



## **Implementation of Corporate Social Responsibility in Community-Based Sustainable Tourism at Sari Ater Hot Springs Ciater Subang**

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### **Abstract**

Corporate Social Responsibility (CSR) serves as a platform supporting the development of sustainable tourism by involving the environment, local communities, and indigenous wisdom. The implementation of CSR in the tourism industry in West Java has not been optimal. CSR programs are often perceived as mere charitable activities without considering their effectiveness and benefits for the local community. Therefore, the aim of this research is to explore how corporate social responsibility (CSR) is practiced to realize community-based sustainable tourism with Sari Ater Hot Springs Ciater as the research object. The research method employs a qualitative approach with a case study methodology, utilizing observation, interviews, documentation, and literature review. This research is conducted at Sari Ater Hot Springs Ciater, West Java. The results indicate that PT. Sari Ater implements various forms of CSR that enable local communities to fully participate in the operational aspects of the tourist area and directly benefit from it. CSR implementation that focuses on community development can serve as a best model/inspiration in achieving sustainable tourism. Sari Ater Hot Springs Ciater provides an example of how tourism companies can positively influence the environment, local communities, and create a sustainable tourism experience.

### **Keywords:**

corporate social responsibility; sustainable tourism; triple bottom line

### **Abstrak**

Corporate Social Responsibility (CSR) merupakan salah satu bentuk dukungan terhadap pengembangan pariwisata berkelanjutan dengan melibatkan lingkungan, masyarakat sekitar, dan kearifan lokal. Implementasi CSR dalam industri pariwisata di Jawa Barat belum optimal. Program CSR sering kali dianggap sebagai kegiatan amal semata tanpa mempertimbangkan efektivitas dan manfaatnya bagi masyarakat sekitar. Oleh karena itu, penelitian ini bertujuan untuk mengeksplorasi bagaimana praktik tanggung jawab sosial perusahaan (CSR) dalam mewujudkan pariwisata berkelanjutan berbasis masyarakat dengan objek penelitian Pemandian Air Panas Sari Ater Ciater. Metode penelitian yang digunakan adalah pendekatan kualitatif dengan metodologi studi kasus, dengan menggunakan metode observasi, wawancara, dokumentasi, dan telaah pustaka. Penelitian ini dilakukan di Pemandian Air Panas Sari Ater Ciater, Jawa Barat. Hasil penelitian menunjukkan bahwa PT. Sari Ater menerapkan berbagai bentuk CSR yang memungkinkan masyarakat sekitar untuk berpartisipasi penuh dalam aspek operasional kawasan wisata dan memperoleh manfaat langsung darinya. Implementasi CSR yang berfokus pada pengembangan masyarakat dapat menjadi model/inspirasi terbaik dalam mencapai pariwisata

berkelanjutan. Sari Ater Hot Springs Ciater memberikan contoh bagaimana perusahaan pariwisata dapat memberikan pengaruh positif terhadap lingkungan, masyarakat lokal, dan menciptakan pengalaman pariwisata yang berkelanjutan.

#### **Kata Kunci:**

pariwisata berkelanjutan; tanggung jawab sosial perusahaan; triple bottom line



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## **Introduction**

The law that regulates CSR is Law no. 10 of 2009 concerning Tourism, Limited Liability Company Law No. 40 of 2007 article 74 and Law No. 25 of 2007 concerning Capital Investment. The impact of this regulation is that it requires every business in the tourism industry to fulfill its corporate obligations towards social and environmental sustainability. This indicates that Corporate Social Responsibility (CSR) is considered a tool that can be used to achieve sustainable community development goals, with the hope that CSR activities can meet the interests of stakeholders, both those directly involved with the company and those outside the company.

Most local people only act as spectators and rarely get real benefits from the development of the tourism sector. Therefore, companies need to increase community empowerment with a full focus on overall social responsibility (Fahmawati and Purnaweni, 2018).

Corporate Social Responsibility (CSR) as an inseparable part of the company's role in carrying out social services. One way that can be taken is by empowering the community. Through this, the potential that exists in natural resources and human resources can then be explored with regular guidance in order to build the internal capacity of the community so that it can develop sustainably. Until now, company involvement has been carried out simply through donations of funds or benefits, which are generally handed over to local governments. These funds are usually allocated for development projects or community activities within a relatively short period of time. However, in some situations, society's lack of understanding regarding this matter can produce feelings of envy and result in social conflict.

The CSR concept expressed by Archie B. Carol is based on three basic principles known as: triple bottom lines. (Saidi & Abidin, Suharto, 2007: 83) Triple Bottom Line is a synergy of three elements which are the basic components of basic implementation Corporate Social Responsibility. The Triple Bottom Line is often used as a template in corporate social responsibility programs.

CSR is a company concern that is based on three basic principles known as: Triple Bottom Line which synergizes with three pillars that can create sustainable tourism, namely balancing the economic, social and environmental pillars. These principles and foundations include: Several CSR programs that are based on this principle usually take the form of greening the environment, providing clean water facilities, improving settlements and developing tourism. (Suharto, Edi, 2007, p. 107).

CSR must make a positive contribution to society and the environment. Activities related to the Triple Bottom Line element. It is indeed important for companies to do this, but what is even more important is for companies to carry out

CSR by focusing on the pillars that create sustainable tourism. (Suharto, Edi, 2007: 107). In line with Suharto's opinion, Elkington (1993) put forward 3 main points (in Elkington's terms 'bottom line') which are the focus in planning a sustainable tourism industry: equal distribution of economic benefits, social responsibility through the involvement of local communities, and maintenance of the natural environment (Lope & Day, 2011).

