

***THE IMPACT OF TOURISM DEVELOPMENT ON SUSTAINABLE
COMMUNITY ECONOMIC IMPROVEMENT IN UMBUL SENJOYO SPRING
TOURISM, SEMARANG REGENCY***

**DAMPAK PENGEMBANGAN PARIWISATA TERHADAP PENINGKATAN
EKONOMI MASYARAKAT SECARA BERKELANJUTAN DI WISATA MATA
AIR UMBUL SENJOYO, KABUPATEN SEMARANG**

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ABSTRACT

Tourism development is expected to have a direct and indirect impact, especially on the regional economy. This research aims to determine the economic impact of the development of tourist areas for the community and village government, efforts to develop impacts and develop aspects for the sustainability of economic impacts in the Umbul Senjoyo water spring area, Semarang Regency. The research method uses a qualitative approach with in-depth interviews, observations, and document analysis. The findings show that the development of Umbul Senjoyo water spring tourism has encouraged the creation of business opportunities, employment for the community and local government income. Various efforts have been made to promote the development of facilities, business expansion, employment opportunity and community participation. For the sustainability of economic impacts, it is necessary to carry out various aspects of development, aspects on product, human resources, sosial and culture, norms, institutions, environment, and pentahelix cooperation.

Keywords: Tourism Development, Economic Impact, Sustainability, Community Participation.

ABSTRAK

Pengembangan pariwisata diharapkan dapat memberikan dampak secara langsung maupun tidak langsung, terutama terhadap perekonomian daerah. Penelitian ini bertujuan untuk mengetahui dampak ekonomi dari pengembangan kawasan wisata bagi masyarakat dan pemerintah desa, upaya pengembangan dampak dan aspek-aspek pengembangan untuk keberlanjutan dampak ekonomi di kawasan sumber mata air Umbul Senjoyo, Kabupaten Semarang. Metode penelitian menggunakan pendekatan kualitatif dengan wawancara mendalam, observasi, dan analisis dokumen. Hasil penelitian menunjukkan bahwa pengembangan wisata mata air Umbul Senjoyo telah mendorong terciptanya peluang usaha, lapangan kerja bagi masyarakat dan pendapatan pemerintah daerah. Berbagai upaya telah dilakukan untuk mendorong pengembangan fasilitas, perluasan usaha, kesempatan kerja dan partisipasi masyarakat. Untuk keberlanjutan dampak ekonomi, perlu dilakukan berbagai aspek pengembangan, baik aspek produk, sumber daya manusia, sosial dan budaya, norma, kelembagaan, lingkungan, dan kerjasama pentahelix.

Kata kunci: Pengembangan Pariwisata, Dampak Ekonomi, Keberlanjutan, Partisipasi Masyarakat.

INTRODUCTION

Tourism is one of the key economic pillars that can be a solution for the government in improving and restoring the national economy after the Covid-19 pandemic. During the Covid-19 pandemic, all economic driving sectors experienced the impact of a slowdown and even paralyzed the economic joints including the tourism sector. After the Covid-19 pandemic, tourism development is one of the best and fastest options that the government

continues to pursue in order to revitalize national economic recovery and growth. So that the multiplier effect will affect the overall economic turnover of the community which is related to the creation of increased employment opportunities for the community and reduce unemployment.

Multiplier effect is a direct and indirect relationship which then encourages development activities due to activities in certain fields, both positive and negative, which drive

activities in other fields (Ummudiyah, 2016). The tourism industry in various regions has a significant positive impact on economic development, such as opening jobs, opening new businesses, and increasing regional income (Hamzah et al., 2018). Tourism in Indonesia plays an important role in improving the economic welfare of the community by creating jobs for local residents and encouraging innovation, especially among the younger generation, to develop a modern tourism sector (Safitra, 2023). This provides evidence that tourism plays a role in the economy of a region.

