

Empowering Communities: A Homestay Management Strategy In Sukajadi Village, Bogor Regency

Community
Empowerment and
Tourism Village

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ABSTRACT

This study aims to analyze and formulate a development strategy for homestays in Sukajadi Tourism Village, Tamansari District, Bogor Regency, using the SWOT analysis framework. Employing a descriptive qualitative approach, data were collected through in-depth interviews and field observations involving six homestay units and key stakeholders, including the Chairman of the Tourism Awareness Group (Pokdarwis). The findings reveal that the internal condition of homestay management in Sukajadi Village is weak (total IFAS score: 1.74), primarily due to deficiencies in hygiene, facility standards, safety, access to information, and unprofessional operational and financial management. Although the homestays possess a key strength in the form of the owners' hospitality, these weaknesses significantly limit the ability to leverage external opportunities such as growing tourist interest in authentic experiences and government support. From an external perspective, the homestays demonstrate a moderately responsive position (total EFAS score: 2.46) but face serious threats from competition with modern accommodations and rising tourist expectations. The study underscores the urgency of improving service quality, strengthening management capacity, and enhancing human resources through continuous training. Collaborative efforts among homestay owners, Pokdarwis, and local government are crucial to establish minimum operational standards, improve infrastructure, and promote authentic local experiences to achieve sustainable homestay development and meaningful community empowerment.

Keywords: Homestay, Community Empowerment, SWOT Analysis, Tourism Village

ABSTRAK

Penelitian ini bertujuan untuk menganalisis dan merumuskan strategi pengembangan homestay di Desa Wisata Sukajadi, Kecamatan Tamansari, Kabupaten Bogor, dengan menggunakan kerangka analisis SWOT. Pendekatan yang digunakan adalah kualitatif deskriptif, dengan pengumpulan data melalui wawancara mendalam dan observasi lapangan terhadap enam unit homestay serta pemangku kepentingan utama, termasuk Ketua Kelompok Sadar Wisata (Pokdarwis). Hasil penelitian menunjukkan bahwa kondisi internal pengelolaan homestay berada pada posisi lemah (total skor IFAS: 1,74), yang disebabkan oleh berbagai kelemahan mendasar seperti rendahnya standar kebersihan, kelayakan fasilitas, keamanan, akses informasi, serta manajemen operasional dan keuangan yang belum profesional. Meskipun homestay memiliki kekuatan dalam bentuk keramahtamahan pemilik, kelemahan tersebut membatasi kemampuan untuk memanfaatkan peluang eksternal, seperti meningkatnya minat wisatawan terhadap pengalaman otentik dan dukungan regulasi pemerintah. Secara eksternal, homestay berada pada posisi yang cukup responsif (total skor EFAS: 2,46), namun menghadapi ancaman serius dari persaingan dengan akomodasi modern dan ekspektasi wisatawan yang terus meningkat. Penelitian ini menekankan pentingnya peningkatan kualitas layanan, penguatan kapasitas manajemen, dan pengembangan sumber daya manusia melalui pelatihan berkelanjutan. Kolaborasi antara pemilik homestay, Pokdarwis, dan pemerintah daerah sangat diperlukan untuk menetapkan standar operasional minimum, memperbaiki infrastruktur, dan mempromosikan pengalaman lokal yang otentik guna

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mencapai pengembangan homestay yang berkelanjutan dan pemberdayaan masyarakat yang bermakna.

