

Management of Kedung Gede Lenteng Agung Tourism Village As an Efforts to Empower Local Communities in The Ciliwung Area

Rizki Nurul Nugraha¹, Vironika Agustin Saputra²
^{1,2} National University

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ABSTRACT

This research highlights the management of the Kedung Gede Lenteng Agung Tourism Village as an effort to empower local communities in the Ciliwung area, with a focus on success factors. This research aims to provide a comprehensive picture of the contribution of tourist villages in community empowerment. The urgency of the research lies in understanding how the management of the Kedung Gede Lenteng Agung Tourism Village has become an instrument for local community empowerment which has the potential to impact the local economy, preserve culture and improve welfare in the Ciliwung area. The research location is in the Kedung Gede Lenteng Agung Tourism Village, South Jakarta, as a specific context that is relevant for understanding community empowerment efforts through tourism villages. The research method uses descriptive qualitative, allowing in-depth analysis of tourism village management and its success factors. Primary data was obtained through interviews, observation and documentation, while secondary data came from literature studies which included books, journals and internet sources related to the research topic. The research results show that active community participation has a central role in the successful management of tourist villages as an effort to empower communities in the Ciliwung area.

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Corresponding Author:

Name: Rizki Nurul Nugraha, SST.Par., MM.Par
Faculty of Economics and Business, Nasional University, Pejaten Barat, Pasar Minggu,
City of South Jakarta, Special Capital Region of Jakarta 12520, Indonesia
Email: rizki.nurul@civitas.ac.id

1. INTRODUCTION

Today's tourist villages are a form of implementation of tourism development that focuses on community participation and sustainability, which is often used as an opportunity to improve the standard of living of the population. [1]. Kedung Gede Village, a tourism destination located in Lenteng Agung, South Jakarta, has succeeded in winning the Indonesian Tourism Village Award (ADWI) in 2022, which places it

among the 300 best villages nationally. Located around the Ciliwung watershed, this tourist village is rich in natural resources, culture and various traditional arts [2].

Community-based tourism management is a bottom-up approach that aims to increase community involvement in tourism activities. This concept not only leads to improving the quality of life of the community, but also to maintaining environmental, social and cultural

sustainability at tourist locations [3]. By adopting a community-based tourism approach, it is hoped that the community can participate in the management and development of the local tourism sector, taking into account the potential of the area [4].

It is hoped that active community participation can increase their understanding, awareness and independence. Furthermore, it is hoped that a beneficial impact on the welfare of the surrounding community can be obtained in a sustainable manner. [5]. According to [6], empowerment in the realm of social sciences is often interpreted as an effort to meet the needs of individuals, community groups or society as a whole. One of the crucial elements in the context of community empowerment is the active involvement of the community itself. In this context, community groups become the subject of implementing an activity or program.

However, the development of tourist villages should carefully consider existing local potential, and it is important to maintain sustainability and unique local characteristics. This is important because, in the context of a community-based approach, aspects of environmental sustainability must also be considered, and the active involvement of local communities as subjects and objects of development is a must. [7]. The main objective of every development program is to improve community welfare. If the empowerment approach can be implemented, it is hoped that achieving prosperity can be realized [8].

From the entire description above, this research focuses on the management of the Kedung Gede tourist village and empowerment based on community-based tourism, different from previous research conducted by [2]. The results of that research show that the Kedung Gede Tourism Village has very strategic potential for comprehensive tourism development as a destination that focuses on rivers with natural tourism potential, such as the Ciliwung River, which can be used as a destination with various

alternative attractions originating from water-based diversity.

It is hoped that the results of this research will be a valuable guide for the government, related parties and the community to strengthen the Tourism Village management strategy as a means of community empowerment in the Ciliwung area. It is hoped that the research results can provide deeper insight into the potential and challenges in developing community-based tourism villages, as well as provide recommendations that can be implemented effectively. It is hoped that this research can be a source of inspiration for efforts to improve the welfare of local communities, as well as become a reference for further research in the context of developing tourist villages in Indonesia.

This researcher formulated several main questions to direct this research. First, what is the condition and potential of the Kedung Gede Lenteng Agung Tourism Village as a tourism destination in the Ciliwung area. Second, what are the forms of active participation of the local community in managing the Kedung Gede Lenteng Agung Tourism Village and the extent of their contribution to community empowerment efforts in the Ciliwung area. Third, what are the factors that influence the level of success in managing the Kedung Gede Lenteng Agung Tourism Village in encouraging the empowerment of local communities in the Ciliwung area.