Tourism Law No.10 of 2009 Chapter II Article 4 states that the objectives of tourism development range from the impact of increasing economic growth, overcoming unemployment, to preserving nature, the environment and its resources, advancing culture, improving the image of the nation, fostering love for the country, strengthening national identity and unity, and strengthening friendship between nations. The Minister of Tourism of the Red and White Cabinet for the 2024-2029 period, Widiyanti Putri Wardhana, expressed her commitment to continue efforts to develop Indonesian tourism, which in the Travel & Tourism Development Index (TTDI) in 2024 was ranked 22nd.

Regional autonomy also aims to spur economic growth in each region. By giving power to local governments, they are expected to maximize the economic potential that exists in their respective regions. This includes developing local economic sectors, managing natural resources, increasing investment, and creating a favorable environment for economic growth in the region. Through regional autonomy, it is expected that each region can formulate economic development policies and strategies that

are in accordance with its local characteristics and needs, so that they can make a significant contribution to overall national economic development (Rizki et al., 2023).

Regional autonomy means that each region has a direct responsibility to explore, develop, and promote tourism potential in its region. So that it will be more targeted in designing effective and relevant programs and policies. A simpler bureaucracy will result in faster decision-making and policies. Along with the involvement of local community participation and empowerment, regional tourism development will become a new source of income for increasing Regional Original Revenue (PAD) and local community income. By involving the community from the beginning in the planning, implementation, utilization of tourism development results, and evaluation we not only involve them in development, but also increase their sense of ownership and responsibility for the success of the program. Effective participation will produce better and more sustainable results (Prasetyo & Syafrini, 2023). By continuing to respect and maintain cultural values and local wisdom to be maintained, so that tourism can run sustainably.

Currently, more and more potential tourist attractions in the region continue to be explored and developed into tourist destinations as part of a regional tourism development strategy. The combination of tourism development with the development of community participation, especially in areas by applying the concept of sustainability, is very much in demand. Through active community participation, sustainable tourism aims to provide economic, social and cultural benefits directly to local communities. This is expected to increase community

tolerance for the existence of the tourism industry (Mahanani & Hananik, 2021). Because each region has a lot of regional potential with its own characteristics, human resources with affordable and proven initial capital are relatively workable so that it is a good choice for accelerating the revitalization of community economic recovery.

One of the regions in Central Java that is rapidly developing regional tourism is Semarang Regency. Various tourist attractions with the aim of increasing regional income and local communities were developed, among others, in the Umbul Senjoyo spring area. Currently, the Umbul Senjoyo spring area in Tegalwaton village is in the life cycle stage of development into Umbul Senjoyo Spring tourism. The life cycle of a tourist destination is generally divided into six phases, namely exploration, community involvement, development, consolidation, stagnation, and then can end in decline or rejuvenation (Darma et al., 2022). The Umbul Senjoyo spring area is a protected area that has a spring source, namely Umbul Senjoyo and a protected forest campground.

Umbul Senjoyo water source area is divided into upper and lower areas. The upper area is an area that functions as a protected forest and campground because it is filled with large trees. While the lower area is the source of Umbul Senjoyo spring which has abundant clean water discharge, flowing continuously both in the rainy season and dry season. Umbul Senjoyo spring is utilized by the local community for washing, bathing, irrigation and for the supply of clean water sources by the Semarang Regency PDAM, Salatiga City PDAM and the needs of PT Damatex Industry, Yonif 411 clean water supply needs, the need for refill drinking water businesses and tourism.

Another interesting activity at Umbul Senjoyo spring is the presence of visitors to perform kungkum rituals on certain days with the belief of “*ngalap berkah*”. Umbul Senjoyo spring is historically said to be the shrine of Joko Tingkir who later became Sultan Hadiwijaya, the founder and first king of Pajang Kingdom between 1586-1582. In addition to visitors who carry out religious activities, the area also develops visitor activities with recreational purposes for refreshing because of its beautiful natural scenery with clean water flow. However, during the Covid-19 pandemic due to the lack of visitors, Umbul Senjoyo spring was temporarily closed for about two years. Only local residents still carry out daily needs activities at Umbul Senjoyo spring.