Kata kunci : Homestay, Pemberdayaan Masyarakat, Analisis SWOT, Desa Wisata

INTRODUCTION

Sukajadi Tourism Village, Tamansari District, Bogor Regency, has developed as a tourist destination since 2018 thanks to the cooperation between the Tourism Awareness Group (Pokdarwis) and PT Perhutani. This village has great potential for development, particularly through the management of homestays which, according to Lasibey (2020), function as rural accommodations offering local welfare and authentic experiences for tourists. However, the actual conditions on the ground indicate that the management of homestays in Sukajadi Village, which currently consists of about five units plus several tourist lodges, still faces a number of challenges. The quality of local human resources, especially in terms of English language proficiency, still needs to be improved to optimally serve tourists. From an institutional perspective, although Pokdarwis has been established since 2010, its management is still weak and fragmented, with coordination of homestays and consumption often relying on cooperation with the village PKK team, rather than under integrated management. Homestay promotion is also limited, mostly relying on word-of-mouth methods, and the village's accessibility, which still depends on public transportation, poses an additional challenge. In addition, the implementation of CHSE (Clean, Health, Safety, and Environment Sustainability) standards in homestays is not yet optimal due to limited knowledge and facilities, which require support from the local government. Lastly, the dominance of external investors in managing some tourist attractions in this village also has the potential to limit control and direct economic benefits for the local community from the operation of homestays that may be part of these investments.

LITERATURE REVIEW

In the context of community-based tourism, homestays play an important role in empowering local communities, making them active participants in tourism development for the improvement of welfare (Kusumawardhani, 2021; Santi & Trisanti, 2021). Based on Law No. 10 of 2009 Article 14, accommodation services are part of tourism services. The Minister of Tourism and Creative Economy Regulation No. 9 of 2014 categorizes homestays as cottage tourism businesses, which are houses partially rented out to tourists, allowing for interaction between the owners and guests. Sukses Tourism Village currently has six homestays managed by the local community. Although the potential for homestays in Sukajadi Village is very large, their management has not been maximized. Several previous studies support this indication. Santi and Trisanti (2021) show that homestay management is still not optimal, marked by a lack of uniformity in facilities, suboptimal promotion, and weak personal relationships between managers and guests. This indicates the need for capacity building and community understanding of standards and best practices in homestay management. Ardiansyah et al. (2021) concluded that the knowledge base for homestay management in the village needs to be improved through effective training. This training is important to enhance the community's understanding of cleanliness, promotion, and guest services so that they can manage homestays professionally and support the sustainability of the tourist village. Syafrini et al. (2022) emphasize that community empowerment in the management of homestays based on the local community is very important for effectiveness and sustainability. Training and mentoring focused on enhancing the capacity of the local community can improve their ability to manage homestays, covering aspects such as technical management, marketing, and service quality improvement. In line with this, Keliwar, Nurcahyo, and Iswandari (2021) demonstrate that the capacity development of Tourism Community Groups through training in homestay management standards and tourism product marketing is

very effective in enhancing their understanding and skills. Nevertheless, Lasibey (2020) concluded that homestay management still requires improvements and enhancements in several aspects, including facility standards, guest services, marketing strategies, and deeper community involvement. Specifically in Sukajadi Village, Kusumawardhani (2021) found that although the community of Sukajadi Village understands the principles of CHSE (Clean, Health, Safety, and Environmental Sustainability), the lack of socialization regarding homestay management remains a major obstacle. This indicates a gap between the understanding of basic concepts and the practical implementation of effective homestay management, which affects the untapped potential of homestays in Sukajadi Village. Overall, although Sukses Tourism Village has great potential in homestay development, its main challenge lies in optimizing management and community empowerment. One of the concepts that explains the role of the community in tourism management is Community Based Tourism (CBT). Community Based Tourism (CBT) is an approach in tourism development that emphasizes the local community by providing access to management and a tourism development system through empowerment, including a more equitable distribution of profits from tourism activities for the local community. This research was conducted to determine the extent of community participation in the management of Homestays in Sukajadi Village. Considering the complexity of the existing challenges and potential, a systematic approach is needed to identify the strengths, weaknesses, opportunities, and threats in homestay management. Therefore, this research will use the SWOT analysis framework to formulate optimal development strategies.

Although previous studies have highlighted the importance of training, capacity building, and community involvement in homestay management, most of them tend to focus on theoretical or conceptual aspects without providing a detailed mapping of the actual physical, managerial, and operational conditions of homestays at the village level. Moreover, there is a lack of research that specifically analyzes homestay development strategies using a SWOT framework directly linked to the context of community empowerment in Sukajadi Tourism Village. Therefore, this study addresses that gap by presenting a structured SWOT analysis based on field data and offering concrete, actionable strategies that can serve as a reference for stakeholders to promote more professional and sustainable community-based homestay management.