2. LITERATURE REVIEW

2.1 Management

According to [9], management can be interpreted as management, which means arrangement or management. Furthermore, according to [10], explains that management refers to achieving organizational goals with effectiveness and efficiency through the processes of planning, organizing, leadership and controlling organizational resources.

According to [4], [11], Management involves four basic functions, namely Planning, Organizing, Actuating, and

Controlling, which is abbreviated as POAC. Here's the explanation:

- 1) Planning is the basis of thinking in formulating goals and organizing steps to achieve them.
- 2) Organizing includes determining, grouping, and arranging various activities needed to achieve goals. This involves the placement of employees, providing physical factors according to work needs, as well as determining the relationship of authority towards each individual in the context of carrying out the desired activities.
- 3) Actuating aims to move the organization to suit its respective division of labor and optimize existing resources. This is necessary so that activities can run according to plan and achieve the set goals.
- 4) Controlling can be defined as the process of determining achievement standards, evaluating implementation, and corrective action if necessary. The aim is to ensure that implementation is according to plan and in line with established standards.

2.2 Tourism Village

According to [12], Tourism Villages can be considered as a form of tourism product that involves all members of the village community and all the components within it. Apart from having a significant economic impact on villages, Tourism Villages also have the potential to support the sustainability of the natural environment and preserve the cultural heritage and social values of the community, especially those related to aspects of togetherness, kinship, mutual cooperation and other things.

The main elements that need to be presented by a tourist village include cultural uniqueness, natural beauty and various community activities that are characteristic of the village. The expertise in providing authentic experiences for visitors is a special attraction for those who come to visit.

Tourism Villages reflect the integration of tourist attractions, places to stay and supporting facilities, which are organized within a strong community life framework related to applicable norms and traditions.

2.3 Community-Based Tourism

The Community-Based Tourism Development Approach is an approach that highlights the involvement and active participation of local communities as a key element. The main focus of community-based tourism is on community participation in efforts to develop sustainable tourism. [13]. According to [14], states that community-based tourism, or what is known as community-based tourism, refers to understanding related to the certainty of benefits obtained by society. This involves advocacy planning efforts that are advocacy for local communities and other groups that show interest or interest in local tourism. Apart from that, this concept also involves tourism governance which provides greater control to local communities to achieve their welfare. Community-based tourism is closely related to ensuring the active participation of local communities in the development of the existing tourism sector.

The principles of community-based tourism as an instrument for community development include: 1) Ensuring environmental sustainability; 2) Encourage the promotion of a sense of community pride; 3) Involve community members from the start in every aspect; 4) Improve quality of life; 5) Recognize, support and promote community ownership of tourism; 6) Maintaining unique local character and culture; 7) Respect cultural diversity and human dignity; 8) Fostering cross-cultural learning; 9) Equal distribution of results obtained fairly among community members; 10) Contribute steady income to community projects. [15]

2.4 Community empowerment

Based on Law Number 6 of 2014 concerning Villages in article 1 paragraph (12) explains that efforts to develop the community are by developing independence and prosperity by increasing community

knowledge and competence. Ganjar Kartasasmita's opinion shows that the concept of community empowerment is a people's development strategy [16]. Emphasizing local variations in community empowerment efforts is very suitable for rural communities that already have their own unique potential and aim to preserve cultural heritage [16].

Empowerment is basically a development concept that focuses on community-centered values (people-centered) and involves participation. [6]. In this context, empowerment can be analyzed through three aspects, namely: first, enabling, which refers to the creation of situations that allow the development of society's potential. Second, empowering, which involves strengthening community potential through strategies for providing input that open up opportunities for communities to become more independent. Third, protecting, includes efforts to defend and protect the interests of the lower classes of society, so that they are not further marginalized [6].

3. METHODS

This research was conducted in the Kedung Gede Lenteng Agung Tourism Village which is located in Lenteng Agung Subdistrict, South Jakarta. The data sources used involve primary and secondary data. Primary data was obtained through observation and interview methods. Data collection through interviews was aimed at participants who were considered to have in-depth knowledge of the development and management process of the Kedung Gede Tourism Village. Meanwhile, secondary data was obtained from literature studies which included books, journals, magazines, newspapers and internet sources that were relevant to the research topic.