The importance of sustainable tourism development is also explained by the WTO in Haque, Astuti, & Mukaromah (2020), where ideal tourism development is development that does not only think about profits in the present but thinks about profits in the future without reducing existing benefits so that in Tourism development needs to be reviewed through sustainable aspects, namely economic, social and environmental. Sustainable tourism development is expected to achieve the desired results (Azzat, 2018): Building awareness of the contribution of tourism from an economic, social, and environmental perspective, increasing balance in development, increasing the quality of life for the community now and in the future and improved tourism experience for visitors.

CSR obligations are still interpreted as funds that must be distributed by companies for social and environmental interests, but less attention is paid to effectiveness and the principle of benefit to society, so that the implementation of CSR programs is more impressed as a company charity activity.

Based on these problems, this research tries to examine a model for implementing CSR that is considered successful (best practice) provide a positive influence on the environment and social life of society. This research determines Sari Ater Hot Springs Ciater as the research object because the CSR program implemented is considered successful in bringing positive implications for environmental and socio-cultural sustainability of the local community. This research is expected to provide a technical overview of community development-based CSR programs for tourism companies, especially other hotels.

## Research Methods

The method used in this research is a qualitative method with a case study approach, through observation, interviews, documentation and literature study techniques. Data was collected by conducting in-depth interviews directly with five key informants using techniques purposive sampling who is believed to have adequate understanding and the information needed to help answer the research questions. The informant are: Head of Ciater Village, Main Director of PT. Sari Ater, Public Relation Manager PT. Sari Ater, Pokdarwis, and the local Ciater community. The questions asked include; 1). What is the management model for the Sari Ater Hot Springs Ciater tourist area?; 2). Does PT. Sari Ater practices CSR?; 3). How can CSR formulation be designed to provide support for achieving sustainable community-based tourism?; 4). Are there any obstacles in managing Sari Ater Hot Springs Ciater?

According to Miles, et al (2014) more analysis techniques will be carried out simultaneously with data collection. This is because the data collected is empirical data in the field which describes the CSR program activities carried out by Sari Ater Hot Springs for the surrounding village community. This research was analyzed in three stages, namely: data reduction, data presentation, conclusions and verification (Sugiyono, 2017). Triangulation techniques and data sources are applied to check

validity and enrich the data. This research was conducted at Sari Ater Hot Springs Ciater which is located on Jalan Raya Subang-Bandung, Ciater District, Subang, West Java.

### **Findings and Discussion**

The development of the Cibeusi Tourism Village begins with community awareness about the local potential they have. The initiation process for this tourist village began in 2019, when Cibeusi Village was officially established. launch by the Regent as one of 15 tourist villages in Subang Regency with pioneer village status. As a follow-up to the inauguration, in the same year, training was held for members and administrators of tourist villages to improve their abilities in the tourism sector. In 2022, Cibeusi Tourism Village will be ranked in the top 300 in the Indonesian Tourism Village Award (ADWI) from the Ministry of Tourism and Creative Economy. A year later in 2023, Cibeusi Village succeeded in improving its achievements and won an award as the top 75 best tourist village in the ADWI awards, whose classification status is now a developed village (<https://jadesta.kemenparekraf.go.id/desa/cibeusi>).

Based on the results of the author's interview with the Head of Cibeusi Village, Mr. Wawan Aripin A, Md., Cibeusi Village is located in Ciater District, Subang Regency with an area of 1,212 ha as measured in 2019. The area is divided into 3 (three) hamlets, namely Hamlet 1, 2 and 3. Consisting of 7 RWs and 23 RTs, with a population of 2,800 people, and a total of 1,100 families. Cibeusi Village is 1 of 7 sub-districts in Ciater sub-district. To the east it borders Cibitung Village, to the north it borders Nagrak Village, to the south it borders Cikole Village, and partly it also borders Sukanegara Village. Hamlet 1 is called Peuntas Hamlet, Hamlet 2 is Cibeusi and Pengkolan Villages, and Hamlet 3 consists of 3 villages/RWs, namely Cibeurem Kidul Village, Cibereum Kaler and Neglasari.

Cibeusi Village has geographical advantages in the form of cool air and stunning natural views, which support its tourism potential. The development of this village has adopted a local wisdom-based approach, exploring and maximizing all natural, social, artificial and cultural potential to be used as a tourist attraction. The involvement of local communities has been intensive in the management of this tourist village, enabling local wisdom values to be maintained and sustainable in village development. This research discusses several aspects, including the development of the Cibeusi Tourism Village through optimizing CSR programs, and aspects of community empowerment through approaches Asset-Based Community Development (ABCD).

Community empowerment is an initiative to improve the position and self-esteem of a community group, with the ultimate aim of helping them get out of poverty (Habib, 2021). Some basic concepts that support the implementation of economic empowerment programs include community-based development (community-based development), community development (community development), and development driven by community initiatives (driven development) (Sudarmanto et al., 2020).