Along with the increasing needs of the wider community for recreation after the Covid-19 pandemic, Umbul Senjoyo spring was reopened to visitors. The return of tourism activities is the beginning of the excitement of the economic activities of the local community, including parking services, food and beverage sellers, souvenir sellers and children's toys and so on. To support the convenience of visitors, efforts have been made to improve and develop by the local community together with the Tegalwaton village government through BUMDes Sanjaya Mandiri Sejahtera so that the Umbul Senjoyo spring has more selling power, attracting visitors as a tourist attraction.

The development of Umbul Senjoyo spring tourism began in 2022, with the construction of various facilities starting from better road access, water games, water rickshaw boats, gazebos, repair and expansion of parking areas, the addition of trash bins in various corners, toilets, prayer rooms and what is significant is the growth of food, beverage, souvenir and children's toy

sellers which are increasingly numerous and increasingly neat. This indicates that the provision of amenity is proportional to the increase in visitors.

Some previous studies emphasized the analysis of Umbul Senjoyo spring tourism development strategies for tourist interest (Waruwu & Palupiningtyas, 2024) conservation of Umbul Senjoyo springs through community participation in preserving the value of local wisdom (Setyowati et al., 2017) inventory of tree diversity that can conserve water in the Umbul Senjoyo spring area (Cahyaningrum et al., 2023), analysis of symbolic meaning in the kungkum ritual at Umbul Senjoyo spring (Al-fikri et al., 2024).

So, this research aims to connect existing tourism development to the economic impact of the community. This research explores in terms of economic sustainability that occurs in Umbul Senjoyo spring tourism today with several research questions as follows, namely the types of business and employment opportunities that are created, management and development of the Umbul Senjoyo area to increase community income, and sustainable tourism development in Umbul Senjoyo spring tourism. The results of this research are expected to contribute to more sustainable tourism policy and development regulations.

RESEARCH METHODS

This research uses an interactive qualitative method approach with a single case study, namely Umbul Senjoyo spring tourism, which is located in Tegalwaton village, Tengaran District, Semarang Regency. With the aim of digging deeper into the types of businesses and employment opportunities created, along with the development of Umbul Senjoyo spring tourism. Including sustainable economic

efforts and how they relate to sustainable tourism. Data collection in the field used in-depth interview techniques with informants, field observation and documentation. Data validity was carried out by means of multi-technique and multi-source data collection.

RESULTS AND DISCUSSIONS

In the findings and discussion will be presented related to the development of types of business fields and employment for the community, management and development efforts in increasing income and sustainable economic development efforts with the following research results:

The Development of Types of Business and Employment Opportunities in Umbul Senjoyo Spring Tourism and Its Surroundings

The management and development of Umbul Senjoyo spring tourism area is currently managed by BUMDes, which was previously managed by Pokdarwis. The reason for being managed by BUMDes is in the hope that it can develop faster and be managed in a structured manner. The types of businesses that have been running so far in Umbul Senjoyo spring tourism and its surroundings that have a direct or indirect impact on the community's economy include:

- a. Water utilization business for Semarang District Regional Drinking Water Company (PDAM) in cooperation with PDAM Salatiga City.
- b. Water utilization for the PT Damatex industry. In terms of the use of water from Umbul Senjoyo spring, there has been no compensation provided by PT Damatex for the Senjoyo spring tourism manager, in this case the BUMDes.

- c. Water supply business for refill water commercial business for refill water business actors with retribution paid and received by BumDes as the manager of Rp. 25,000,- / water tank car.
 - d. The growth of MSME businesses in the field of food and beverage provision around Umbul Senjoyo spring, including tofu curing food businesses, production of bottled tea drinks, restaurant-scale food businesses and greenhouse plant businesses that sell various types of flowers and plants. There is an increase in the number of food and beverage sellers, various souvenirs, children's toys and other necessities in the form of kiosks, food and beverage sellers in the category of motorcycle vendors and pedestrian vendors. These businesses are subject to contributions to the BUMDes manager with a retribution of Rp. 10,000 per week.
 - e. There are business actors in the provision of children's game rides, water tricycles, gazebos, lounge chairs, swimming tire floats that are subject to a separate entrance levy of Rp. 5,000/each vehicle and the revenue is received and managed separately by each vehicle manager.
 - f. Business from water tourism entrance fees, because the entrance fee to the Umbul Senjoyo spring location by visitors voluntarily through a voluntary box by BUMDes.
- Meanwhile, the types of employment that have developed so far for villagers in Umbul Senjoyo spring tourism include:
- a. Job absorption for the surrounding community in the context of providing water needs for Yonif 411. During this time, the water needed by Yonif 411 is taken from Senjoyo Spring and has been non-commercial because the management of Senjoyo Spring does not get retribution income. However, the community is absorbed in the work of assisting the water siphoning process and parking services for water tank cars.
 - b. The community is absorbed as parking attendants. The parking fee is Rp. 5,000 in the parking area in the direction of the entrance to Umbul Senjoyo spring tourism and the acquisition of parking fees goes to the management of BumDes. Meanwhile, the parking area across the road from the Senjoyo spring is managed separately by a community group.