The interview process was carried out openly, where the informants were aware that they were being interviewed and understood the purpose of the interview. This research uses a descriptive approach with qualitative methods. The data analysis technique applied is the Qualitative Descriptive Analysis Technique with SWOC analysis tools, which

involves data collection, analysis, interpretation and drawing conclusions based on the data analysis [17].

This research applies the SWOC analysis method, which is a form of situation analysis carried out systematically to identify strengths (Strength) and weakness (Weakness) an organization, as well as opportunities (Opportunities) and challenges (Challenges) existing in the environment, with the aim of formulating organizational strategy. [18], SWOC analysis can support the preparation of development plans by exploiting existing potential, overcoming weaknesses, taking advantage of opportunities and facing challenges effectively. Through identifying organizational weaknesses and strengths, as well as evaluating the opportunities and challenges faced, SWOC analysis aims to find crucial aspects that can help institutions maximize strengths, reduce weaknesses, respond to challenges, and seize opportunities that arise.

4. RESULTS AND DISCUSSION

General description and potential of the Kedung Gede tourist village

Kedung Gede Tourism Village is located at RT.1/RW.4, Lenteng Agung, Jagakarsa District, South Jakarta City, Special Capital Region of Jakarta 12610. This village is part of the Tourism Village area around the Ciliwung watershed, located downstream of the river and upstream of the river. in the highlands on the border of Bogor Regency and Cianjur Regency. The upstream part of this river is at the springs of Mount Gede, Mount Pangrango, and Telaga Saat on the slopes of the Jonggol Mountains, north of the Puncak area, Bogor.

Since 2019, the Kedung Gede Tourism Village has been built by a community of Jagakarsa residents who care about the Ciliwung River. Initially, this initiative arose from the desire to have a gathering place, and construction began by erecting several huts on the banks of the Ciliwung River. This project was not initially intended for tourism, but thanks to support from government

initiatives, especially sub-districts, this project developed into a Tourism Village which was inaugurated in 2020.

Kedung Gede Tourism Village was successfully included in the top 300 list at the National Level of the Indonesian Tourism

Village Award (ADWI) in 2022 and received verification as a pioneering Tourism Village. Even though it has been inaugurated, this village is still in the development process due to funding constraints.



Figure 1. The banks of the Ciliwung River, Kedung Gede Tourism Village
Source: Personal Documentation

Kedung Gede Tourism Village offers some potential tourist attractions involving various aspects that can be developed with a community tourism-based approach:

- 1) The village's location, which is traversed by the Ciliwung River, provides opportunities for the development of alternative river-based tourism. Various water activities such as river surfing, white water rafting (rafting), and education about environmental conservation along the Ciliwung River by the surrounding community can be the main attraction for tourists.
- 2) The potential for agrotourism development can also be taken into account, especially involving ecotourism activities that are closely related to the agricultural and plantation culture of the community. The existence of bamboo gardens around the Ciliwung River creates potential for ecotourism activities or nature-based tourism in the middle of the city, with various activities such as nature exploration, nature observation, trekking, photography, and learning about agriculture and gardening.
- 3) The development of Betawi culinary specialties that combine the natural landscape of the Ciliwung river and trees is also an important consideration for future development.
- 4) Potential tourist attractions around the Kedung Gede Tourism Village, especially around the Ciliwung River, include a bamboo arboretum, rare plant destinations, waste processing activities, and educational efforts regarding reptiles. Involving the participation of the surrounding community, especially in the Micro, Small and Medium Enterprises (MSME) sector, as well as involving the government and other stakeholders, can encourage the development of these potentials. Souvenir products made from bamboo, such as bags, piggy banks,

watch boxes, jewelry boxes, souvenir, to key chains, can be produced and marketed to visitors via social media platforms.

- 5) Tourists who interact with local communities can take part in environmental care activities, including cultivating bamboo and rare plants. This potential creates new business opportunities, especially in the MSME sector, and supports the economic empowerment of local communities. Apart from being directed as a souvenir tourism product, bamboo and rare plants. This potential creates new business opportunities, especially in the MSME sector, and supports the economic empowerment of local communities. Apart from being directed as a souvenir tourism product, bamboo can also be used as a place for bamboo cultivation, both nursery and conservation.

Forms of Active Participation in the Kedung Gede Tourism Village Community.