Theory Asset Based Community Development (ABCD) is an approach used in community empowerment programs that aim to be sustainable. This method invites communities to take an active role in designing their empowerment programs by identifying and utilizing the assets or potential they have. These assets are then

categorized to meet the specific needs of the community. ABCD integrates five important components in its implementation: problem-based approach (problem-based approach), need (need based approach), right (right based approach), assets (asset based approach), and natural resources (Irawan, 2020).

## Tourism Potential and Identification of Cibeusi Village Assets

### 1. Tourism potential of Cibeusi Village

Cibeusi Village is known for its wealth of natural resources which has great potential to be developed into a tourist village, which aims to be a means of economic empowerment for the local community. One of the empowerment initiatives that has been implemented is tourism Ciangin Waterfall, Cibareubeuy Waterfall and Pandawa Lima Waterfall. Apart from that, there are also other riches including the production of palm sugar, black rice and rural nature with rice fields and river flow. This empowerment program is developed sustainably by managers, village communities, local government, educational institutions and various related parties (stakeholders), making it a potential tourist attraction. This activity shows the potential of Cibeusi Village to become one of the main tourist destinations in Ciater District, Subang Regency. The following is an explanation of the various tourism potentials.

#### a. Nature Tourism



**Figure 1.** Ciangin Waterfall Tour  
Source: Processed by researchers (2024)

This type of natural tourism focuses on utilizing the natural beauty of Cibeusi Village. This type of natural tourism offers several attractions such as beautiful rice fields and clear rivers filled with natural rocks, Curug Ciangin Waterfall, Waterfall The Lion and the Fall of the Five Pandavas which can be enjoyed in Cibeusi Village. This type of natural tourism is an alternative type of tourism during the Covid-19 pandemic. The advantage of natural tourism lies in the external environment (outdoor) which allows for healthy air circulation. Another advantage is that there is a large enough space to regulate health protocols such as implementing precautions jarak (social and physical distancing) and providing hand washing facilities at several natural tourist locations.





**Figure 2.** Cibareubeuy Waterfall and Pandawa Lima Waterfall

Based on the author's interview with Mr. Nana as the manager of Ciangin Waterfall, apart from the waterfall, tourist activities that can be carried out are camping/camping areas (camping ground) bis on a green plain close to an area of trees and also on the edge of a river. Among them is the Muara Jambu tourist attraction which is located next to the Ciangin waterfall tourist attraction. The Ciangin Waterfall and Muara Jambu tourist attractions are very busy with visitors after the pandemic, many tourists miss the natural atmosphere with its various beauties. The entrance ticket price for both tourist attractions is Rp. 15.000 per person.



**Figure 3.** Muara Jambu Tourism

**b. Edu-Ecotour**



**Figure 4.** Cibeusi Village Ecotourism Products and Activities

Eco-tourism has the meaning of ecological tourism in natural places with the aim of studying, admiring and enjoying natural views, animals and community culture (Cahyono & Putra, 2017). On Edu-eco tour Cibeusi Tourism Village, located at Curug Ciangin, is a tourism concept that offers educational activities combined with ecological tourism. This concept is wrapped in local wisdom which is characterized by a rural feel. Based on the author's interview with the Ciangin waterfall manager, Mr. Nana explained that various activities include raising livestock, farming, making coffee and palm sugar, processing cow's milk, using waste materials, and making bamboo crafts.

They come from schools and also foreign tourists who enjoy nature and rural activities. In Sundanese, some of these activities are known as Mangul Pare (education in agriculture), Newak Lauk (catching fish in rice fields), and Bajak Sawah (plowing rice fields with buffalo). This activity aims to provide tourists with the opportunity to experience daily life as residents in Cibeusi Village which is decorated with agricultural and livestock activities. Involvement of local communities is also very important in providing various tourism activities.

**c. Cultural Tourism**



**Figure 5.** Mapag Dewi Sri Culture

Local cultural activities are an effort in the form of cultural preservation to foster a love of local wisdom for future generations (Nugroho, 2019). Apart from offering natural views, the Cibeusi Tourism Village is also known to have a unique and interesting tradition, namely the Mapag Dewi Sri Culture. Likewise with Ruwatan Bumi, which is a traditional ceremony carried out by the community in Cibeusi village on Jalan Cagak, as a manifestation of the farmers' gratitude to God Almighty who has bestowed good and abundant food. This ceremony is also a manifestation of the farmers' respect for Dewi Sri, who is synonymous with the goddess of rice, a symbol of fertility and life, as well as an effort to preserve the culture that has been passed down from generation to generation. (<https://wisata.subang.go.id/view-budaya-dan-masyarakat.jsp>).

The Head of Cibeusi Village, Wawan Arifin, talked about the cultures that are still practiced in Cibeusi Village, Subang Regency. The culture of mutual cooperation here is still strong, such as during celebrations, demolishing houses, installing roof tiles and carrying out road widening works. In Cibeusi Village, the community works together to help and develop the village. Such cultural and religious rituals are still widely practiced. In Cibeusi Village there are 7 RWs, all of which have the obligation to treats and numbal which is usually done once a year, usually around August. Activities that are routinely carried out in Cibeusi Village

that is wawa wish, wish of the ancestors The same treats. Ancestor wishes is a kind of prayer for reject reinforcements (reject disaster/misfortune). Then there is Singaan It is an obligation for those who have children at the time of circumcision. bampreet which is an innovation of flying with only a few personnel, namely Fly, bonang, gong and drum with the provision of singing 9 songs. This activity is mandatory for Hamlet 1 and Hamlet 2, but not in Hamlet 3.

required. There are also Goong Renteng, which is an ancestral Sundanese art, and unfortunately it is rarely displayed, this cultural activity is found in Hamlet 3 and is still a descendant of Mbah Raden.