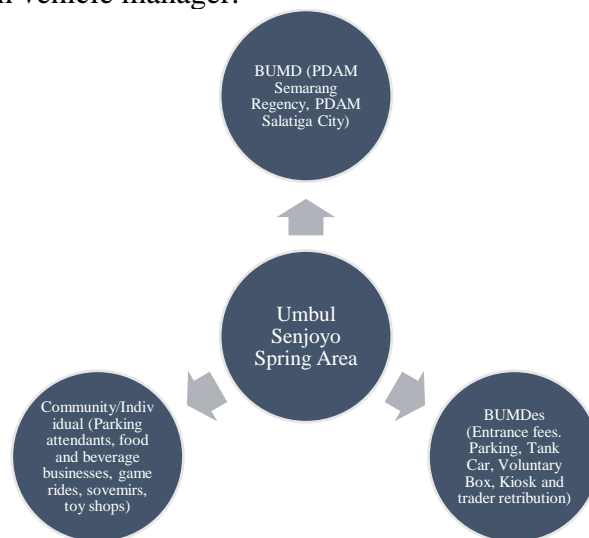


Figure 1. Parties receiving economic impacts in the management of Umbul Senjoyo Spring Area

From the types of businesses and types of employment mentioned above, the management results and revenues are divided among others: PDAM by Semarang Regency PDAM and Salatiga City PDAM, game rides, parking lots, food stalls, souvenirs and toy shops by each individual or community group. Meanwhile, BUMDes as the manager and development of the area derives its revenue from the entrance parking area, voluntary retribution boxes at the entrance, tank car retribution for refill water businesses and weekly retribution from food, beverage, souvenir and children's toy sellers. Where the burden of responsibility for the management and development of the Umbul Senjoyo spring tourism area is carried out by BUMDes. The results of this study are in line with the results of research from Duha & Listyorini (2023) and Silooy et al. (2020) which state that tourism development encourages the creation of business opportunities, employment, community participation and regional income which in turn has an impact on improving the community's economy.

Management and Development Efforts in Increasing Community Income at Umbul Senjoyo Spring Tourism

Based on the findings in the field mentioned above, BUMDes and the local community, utilize business and employment opportunities as an effort to increase the income and economic welfare of the local community, among others:

a. Facility development

The facilities developed are boat and water rickshaw rides, children's water games, relaxing gazebos in the middle of the water, fish therapy and stalls selling food, drinks and children's

toys for MSME players, as well as food vendors on motorbikes concentrated in one place. Development of an expansion of the parking area, both parking areas managed by BUMDes and the local community.

b. Expansion of business opportunities:

The growth of food house-scale MSME actors, including tofu production businesses, tea drink production businesses, greenhouse of various types of flowers and plants encourages the creation of jobs that absorb local community labor. The BUMDes itself has discourse and future plans to expand business opportunities through tourism packages, considering that Tegal Waton village also has a protected area and campground, a horse racing field that has an annual calendar of events, Kadilobo soka park with beautiful scenery. Also in Tegal Waton village, there are already several individual homestays that have been running independently. Meanwhile, protected areas and campgrounds can be developed for outbound and glamping tourism.

c. Increased employment opportunities:

