability of the community in cooperation with the village in managing the field of business. In managing his business Gubugklakah society tends to run individually. The result of observation to Gubugklakah tourist village shows that the potential of the region has not been supported by good tourism village management. The results of interviews with village head Gubugklakah show that community commitment is still not formed. People have not realized that managing rural tourism needs togetherness, cohesiveness and commitment. During this time the walk is partial, each individual walk alone. Gubugklakah village does not yet have a legal umbrella that requires the community to abide by the village commitment. As stated by the chairman of Pokdarwis (Chairman of the Awareness Group Tour) the following:

“The village of Gubugklakah does not have a Tourism Village Rule, so people do not have a reference in managing tourism attractions, natural attractions, agriculture, and supporting infrastructure.”

The second factor is lack of coordination of all components of stakeholders. Manage identical rural tourism by regulating resources, whether human, money, facilities, means of infrastructure and methods. Stake holders of tourist villages consist of village heads, Pokdarwis administrators, service business owners and industry and community leaders. To coordinate the cooperation required all stakeholders to work together, discuss, deliberate, sit together, discuss various efforts to develop rural tourism Gubugklakah become rural tourism favored by tourists, known to tourists, and visited by tourists.

The third factor is the lack of legal umbrella of village tourism. As stipulated in the tourism law, the management of a tourist village must be regulated in Village Regulations. Until now rural tourism Gubugklakah not have Village Regulations. Therefore, everything related to the rights and obligations of the community in the management of the tourist village has not been explicitly regulated, including the existence of various business units of the community either trade business, service and manufacture as the impact of the natural and agro potential that become the embryo of the formation of rural tourism.

The fourth factor is the weak ability of stakeholders in the field of management. The most popular management function proposed by Terry (2013) which includes the functions of planning, organizing, actuating and controlling. Implementation of management functions in various forms of organization can differ from one to another. As stated Hasibuan (2000) that management as an art to carry out the work through others. Management as an art, here considers that in achieving a goal in need of cooperation with others. In addition, management also as a science means that management can also be learned either from literature books or from the experience of others. The attitude of a leader who wants to learn about management is the beginning to the door of success.

#### 4.4. Gaps

After reviewing the management of rural tourism both expected by the law and its implementation, it can be seen that there is a gap that is also a major problem of rural tourism management in the village Gubugklakah Malang. If carefully considered, of the four factors causing the weak management of Gubugklakah Malang tourist village the key word is on the cause of number four is the limited ability of stakeholders in the field of management. The busyness of stakeholder devices that have multiple positions, resulting in less focus. The dependence of stakeholder members on one person's policy also has an impact on the slow pace of decision making. The lack of openness to receive input from others, lack of coordination, is also a factor causing weak management.

### V. DISCUSSIONS

The key findings of this study indicate a gap between the expectations and reality of rural tourism management in the village of Gubugklakah Malang. Management is an art to manage resources covering 5 M there are man, money, methods, materials and machine (Kotler & Keller, 2006). In the context of tourism village management, the 'man' is the human resource managing the tourist village. 'Money' is a financial resource that supports the operation of rural tourism objects. 'Methods' means methods or procedures that guide the management of rural tourism. 'Material' is the natural resources and agriculture that will be processed into a tourist attraction. While the 'machine' is a facility used to support the operational management of village tours.

Human resources (man) is the key to the implementation of management in an organization including tourist village. As Tosun (2000) points out in his research results that the weakness of developing tourist villages in developing countries such as lack of coordination among stakeholders, lack of experts, and the existence of elite domination. Management is the art of moving people together to work, in order to achieve the goals, set. Everyone has a different way of moving others to work. In order to avoid procedural errors in achieving these objectives, it is necessary coordination among stakeholders involved in the organization. The same is also presented by Panyik *et al.* (2011) in the results of his research stating that community involvement in local policy making is indispensable in rural development in the EU. Making society a subject and not an object of organization, will increase people's motivation in working. Building tourist villages through event-based approaches can increase the level of tourist visits.

In the context of rural tourism management Gubugklakah Malang, limited ability of resource management has not been accompanied by efforts to improve it. The desire of stakeholders to make his village a tourist village that is loved by tourists is very high. However, the high demand of stakeholders has not been accompanied by adequate management capabilities, such as weak coordination, openness to receive information from outside, has not had the law of village tourism umbrella is also a barrier to the low participation of the community in the development of tourist villages.

Wilson *et al.* (2011) states that the factors that help the success of the management of 6 tourist villages in Illinois is the high participation either directly or indirectly from the entrepreneurs and the community. But if the participation of entrepreneurs is too high, then the local tourist attraction will actually drown. The same thing was also conveyed by Liu (2005) who stated that the establishment of resorts in remote areas, home stay programs conducted in Kedah did not involve the participation of local



communities living in the area. This unwillingness to involve the local community shows the insensitivity of management in developing the tourist village. Meanwhile, research results Canoves *et al.* (2004) suggests that the participation of women farmers and youths contributes greatly to the development of tourist villages in Spain. Agricultural tourism in Spain is a second tourist attraction after football.

Efforts to increase tourist attraction in visiting tourist villages, can be used the approach of integration (integrated approach), meaning to develop a tourist village can be done through cooperation with other villages that have different tourism potential. If this is done, it will complement the tourist attraction of the village. As stipulated in the Regulation of the Minister of Culture and Tourism of the Republic of Indonesia No. PM.26 / UM.001 / MKP / 2010 concerning General Guidelines of the National Program for Community Empowerment Independent Tourism through Tourism Village that the tourist village is a form of integration between attractions, supporting facilities presented in a living structure.