In line with the results of the author's interview with the Head of Cibeusi village, it was revealed that the development of cultural tourism requires an important role from Cibeusi Village art practitioners to continue to be preserved, which then according to previous studies also recommended the need to maintain local culture so that it can become a special attraction for the domestic community (Hasanah, 2019).



#### d. Culinary Tourism



**Figure 6.** Typical Cibeusi Village Culinary

The culinary tourism offered by Cibeusi Village is a variety of typical dishes sold in this tourist village, namely black rice, Cibeusi palm sugar, lemons, ranginang, honey and urang coffee. The black rice planted by Cibeusi village farmers is usually called *beas gadog* by the local community. Currently, apart from planting native Cibeusi black rice, people also plant black rice resulting from crossbreeding with a variety called *short rice* by the local community. The result is that the rice resulting from this marriage is blacker in color and more oval in shape than original *Gadog* rice. One of the Cibeusi Subang black rice brands is the "MENAK" brand. Price

the sale is Rp. 25,000,- per kilo. Apart from black rice, Cibeusi's specialty is palm sugar. Traditional palm sugar production is not easy. However, this process is still carried out by the community in Cibeusi Village, Ciater District, considering that the community's need for palm sugar is still high. The price of this palm sugar is Rp. 12,500,- per one pack, contains ten seeds. The abundance of natural resources in Cibeusi Village means that some of the residents who survive take advantage of these natural resources, which produces many food sources that can be used as a source of income for the residents.

Based on the author's interview with Mrs. Elly Syah, as a producer of black rice and Mr. Nanang as a producer of palm sugar, they explained that their products have good results, the packaging is also good, promotions have been carried out both on social media and by word of mouth, but the distribution still needs help from colleagues and related parties, so that the product can be known and ordered by the wider community.

### e. Adventure Tourism



**Figure 7.** River Tubing Nusa Pelangi

The adventure tourism offered by Cibeusi Village is Nusa Pelangi river tubing. Based on the author's interview with the manager of River Tubing Nusa Pelangi Muara Jambu, Mr. Opan stated that this river tubing tour is a tourist attraction along the river for 1.2 km using rubber tires. Tourists can enjoy this river tubing attraction for approximately 30 minutes. The river tubing ticket price is Rp. 110,000,- per pax. The facilities available at River Tubing Nusa Pelangi are parking, guides, life jackets, helmets, rubber tires, hand deckers, toilets and prayer rooms. Of course, the Nusa Pelangi River Tubing management really pays attention to the safety of tourists while traveling along the river. This attraction is busy during school holidays, weekend and national holidays such as Christmas and New Year.

### f. Homestay

In Cibeusi Village there are several residents' houses that function as homestays, with different room capacities. The homestay is designed to blend with the residents' residential environment, so that tourists feel the atmosphere of a real tourist village. Homestays are a popular accommodation option in tourist villages, especially in Cibeusi village, which provide comfortable and complete facilities, are managed directly by local residents and allow visitors to interact directly with local residents. There are 3 homestays which are favorite homestays for visitors in Cibeusi Village, namely Segar Tree Villa, Pondok Melati and Padasuka Villa. Based on the author's interview with the owner of Villa Padasuka, Udin Ma Tosih, it is hoped that there will be promotional assistance for visitors to tourist attractions, so that they can stay at homestays in Cibeusi Village, because many tourists only visit round trip, and stay in hotels or inns other. So what is offered can be the sensation of spending the night in the countryside, with an atmosphere that is still beautiful and natural. Homestay rental prices per night range from Rp. 50.000 up to Rp. 300.000 per room.



**Figure 8.** Fresh Tree Villa, Pondok Melati Ciangin and Padasuka Villa

**g. Tour Packages**

Of all the types of tourism potential that exist, tourism actors have created and provided tour packages for visitors to the Cibeusi Tourism Village. The tour package is called "Saba Village Cibeusi" and "Explore Cibeusi Tourism Village". With this tour package, tourists can enjoy several attractions and tourist destinations in Cibeusi Village. These two tour packages invite visitors to interact directly with the people, arts and nature of Cibeusi Tourism Village. Based on the author's interview with Mr. Iwan Herdiawan as PR Manager of Sari Ater, he said that the creative team from Sari Ater marketing created packages for village tourism (Saba Desa), not to make a profit, but how Sari Ater could develop the potential of the surrounding villages, the most important thing It is important that the village level rises. Sari Ater by creating this program means carrying out his duties as adoptive father to develop assisted tourist villages, by creating tourism packages for the village.