Along with the development of facilities and the expansion of business opportunities mentioned above, it can absorb more job creation for the local community. Currently, the BUMDes itself, which manages Umbul Senjoyo spring tourism, already has 7 permanent workers and 8 freelance workers who handle the cleanliness of the tourist area and guard the entrance parking managed by BUMDes, while the parking guards managed by the local community are: 3 parking lots, 3 ride managers, 45 food and beverage MSME players and children's toys in stalls, 12 motorcycle food vendors, 3 pedestrian food vendors.

d. Local community involvement:

Through BUMDes as the manager, trying to involve local communities through socialization to increase understanding and education about tourism awareness and tourism by approaching traditional activities with the existence of Umbul Senjoyo spring tourism today which has potential as an attraction sourced from the culture of the community around Umbul Senjoyo spring tourism. Among others: drumblek community groups and reog dance. While the local tradition, Dawuhan, is the custom of cleaning the environment of Umbul Senjoyo spring tourism which is carried out once a year

between August and September on Friday Legi. This is followed by grilling chicken and preparing rice and coconut sauce, then praying together and eating together. Another tradition is padusan, which is bathing in the Umbul Senjoyo spring before fasting. Also the ritual of kungkum / bathing on the night of 1 Suro. As for the specialty food in Umbul Senjoyo spring tourism is bakwan jembak which is always on sale at food kiosks in the Umbul Senjoyo spring tourism area. Bakwan jembak is a kind of bakwan with a filling of jembak / watercress leaves that thrive on the other side of the Umbul Senjoyo spring area.

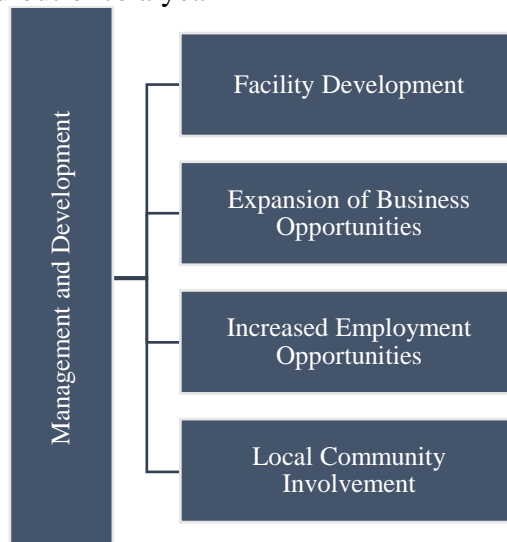


Figure 2. Management and Development of Tourism Attractions in order to Increase Community Income

The development of Umbul Senjoyo spring tourism has successfully created new economic opportunities for BUMDes and the local community. Through various efforts such as facility development, expansion of business opportunities, increased employment opportunities, and involvement of the local community in various cultural and traditional events, the economic welfare of the surrounding community continues to improve. Overall, the development of Umbul Senjoyo spring tourism has been

a catalyst for local economic growth and community empowerment.

Steps to Achieve Economic Sustainability for Sustainable Tourism Development

The transition of Umbul Senjoyo spring tourism management from Pokdarwis to BUMDes proved to be a strategic step. Management becomes more structured and business-based, the transformation of BUMDes also has a role as a driver of the local economy and sustainable tourism development.

Various steps are taken by BUMDes as the manager in developing sustainable tourism. There are other supporting aspects that have an influence on the long-term economic sustainability of Umbul Senjoyo spring tourism, as follows:

a. Aspects of Tourism Products

Natural spring water is the heart of Umbul Senjoyo spring water tourism, its clarity and freshness being the main attraction. To increase the attractiveness for visitors, product aspects as supporters include:

1) Attractions

The tourism potential component in Umbul Senjoyo spring tourism consists of a combination of natural tourism (springs), artificial tourism (game rides) and local culture (Dawuhan tradition, Padusan) to attract visitors. On the other hand, the local community has a local culture in the form of dance communities such as reog, drumblek and dance. Therefore, by empowering the art community in the activities of events at tourist attractions will be able to increase community income and be sustainable both in terms of tradition and economy.