The active participation of various communities in the Kedung Gede Lenteng Agung Tourism Village plays a central role in efforts to empower local communities in the Ciliwung area, including the following:

- 1) Agricultural and plantation communities play an important role in preserving and managing local plants, with a focus on environmental sustainability and flora diversity. Based on the results of interviews with managers, if agriculture and plantations grow optimally, organic recycling will be used, because Kedung Gede has leaves that fall from trees so they can be used as organic

fertilizer or compost. Currently, Kedung Gede managers have also used wood and bamboo as handicrafts in the form of ashtrays, tables, chairs, fences, etc. So that what can be produced will be beneficial for the community and the development of tourist villages. Furthermore, the food processing community utilizes the natural riches of the Tourism Village to create distinctive culinary delights, which are not only an attraction for tourists but also support the local economy.

- 2) The cultural community, which consists of dance and music groups as well as crafts, plays a role in preserving and developing the village's cultural heritage. Through arts and crafts performances, they help promote cultural identity. One form of craft art that attracts the attention of tourists is ondel-ondel art. Ondel-ondel, which is a symbol of Betawi culture, is realized in the form of a giant statue which is used as a decorative element or decoration. Based on the results of interviews with the management, Ondel-ondel is produced using materials that are easy to find, optimizing the use of natural resources in the manufacturing process. Apart from that, plant pots and ashtrays are also included in the popular craft art category produced by the craft arts community in the Kedung Gede Tourism Village. Visitors have the opportunity to gain knowledge and experience in trying various craft arts, using traditional techniques taught by craftsmen.



Figure 2. Ondel Ondel

Source: Personal Documentation



Figure 3. Bamboo made into plant pots

Source: Personal Documentation

- 3) Nature lover communities, such as white water rafting groups. The Ciliwung River which passes through the Kedung Gede Lenteng Agung Tourism Village offers the potential for interesting water rafting tourism. This river has fast currents and challenging water obstacles for visitors who want to try white water rafting. Visitors can enjoy beautiful natural views, such as waterfalls, cliffs, and green trees around the river.
- 4) Human empowerment communities, including youth organizations, Pokdarwis, and PKK mothers, have a strategic role in organizing empowerment programs. They not only organize skills training for villagers but also lead local economic initiatives, including the

development of tourism products and local community crafts. Thus, through the active participation of these communities, the Kedung Gede Tourism Village has succeeded in creating a powerful and sustainable environment, stimulating community economic growth, and promoting local wisdom and natural sustainability.

Kedung Gede Lenteng Agung Tourism Village Management Concept

In this research, the management concept according to G.R. Terry in [11], includes 4 things, namely Planning, Organizing, Actuating and Controlling.

- 1) Planning in the Kedung Gede

Lenteng Agung Tourism Village begins with identifying and evaluating the tourism potential of the village. This includes research into unique, cultural and natural aspects that could be of interest. After identification, the village formulated long-term goals that included environmental preservation, improving community welfare, and promoting cultural diversity. Tactical plans are also created to address challenges and opportunities that may arise during implementation.

- 2) Organizing, in the organizing phase, Kedung Gede Tourism Village forms an organizational structure consisting of a management team and related working groups. The division of tasks and responsibilities is carried out clearly, including the formation of teams for environmental management, promotion, infrastructure development and community training. Collaboration with local governments, non-governmental organizations and local business partners is also emphasized to ensure program sustainability.
- 3) Actuating, implementation in the Kedung Gede Tourism Village involves a series of activities such as building tourism infrastructure, training to equip the community with the necessary skills, and implementing community-based tourism programs. Concrete steps have been taken to increase community participation, such as establishing homestays, developing tourist attractions, and holding cultural events. Apart from that, educational activities about environmental conservation are also integrated into the program.

Controlling, the supervision stage in the Kedung Gede Lenteng Agung Tourism Village involves continuous monitoring and evaluation of plan implementation. By using predetermined performance indicators, the

village ensures that every aspect of the community-based tourism program is in accordance with the stated goals and plans. Feedback from local communities and visitors is also taken to make necessary changes. In this way, Kedung Gede Tourism Village can adapt and continue to improve community empowerment and environmental sustainability programs.

SWOC Analysis

SWOC Analysis for Management of the Kedung Gede Lenteng Agung Tourism Village:

- 1) Strengths:
 - a. Has excellence in tourism integration and local community empowerment. Kedung Gede Tourism Village has succeeded in uniting tourism and community empowerment synergistically, creating a powerful and sustainable management model.
 - b. Active community participation is the main force in managing and promoting the Kedung Gede Tourism Village. The active involvement of the community in every aspect of the management and promotion of the Kedung Gede Tourism Village provides a strong driving force for sustainability and success.
- 2) Weaknesses:
 - a. Limited infrastructure is a weakness that affects development. Limited facilities and infrastructure can hinder the optimal development of tourist villages, requiring significant investment and improvements.
 - b. The sustainability of the management of the Kedung Gede Tourism Village is threatened by weaknesses that need to be overcome. There are internal weaknesses such as management and finance that need to be improved so that the Tourism Village remains sustainable.
- 3) Opportunities:
 - a. The community's economy can be

improved through developing the tourism potential of the Kedung Gede Tourism Village.