**Figure 9.** Cibeusi Tour Package

From the data above and the results of interviews conducted by researchers, the fact was obtained that in carrying out the community economic empowerment program through managing tourism potential and identifying existing assets in Cibeusi Village using the ABCD approach (asset-based community development). Method or type of approach asset-based community development this is an alternative approach

or the method used in a community economic empowerment program using local assets as the emphasis (Mahalizikri, 2019). What is meant in this context is the potential possessed by a community, the community will be able to use the potential

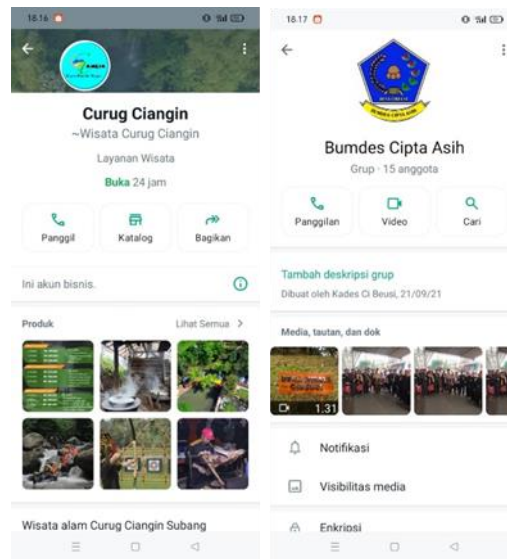
or assets they possess as an ultimate weapon or as provisions for carrying out community economic empowerment programs. The following are ABCD components which can be used as a way to identify existing assets in Cibeusi village which can certainly support the development of the tourist village.

Table 1. Components of ABCD (Asset-Based Community Development) Cibeusi Village

Component	Description
Problem based approach	The community has the potential to be aware of the problems it faces. When the problem of a lack of community contribution in efforts to develop tourist attractions, especially in management and promotion, emerged, with their initiative the community gathered all the village youth by inviting them to discuss resolving existing problems. This gathering is held every two weeks and creates Whatsapp Group to be able to communicate and discuss problems that occur.
Need based approach	The majority of people's basic needs have been met, starting from clothing, food and shelter as a form of fulfilling their basic needs. They make efforts to get additional income from this tourism sector.
Right based approach	The village government provides initial capital for infrastructure procurement. Then the tourist village manager applied for program assistance to the Subang Regency Tourism, Youth and Sports Department (Disparpora). The Cibeusi village community also contributed their personal funds to build existing facilities and infrastructure.
Asset based approach	The people of Cibeusi Village have a fairly high spirit of mutual cooperation and solidarity. In the beginning, the community independently managed Ciangin Waterfall, Cibarebeuy Waterfall and Pandawa Lima Waterfall to reawaken the spirit of mutual cooperation that their ancestors had. By working together to clean and build park infrastructure, they hope to create sensitivity and a high sense of solidarity between individuals. So it is easy for Cibeusi Village to be developed into a tourist village
Natural resources	Even though the majority of the natural resource wealth owned by Cibeusi Village is agricultural land, in Cibeusi Village there is a waterfall/waterfall which has very clear water flow, as well as empty land belonging to the village government which is on the edge of the river and rice fields, so it has great potential to be used as a as a tourist attraction.

Source: processed primary data, 2024





**Figure 10.** Whatsapp Group Discussion Forum for Pokdarwis and Bumdes Cibeusi Village

### Concept 3A (Attractions, Amenities, Accessibility)

#### 1. Attractions

Efforts to develop tourism in Cibeusi Village, carried out by the management, include the development of tourist attractions at Ciangin Waterfall, Cibareubeuy, Muara Jambu, Nusa Pelangi and Pandawa Lima Waterfall. Currently the tourist attractions that are well managed are the Curug Ciangin and Muara Jambu tourist attractions. Which contains several things, namely something to see by presenting natural beauty, countryside and adventure. Next, namely something to do has also been fulfilled considering that visitors can do camping, selfie spots, tracking, river tubing and finally, namely something to buy with culinary and souvenir sellers in the Cibeusi Tourism Village, including black rice and palm sugar.

#### 2. Amenities (Facilities and Infrastructure)

The development of tourism infrastructure in Cibeusi Tourism Village includes basic tourism facilities with the availability of accommodation (homestay), stalls and shops. The next development of infrastructure is complementary tourism facilities with the availability of mosques, prayer rooms, sports fields, these complementary tourism facilities have actually existed since before the arrival of tourism in Cibeusi village. Unfortunately, the Cibeusi Tourism Village does not yet have souvenirs or typical crafts that characterize the Cibeusi Tourism Village.

#### 3. Accessibility

Developing tourism accessibility in the Cibeusi Tourism Village, the facilities and infrastructure that are built and developed are economic and social infrastructure in the form of toilets, hand washing places, banking, places of worship, security and health which are already available properly and appropriately.

Community empowerment The development of the Cibeusi Tourism Village contributes positively to increasing community income, in the form of increasing sales turnover for people who trade, as well as additional income for people who



work in tourism sector (curug tourism managers, campsites, homestay, seller of souvenirs/special culinary delights from Cibeusi Subang and other businesses).

Based on the analysis and asset identification process carried out from the data obtained, the manager and the village government, community as well stakeholder related believes that through the ABCD approach (asset-based community development) The Cibeusi Village community can be empowered optimally. With all the assets and potential that exist in the village, all stakeholder related parties will continue to strive to develop Cibeusi Village into a more potential tourist attraction and one of the superior tourist villages in Subang Regency. One effort that can be made to realize this is by building relationships and collaboration with Pokdarwis in other areas. This is done to enrich knowledge on all matters relating to tourist villages both in terms of management, marketing and exchanging knowledge.

### **Program Optimization Corporate Social Responsibility (CSR) Based Asset-Based Community Development (ABCD)**

Social and Environmental Responsibility (TJSL) or Corporate Social Responsibility (CSR), It is an obligation for companies to contribute to society. The provision of CSR programs needs to be based on the needs that need to be met in society. The form of a CSR program can be a program that develops the potential that exists in society or brings about change in society. One effort in forming a CSR program is through pendekatan asset-based community development.