2) Accessibility and Amenity

The road to the location is in good condition, so visitors can drive public or private transportation. Ease of access to public transportation is also supported by application platforms for online transportation services, namely Gojek, Grab and local online transportation such as Jeggboy/Jeggirls. For parking facilities, it is currently quite adequate with the widening and arrangement of the existing parking area. While public facilities such as prayer rooms, toilets and places to eat are also quite adequate. Improved accessibility and amenity arrangements will have an

impact on the sustainability of spring tourism attractions and subsequently sustainability in the community economy.

b. Socio-cultural Aspects

The development of Umbul Senjoyo spring tourism also actively involves and preserves the socio-cultural values of the local community. Some concrete examples of local community traditions that are still maintained today and preserved so that they are sustainable, which can be seen are

1) Dawuhan tradition

The tradition of cleaning Umbul Senjoyo's water source which is carried out regularly on Friday Legi in August or September is not only part of the tourism calendar, but also a means to strengthen the value of mutual cooperation and environmental awareness among the local community.

2) Padusan Ritual

The tradition of bathing in the Umbul Senjoyo spring before fasting shows a strong spiritual belief in the water source as a source of life. By incorporating this tradition into a series of tourism activities, spiritual values and local wisdom are maintained.

3) Culinary specialties

The bakwan jembak/watercress dish that uses local raw materials is also a special attraction for visitors and at the same time promotes local food and processed products.

4) Local arts

Community drumblek and reog dance groups, if in the future they are involved in tourism activities, will enrich the visitor experience and provide space for local artists to perform.

c. Institutional Aspects

There are several institutions that participate in managing and utilizing Umbul Senjoyo springs, among others:

- 1) PDAM of Semarang Regency and PDAM of Salatiga City are managed by regionally-owned enterprises (BUMD).
- 2) Retribution for parking area to enter Umbul Senjoyo spring, retribution for water supply by water tank car for refill water business, retribution for food and beverage vendors, and retribution for entering the tourist area in the form of voluntary boxes are managed by BUMDes.
- 3) Retribution for the outside parking area, some water games and water gazebos are managed by individuals (local community).

d. Aspects of Human Resources (HR)

Managers in this case BUMDes prepare the role of Human Resources in Umbul Senjoyo spring tourism is needed in terms of quality and quantity. The role of human resources is very crucial in terms of:

- 1) Service provision: employees or local people who are directly involved in providing services to visitors, such as parking attendants, janitors, food vendors. Good quality will give a positive impression to visitors and encourage them to come back again.
- 2) Destination management: Human resources who are skilled in managing tourist destinations will be able to optimize tourism potential and overcome various challenges that arise.
- 3) Cultural preservation: the surrounding community involved in drumblek, reog and dance communities or traditional activities such as Dawuhan play an important role in preserving and promoting local culture.

The challenges that arise are the skills needed in the tourism industry such as tourism awareness, service skills and knowledge of tourism products. Hence the need for continuous tiered training and development to improve HR competencies. The natural disaster and fire management training that has been organized by Damkar institutions contributes additional skills for the BUMDes workforce and the local community.

e. Environmental Aspects

Tourism development at Umbul Senjoyo spring can provide significant economic benefits, but also has the potential for negative impacts on the environment. With careful planning, good management, and active participation of all parties, a balance can be achieved between economic development and sustainable environmental preservation.

An increase in the number of visitors also leads to an increase in waste production. In this case, the manager provides additional trash bins at the point where visitors do eating and drinking activities. The manager also educates visitors to always remind them to throw garbage in its place through TOA loudspeakers. The janitor also picks up garbage in the water flow as an effort to deal with garbage pollution in the water.

In an effort to preserve nature, protect the quality and discharge of Umbul Senjoyo water sources, the manager has reforested four times by planting ringin trees, mauni trees in the Umbul Senjoyo spring area.

f. Norms Aspect

Unwritten rules and agreements that have become part of the customary agreement that the local community is prohibited from cutting wood in the

protected area of Umbul Senjoyo spring, solely to protect the preservation of large trees and the discharge of Umbul Senjoyo spring to be sustainable.

g. Aspects of Pentahelix

Pentahelix elements each have a role, interact with each other, synergize and need each other. Academics conduct research to support government policies, identify tourism potential, provide consultant assistance and education. Meanwhile, the government provides the infrastructure needed by businesses. Local communities provide support for tourism development which is then promoted by the media.