Gubugklakah village which has a stunning natural tourist attraction, can be supported by other village attractions in the form of cultural tourism and shopping. The formation of tour packages is expected to distinguish the motivation of every tourist visit. This is relevant to Briedenhan *et al.* (2004) stated that the route passed in rural tourism will encourage the establishment of inter-village partnership cooperation that has tourism potential. Therefore, for countries where the poor need to develop rural tourism. Having rural tourism is increasingly seen as a panacea, enhancing the economic feasibility of marginalized areas, stimulating social regeneration and improving the living conditions of rural communities. Similarly, with Saxena *et al.* (2008) stating that the limited potential of rural tourism can be overcome by an integrated approach, which combines the tourism potential of an area with other areas located in a region. Whereas Huang *et al.* (2016) states that the development of tourist villages can change and shift public relations with each other. However, changes and shifts in relationships that occur more lead to a solidarity relationship.

In addition to considering the route and potential of the village, the typology of the museum also needs to be considered. The properties presented by Devesa *et al.* (2009) that tourist typology is closely

**Table 1**  
**Alternative of Rural Tour Packages**

<i>No</i>	<i>Tour Package</i>	<i>Attraction</i>	<i>Route</i>
1	Based on various attractions	<ul style="list-style-type: none"> <li>Bromo, Jago temple, apple picks, souvenir centre</li> </ul>	<ul style="list-style-type: none"> <li>Ngadas, Tumpang, Gubugklakah, Sanan</li> </ul>
2	Based on tour route	<ul style="list-style-type: none"> <li>Cuban Pelangi waterfall, apple picks, Jago temple, souvenir center</li> </ul>	<ul style="list-style-type: none"> <li>Ngadas, Gubugklakah, Tumpang Sanan</li> </ul>
3	Based on the typology of tourists:	<ul style="list-style-type: none"> <li>Bromo, Arum rapids, Cuban Pelangi waterfall, apple picks</li> </ul>	<ul style="list-style-type: none"> <li>Ngadas Village, Gubugklakah</li> </ul>
	· Nature lovers	<ul style="list-style-type: none"> <li>Cuban Pelangi, apple picks, Jago temple,</li> </ul>	<ul style="list-style-type: none"> <li>Ngadas Village, Gubugklakah, Tumpang, Sanan</li> </ul>
	· Cultural tourists	<ul style="list-style-type: none"> <li>Malang mask dance, souvenir centre</li> </ul>	
4	Based on length of stay:	<ul style="list-style-type: none"> <li>Bromo, Cuban Pelangi, apple pickssouvenir centre</li> </ul>	<ul style="list-style-type: none"> <li>Ngadas, Gubugklakah, Sanan.</li> </ul>
	• 2 days 1 night	<ul style="list-style-type: none"> <li>Bromo, apple picks, amprong river rapids, Cuban Pelangi waterfall, souvenir centres</li> </ul>	<ul style="list-style-type: none"> <li>Ngadas, Gubugklakah, Tumpang, Sanan</li> </ul>
	• 3 days 2 nights		
	• More than 2 nights	<ul style="list-style-type: none"> <li>Bromo, apple picks, Cuban Pelangi, Jago temple, amprong river rapids, Malang mask dance, souvenir centre</li> </ul>	<ul style="list-style-type: none"> <li>Ngadas, Gubugklakah, Tumpang, Sanan</li> </ul>

related to the motivations and elements of the tour being evaluated. Typology of tourists are distinguished on (1) tourists who seek tranquility, (2) cultural tourists, (3) nature lovers. The three types of travellers have different elements to evaluate. Cultural tourists have different evaluation elements with tourists looking for tranquillity or nature lovers. Similarly, natural nature lovers have different criteria with cultural tourists. And so on. Here is a suggested travel package alternative to form an integrated rural tourism model.

## VI. CONCLUSIONS & RECOMMENDATIONS

### 6.1. Conclusions

Based on the findings of the research and discussion above, it can be drawn some conclusions. (1) Rural tourism management expected by stakeholders (local government, village head, Pokdarwis and villagers Gubugklakah) is able to increase the number of tourist visits. The more tourists visiting, it is expected the greater the amount of income received by the community. (2) The management of rural tourism conducted by Gubugklakah village is still far from expectations. Some of the factors that become obstacles include the limited human resource managerial capability, lack of coordination, the lack of open attitude to receive information from outside, and has not had the legal umbrella that became the guidance of the management of rural tourism.

### 6.2. Suggestions

Suggestions for rural tourism stakeholders Gubugklakah is (1) immediately make efforts to improve human resource capacity in the field of tourism village management. Forms of effort can be done through education, training, seminars, comparative studies, workshops, forum group discussions (FGD), and so forth. Resource persons can be taken from universities, tourism agencies, business practitioners, and other experienced tourist village managers. Some resource persons can provide free knowledge and skills, (2) The development of a recommended rural tourism management model is an integrated model, which involves the potential of surrounding villages in a tour package. Because of the typology of tourists vary then the development of tour packages should pay attention to the typology of tourists, attractions, routes, and length of stay. The more available the choice, the more travellers will be free to choose and satisfied. The satisfaction of tourists will affect the increasing number of tourist visits. Top of Form

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