The use of assets in society is something that needs to be considered as an effort to improve the quality of society through CSR programs. Society tends to be more accepting of things that already exist and are being developed rather than having to start something new from scratch with no guarantee of success in it. Through the use of these assets, the potential that already exists in society can be developed and become something that can empower society. Utilization of these assets can also be sustainable and make the community an independent society so that if the CSR program assistance has been completed, the community can continue to run because it has become an empowered and independent society.

There are 5 main concepts in Asset based community development, namely human capital/human resources, social capital/social capital, physical capital/infrastructure, financial capital and environmental capital/natural resources. In each of these components, the company can analyze each need so that the CSR program provided is in accordance with the needs that need to be met. One of the companies that implements its asset-based community development is PT Sari Ater.

Through digital media sites <https://kliknusae.com/>, explained that Corporate Social Responsibility (CSR) is a function to carry out social and environmental duties and responsibilities of the company, so that the CSR programs that are created are activities that are either prepared based on work plans for a certain period of time or proposals/cooperation offer letters that are in accordance with the work program and have been approved by the leadership. Those who are referred to as recipients of CSR programs are parties who enjoy or receive CSR programs.

Main Director of PT. Sari Ater, Mrs. Metty Hendriatty conveyed that the area or scope of Sari Ater's CSR work area which is assisted as a target village includes 7 (seven) villages, namely Ciater Village, Palasari Village, Nagrak Village, Cibeusi Village, Cibitung Village, Sanca Village and Cisaat Village. Prospective recipients of assistance from the Sari Ater CSR Program are communities/agencies/institutions

that submit work plans (proposals) and meet the criteria in accordance with applicable regulations, and have gone through a selection (evaluation) process by the CSR function. A proposal here is defined as a request for cooperation or assistance submitted by the applicant (community/institution/agency) to the Company. This CSR activity is carried out in the Company's Operation Area, where Sari Ater is the operator.

### **Role of Stakeholders (Stakeholder) in developing the ABCD-based Cibeusi tourist village**

The development of natural tourism villages involves various stakeholders, including the government acting as policy makers, the private sector as tourism business actors, academics, the community, and other parties. The involvement of these stakeholders shows that natural tourism development cannot be done individually and requires cooperation and harmony of action between all parties involved. The following are the parties involved (stakeholders) who collaborate and support each other in the development of the Cibeusi tourist village:

#### **1. Subang Regency Government**

Issuing policy decrees, one of which is a decree explaining that Cibeusi Village is a tourist village.

#### **2. District Tourism, Sports and Youth Service (Disparpora)**

Subang Based on an interview with Mr. Afghani as destination staff at the District Tourism and Sports Department. Subang, it was conveyed that the Department functions as a regulator and facilitator. Regulators in terms of assessment, and if it is suitable to become a tourist village, the department will make a SK and it will be signed by the regent. The regent's decree is also very influential, especially when there is an ADWI competition, apart from that when there are requests for assistance from the village ministry or other parties. The department also acts as a facilitator in terms of connections to departments, provinces, ministries and universities. For example, the Cisaat tourist village was also accompanied by UNJ (with an MOU with the regional government), and they asked the department for advice on which villages they could develop, then the department suggested Cisaat Village.

#### **3. Company**

CSR funds and programs issued for the development of Cibeusi Village. Two companies that support and accompany Cibeusi village are Danone (Aqua) and Sari Ater. (mention Sari Ater's foster father and promotion. Also promoting Cibeusi village through events/bazzars/festivals and other activities. (<https://www.jabarpres.com/2023/04/07/desa-cibeusi-ditetapan-jadi-desa-wisata-best-oleh-menparekraf-sandiaga-uno-pengelola-curug-ciangin-cepatkan-thank-you-to-sari-ater-subang-as-foster-father/>).

#### **4. Educational Institutions**

There is an MOU with Poltekpar and UPI for tourism assistance and Disparpora cooperation with LPK Prika Karya Utama (PRAMINDO) for training in the tourism sector.

**5. Local community**

Also supporting the development and development of tourist villages by means of support revive the village for existing businesses: tourist attractions, culinary delights, homestays and others. There are also pokdarwis/bumdes who actively play a role in developing tourist villages. PKK mothers who also support MSMEs and Cibeusi village products, youth organizations who support in promoting the village through social media, seminars and others.

**6. Tourists/Visitors**

With the satisfaction of visiting the Cibeusi tourist village, of course tourists will come back and help promote the Cibeusi tourist village to a wider audience. So the number of visitors will increase and the economy and social status of the Cibeusi village community will also improve.

**Impact of Potential Development of Tourism Villages**

**1. For the Community**

From the previous description of the research results above, it can be seen that Cibeusi Village has potential or wealth assets that can be developed into a tourist village based on the ABCD approach. (Asset Based Community Development). However, community involvement as well stakeholder related activities in Cibeusi Village have not yet been fully implemented optimally and optimally, because there are still many related parties who do not yet have an understanding and knowledge of the importance of developing and managing a tourist village, especially those from

Community empowerment. For this reason, in research on developing the potential of tourist villages, researchers made a summary of the social phenomena of the community in Cibeusi Village.