- 1) Academics: several academics went directly to Umbul Senjoyo spring to conduct research to understand tourism potential, socio-economic impacts and sustainability issues.
- 2) Government: Gradual efforts have been made to develop tourism-supporting infrastructure in Umbul Senjoyo spring tourism such as road improvements, sanitation, adequate electricity. On the other hand, there is a need for clarity of regulations and policies that support the development of tourism in Umbul Senjoyo spring including environmental protection. This is indicated by the unclear contribution and synergy of each management element in Umbul Senjoyo spring tourism between BUMD, BUMDes and individual managers/community groups regarding the rules for manager contributions to tourism development and sustainable environmental protection.
- 3) Business Actors: There are three business actors in Umbul Senjoyo spring tourism, namely BUMD, BUMDes and community groups / individuals. In this case, it is necessary to establish a more intense

synergy between business actors because they still seem to run independently.

Community/Community: the role of the local community seems to be more proactive in its involvement in destination management, starting from the local community and employees provided by BUMDes to care about waste, the services of food and beverage businesses, and the role of the community in preserving local culture and local wisdom in the Dawuhan and Padusan traditions. Effective participation will produce better and sustainable results (Prasetyo & Syafrini, 2023).

- 4) Media: both directly and indirectly the impact of the media, especially online social media such as Youtube, Tiktok, Instagram, Facebook, Website, contributes quite widely in providing a positive impact on Umbul Senjoyo spring tourism information so that it is known by many people and increases the number of visits.

Based on these findings, it appears that Umbul Senjoyo spring tourism in its development has made efforts to realize economic sustainability and is oriented towards the concept of sustainable tourism development. However, there are several challenges and opportunities that need to be addressed such as: ensuring good coordination between stakeholders, the need for clear rules and policy regulations, the need for synergy to sit together between business actors so as to create an impact that ensures that the benefits of tourism development can be enjoyed by the community fairly. And sustainability can jointly maintain a balance between economic development with environmental and cultural preservation.

On the other hand, based on these findings, there are also many potential opportunities that can be utilized, such

as: developing new, unique and interesting tourism products such as cultural tourism, adventure tourism and culinary tourism. Partnering with other tourist attractions such as horse racing, Soka Kadilobo Park and community homestays to collaborate into tour packages. And utilizing information technology to be more active in promoting Umbul Senjoyo spring tourism.

CONCLUSION AND SUGGESTION

Based on the research findings, it can be concluded that the management of the Umbul Senjoyo spring tourism area, which is currently under the authority of BUMDes, has had a significant economic impact on the surrounding community. This management has created various types of business opportunities, such as the utilization of water sources for PDAM needs, industry, refill drinking water businesses, and encouraging the growth of MSMEs around tourist sites. In addition, the area has also opened up new employment opportunities that include parking management, retribution officers, game ride operators, as well as food, beverage and souvenir traders. Revenues from these various activities also contribute to village finances through various types of retributions.

Furthermore, the management and distribution of revenues from these businesses are divided between BUMDes as the main manager and other parties such as PDAM, ride managers, and local traders. BUMDes plays a major role in the management and development of the area, as well as obtaining revenue from various sources of retribution. Efforts to increase community income and welfare are made through the development of tourism facilities, expansion of business opportunities, creation of new jobs, and increased

involvement of local communities in economic activities in the tourism area.

Finally, the development of sustainable tourism in Umbul Senjoyo shows positive progress, especially in achieving economic sustainability. The transfer of management into the hands of BUMDes is a strategic step that leads to more structured and business-based management. This effort includes the development of various aspects of sustainable tourism, such as strengthening tourism products, socio-cultural preservation, institutional development, improving the quality of human resources, as well as environmental protection and strengthening local norms based on the pentahelix model. Overall, Umbul Senjoyo spring tourism is moving towards a more sustainable direction, with a balance between economic growth, environmental preservation, and cultural preservation as the main goal.

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