Developing various types of tourism and collaborating with local economic actors can increase community income and welfare.

- b. Collaboration with external parties is an opportunity to develop tourism infrastructure and the local economy. Collaboration with external parties such as the government, investors or non-profit institutions can provide financial and technical support for the development of Tourism Villages.

4) *Challenges:*

- a. Maintaining environmental sustainability around the Kedung Gede Tourism Village.

Increasing tourism activities must be balanced with nature conservation policies so that the environment is maintained.

- b. Increase community awareness and participation to achieve empowerment goals.

Educating and involving the public in management and conservation activities requires ongoing communication and education efforts.

Factors that influence the level of success in managing the Kedung Gede Tourism Village

The factors that influence the level of success in managing the Kedung Gede Lenteng Agung Tourism Village as an effort to empower local communities in the Ciliwung area can be analyzed through several key aspects:

- 1) Active Community Participation, the success of managing the Kedung Gede Tourism Village is very dependent on the level of active participation and involvement of the local community. If the community is involved in the planning, implementation and monitoring process, this can increase the

sustainability and acceptance of empowerment programs.

- 2) Management of Natural Resources and the Environment, in this case efforts to maintain environmental sustainability and preserve natural resources are important factors. Wise management of the environment, nature conservation and preservation of local culture can strengthen tourist attractions and support community empowerment.

- 3) Regional Government Involvement, support and involvement of regional government has a crucial role in the successful management of tourist villages. Supportive policies, clear permits, and adequate resource and budget allocation will contribute to the sustainability of empowerment projects.

- 4) Infrastructure Development, adequate infrastructure, such as access to transportation, accommodation and other supporting facilities, can increase the competitiveness of Kedung Gede Tourism Village as a tourism destination. Infrastructure development also opens up new economic opportunities for local communities.

- 5) Marketing and Promotion, effective marketing and promotion strategies can increase the visibility of the Kedung Gede Tourism Village, attract tourists, and support community economic empowerment. Collaboration with tourism institutions, media and local business partners can be a key factor in increasing visits.

- 6) Funding and Economic Independence, the availability of sustainable funding and efforts to create an independent local economic model are factors that influence management success.

CONCLUSION

Kedung Gede Lenteng Agung Tourism Village, as a tourism destination, not only radiates stunning natural charm in the Ciliwung area, but is also a catalyst for local community empowerment. Its tourism potential, such as rivers, agrotourism and Betawi culinary riches, is capital that can be managed well to support the welfare of local residents.

The Kedung Gede Lenteng Agung Tourism Village has succeeded in utilizing the active participation of local communities, such as agriculture, culture, nature and human empowerment, as the key to community empowerment efforts. With a focus on environmental sustainability, tourism product development, and promotion of local wisdom, the Kedung Gede Lenteng Agung Tourism Village creates a powerful environment that stimulates community economic growth and supports nature conservation.

In the management of the Kedung Gede Lenteng Agung Tourism Village, active community participation, natural resource management, local government involvement,

infrastructure development, marketing and funding play a crucial role in the level of success in managing the Kedung Gede Lenteng Agung Tourism Village as an effort to empower local communities in the area Ciliwung.

SUGGESTION

Suggestions for managing the Kedung Gede Lenteng Agung Tourism Village include increasing synergy between communities, strengthening local economic empowerment programs, and continuing to promote local wisdom as the main attraction of the destination. Apart from that, further collaboration is needed with the government and related institutions to support infrastructure, as well as expanding marketing efforts to increase visits and positive contributions to community empowerment. Suggestions for further research are to examine the factors that hinder community empowerment in managing the Kedung Gede Lenteng Agung Tourism Village

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BIOGRAPHIES OF AUTHORS



Rizki Nurul Nugraha, Graduate from master Program Tourism Administration STP Bandung 2015, Lecture at National University Jakarta. As a tourism consultant specialist for Tourism Planning and Development. Email: rizki.nurul@civitas.unas.ac.id, ORCID: 0009000734368750