Table 2. Social Phenomena of Cibeusi Village Community

Business	Social Phenomenon
Object Tour Waterfall Ciangin	<ol style="list-style-type: none"> <li>1. Income increases, Ciangin waterfall becomes more well known over time</li> <li>2. Promotion in the media is increased to increase the number of tourists apart from holidays</li> <li>3. Active from planning to development of Cibeusi village</li> <li>4. The infrastructure is good, only the road access to Cibeusi village is still narrow</li> <li>5. It is better to build new tourism and expand road access</li> <li>6. Requires K3 training, marketing, service, and administration</li> <li>7. Lack of collaboration with the government in building</li> <li>8. villages, from budgets, infrastructure assistance to personnel assistance</li> </ol>

Object Tour Estuary Guava	<ol style="list-style-type: none"> <li>1. Feel the benefits of having a Cibeusi tourist village</li> <li>2. Good cooperative relations between managers and the community</li> <li>3. Only as a listener and not active in deliberations on the development of a tourist village</li> <li>4. Support in supporting tourism by providing camping tours, river tubing and places for gatherings.</li> <li>5. Infrastructure is good, only needs to be increased in number</li> <li>6. Promotion must be intensified, making lots of travel packages</li> <li>7. Training required: security training, K3, service, tour guides and tour guides</li> <li>8. 8. The problem is that there is no one who focuses on marketing the Cibeusi tourist village.</li> </ol>
Manufacturer Rice Black	<ol style="list-style-type: none"> <li>1. Income has increased, but not significantly, but people are becoming more familiar with black rice</li> <li>2. Promotions should be increased, so that they are not only busy on holidays</li> <li>3. The economic impact on society increases, infrastructure becomes better</li> <li>4. The relationship between management and the community is good</li> <li>5. Does not take active part in planning, but likes to provide ideas and suggestions for village development.</li> <li>6. Contribute to developing the Cibeusi tourist village by creating typical Cibeusi food/culinary.</li> <li>7. Infrastructure is complete, but direction signs are still minimal</li> <li>8. Collaboration must be established between government, villages, entrepreneurs and other parties, so that they both support village progress</li> <li>9. Requires K3, marketing and service training. 10. Requires a budget, because so far the development of the Cibeusi tourist village, especially the Ciangin waterfall, has been managed from the local community's budget.</li> </ol>
Manufacturer Palm Sugar	<ol style="list-style-type: none"> <li>1. Income increased, many ordered to other cities</li> <li>2. Many new jobs</li> <li>3. The environment is cleaner and the village becomes better known</li> <li>4. Active with Pokdarwis and Bumdes, together developing the village</li> <li>5. Contribute through culinary palm sugar, which is typical of Cibeusi village</li> <li>6. The road is still narrow</li> <li>7. Lack of budget and communication from the government and other related parties.</li> </ol>

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Homestay	1. Income increases, but not significantly
Entrepreneur	2. Feel the benefits, especially lots of new jobs
	3. The benefits are that the environment becomes cleaner, the village becomes known, income increases
	4. Actively participate in deliberations and discussions on the development of tourist villages starting from permits, planning and construction of infrastructure
	5. Providing accommodation facilities for tourists who come to Cibeusi village
	6. The downside is that the road is still narrow
	7. The obstacle is a lack of budget from the government, collaboration has not gone well

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Source: processed primary data, 2024

Based on a summary of the social phenomena of the Cibeusi Village community spread across several tourism business sectors, the results showed that most of the potential problems that occur in efforts to develop the potential of tourist villages are the lack of promotion of tourist attractions and distribution of products produced in Cibeusi village. Furthermore, it is also felt that there is not too much assistance and training not continuous. The community already understands that having a tourist village can improve their economic welfare.

Another problem that arises from the existing phenomenon is that they hope for full support from various parties stakeholders, especially the village government to develop the potential of tourism villages in Cibeusi Village. This shows that the village government is not actively contributing in efforts to manage the assets and natural potential that Cibeusi Village has to continue to be developed into a tourist village. The community believes that the village government is more actively involved in building literacy by collaborating with various stakeholders, including academics, community service groups, Pokdarwis, related institutional companies, as well as district and provincial governments, because, so far the Cibeusi Village community has only been managed independently by the community, they need ongoing assistance and training both in terms of infrastructure management, human resources and finance. Stakeholder itself is interpreted as all parties

whether a group or individual has the status of a stakeholder whose interests will all be affected by positive or negative impacts arising from a policy that has been made. (Kismartini & Bungin, 2019)

In community empowerment programs, stakeholders are defined as individuals, communities, government agencies, or certain groups who have an interest or are related to an organization or activity on the basis of a certain policy. This stakeholder theory provides the basic assumption that if the relationship between stakeholders in a community economic empowerment program is stronger, the results of the community economic empowerment program carried out will be maximized.

However, on the contrary, if the relationship between stakeholders in the community economic empowerment program gets worse or less strong, then the results of the community economic empowerment program carried out will be less than optimal and optimal, and it could even be said that it will be difficult to achieve



success in the program. In terms of management, the community has experienced enough benefits from the existence of the Cibeusi tourist village, but it is not yet very significant for the community's income/economy. Many tourist attractions and supporting businesses in terms of infrastructure have been built, but it is still felt that their promotion has not been optimal. The quality of human resources has also increased, but some skills are still not evenly distributed, so there is still a need for comprehensive training and mentoring.

## **2. For the Company**

Developing the potential of tourist villages has a significant impact on companies, both those operating in the tourism sector and other sectors. Here are some impacts that can be identified:

### **a. Increased Visitors**

Developing tourist villages attract more tourists, which can increase demand for local products and services. Companies can develop new products or services tailored to tourists' needs.

### **b. Increased Sales and Income**

Developing tourist villages open new markets for company products and services. At Sari Ater, of course, from the "Saba Desa" product which offers an interesting adventure through rural areas using Landy vehicles, ATVs, or horse riding to gain experience planting rice, making traditional food, making batik, making household utensils, eating lead in the middle of the rice fields. , and ends with a swim in a natural waterfall. So that other products offered are also enjoyed by tourists.

### **c. Infrastructure Development**

Investments in tourist village infrastructure such as roads, transportation and public facilities can also benefit local companies by improving accessibility and service quality.

### **d. Improvement Brand Awareness and Company Image**

Companies that participate in the development of tourist villages can improve brand awareness them through joint promotional activities and collaboration with local governments or tourism organizations. Involvement in developing tourist villages can improve the company's image as part of corporate social responsibility. This was expressed by Mr. Iwan Herdiawan as PR Manager of PT. Sari Ater, that the most important thing is society.

### **e. Collaboration and Partnership**

The development of tourist villages often involves various parties, including the government, local communities and companies. This opens up opportunities to build mutually beneficial strategic partnerships. Collaboration with local communities can create better relationships and trust between companies and communities.

### **f. Increasing Human Resources**

Companies can engage in training and skills development programs for local communities, which in turn improves the quality of the workforce in the area. The development of tourist villages creates new jobs, allows companies to recruit local

workers who are skilled and understand local culture.

#### **g. Contribution to the Local Economy**

The development of tourist villages can be a catalyst for local economic growth, which will ultimately have a positive impact on companies operating in the area. Companies can support local micro, small and medium enterprises (MSMEs), which contributes to economic diversification and local economic stability.

#### **h. Sustainability**

Companies can support sustainability initiatives related to the development of tourist villages, such as environmental and cultural preservation, which can increase overall tourist attractiveness. With these various positive impacts, companies involved in developing tourist villages can enjoy significant benefits, both from a business and social perspective.

### **3. For Visitors**

Optimizing the Corporate Social Responsibility (CSR) program in developing the potential of tourist villages can provide various positive impacts for visitors. Here are some of the impacts:

#### **a. Improving the quality of facilities and services**

CSR programs include building or improving public facilities such as roads, sanitation and tourist information centers, which increase visitor comfort. Training provided to local residents within the framework of CSR programs can improve the quality of services received by tourists, such as better trained tour guides and more professional hotel services.

#### **b. A more immersive and authentic tourism experience**

CSR can fund educational activities that enable visitors to learn about local culture, traditions and practices, such as craft workshops or cooking classes local cuisine. Through CSR programs, visitors have more opportunities to interact directly with local communities, providing a more authentic and meaningful experience.

#### **c. Access information and promotional media**

CSR can help establish tourist information centers that provide maps, guides, and information about local attractions, enhancing the tourist experience. Funds from CSR can be used to train local tour guides, providing visitors with better information and more comprehensive tour experience. Also providing digital marketing training, so that the community can introduce Cibeuhi village more widely through digital-based promotional media.

#### **d. Better security and comfort**

CSR programs that focus on waste management and cleanliness can create a cleaner and more comfortable environment for tourists. Investments in security infrastructure and emergency response systems through CSR increase visitor safety while in tourist villages.

#### **e. More Diverse Activities and Entertainment**

CSR can help develop new attractions such as playgrounds, recreation areas, or cultural centers that offer additional entertainment for visitors. CSR programs can support the implementation of local events and festivals, providing richer and more varied experiences for tourists.

#### **f. Ease of Shopping for Local Products**

CSR programs often support the development of local micro, small and medium enterprises (MSMEs), providing products and souvenirs that tourists can purchase. CSR can fund exhibitions, bazaars or festivals and local markets that make it easier for tourists to find and buy unique products from the area. With the development of tourism village potential which is encouraged by several related parties (stakeholders) and supported by CSR programs through community empowerment, Visitors not only get a better and deeper tourism experience, but also contribute to the sustainable development and well-being of local communities. Research on developing tourist villages through optimizing Corporate Social Responsibility (CSR) programs based on Asset-Based Community Development (ABCD) certainly has many potential benefits, but also faces several limitations that need to be identified.

### **Conclusion**

Management of the Sari Ater Hot Springs Ciater Tourism Area is based on the principles of sustainability and nature conservation, involving active participation from various parties, including local communities and regional government, PT. Sari Ater implements practices Corporate Social Responsibility (CSR) in its operations, which includes various activities to support local community development, environmental conservation and economic empowerment. The formulation of CSR to support sustainable community-based tourism includes identifying the needs of local communities, integrating sustainability principles in activities, and developing tourism products based on local culture. Challenges in managing Sari Ater Hot Springs Ciater include environmental issues, visitor regulations, conflicts of interest and climate change. The limitations of this research are data related to the implementation of the CSR program and its implementation in tourist villages, the CSR program was stopped or the funding company experienced financial problems and when it was implemented Sometimes, CSR programs run by companies are not fully in line with regional or national government policies. For further research, it is hoped that research will be carried out with a comprehensive data approach

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