METHOD

This research adopts a descriptive qualitative design, an approach chosen to deeply understand the social, economic, and cultural dynamics affecting the management of homestays in Sukajadi Tourism Village, Tamansari District, Bogor Regency, as well as to explore the perspectives of various stakeholders in the context of community-based tourism. The descriptive method is used to systematically describe relevant facts and characteristics regarding the management conditions of homestays and their development potential, in line with Sugiyono's (2018) view that descriptive research aims to describe a phenomenon.

The determination of research subjects was carried out through purposive sampling, which is a sample selection technique based on specific considerations by the researcher to align with the research objectives, as explained by Sugiyono (2018:138). Seven key informants were specifically chosen, consisting of Mr. Alta (Chairman of Pokdarwis), and six homestay managers (Mr. Abah Inda, Mr. Alvin, Mr. Nur, Mrs. Yuyun, Mr. Yudi, and Mr. Akbar). Data collection was conducted in Sukajadi Village, Bogor Regency, from January to June 2025. Primary data sources were obtained through in-depth interviews using interview guidelines and direct field observations with observation sheets, while secondary data came from literature studies and documentation. All the collected data were then processed and interpreted using SWOT Analysis (Strength, Weakness, Opportunity, Threat). This analysis aims to identify internal factors (strengths and weaknesses) as well as external factors (opportunities and threats) relevant to the management of homestays in Sukajadi Tourism Village. The results of the analysis serve

RESULTS AND DISCUSSION

The research conducted regarding Community Empowerment in the Management of Homestays in Sukajadi Tourism Village was examined through a SWOT analysis. Data were collected from six operational homestays. This analysis aims to identify the strengths, internal weaknesses, as well as the opportunities and threats posed by external influences on the community-based homestay development in the Sukajadi Tourism Village, Bogor Region.

Table 1 Identification Internal Factor (Strength and Weakness)

<i>Strength- S</i>	
1.	Hospitality and Willingness to Serve Owners: Demonstrating exceptional hospitality, readiness, and willingness to serve visitors from the beginning to the end of their visit. This reflects a great potential in creating a positive personal experience for tourists.
2.	The tidiness of the room upon arrival: The room was found to be tidy when visitors arrived, indicating an initial initiative for preparing to welcome guests.
3.	Availability of clean kitchen equipment: Providing clean and safe kitchen equipment, although the quantity is still insufficient. This shows the potential of the existing and well-maintained basic facilities.
Weaknesses – Product/ Facility	
1.	Poor Hygiene and Sanitation: Hygiene issues were found such as smelly, unpleasant, and unclean bathrooms, bathtubs and showers without hoses, slippery floors, holes in the bathroom ceiling, as well as thick dust and leftover cotton buds.
2.	Limitations and Unsuitability of Bedroom Facilities: Most homestays do not have these facilities. Blankets on their own, dusty pillows without covers, and a lack of sufficient beds as well as dark-coloured sheets.
3.	Lack of Storage and Comfort Facilities: There are no adequate wardrobes/storage spaces for clothes, the owner's belongings are still in the wardrobe, and there is no dressing table or mirror in the room.
4.	Air Circulation and Lighting Issues: The indoor air circulation is poor and smells musty, and the lighting is inadequate in the room and kitchen.
5.	Limited Public Facilities: There are no trash bins in the rooms or kitchen, no tissues or napkins, no dining area or dining table, and no guest chairs or tables in the visitors' rooms.
6.	Lack of Room Privacy and Security: Some rooms do not have their own doors, only using curtains, and the rooms do not have their own locks, which reduces the comfort and security of the guests.
7.	Absence of Physical Identity: All homestays do not have nameplates or clear markers. To indicate that the place is a homestay, making it difficult for visitors to identify.
Weakness – Tourism Standard Services	
1.	Lack of Routine Cleaning: Most homestays do not provide routine cleaning services for rooms and visitor facilities.
2.	Limited Access to Information and Communication: There is no guest complaint book, no internet network, and no health service information available (in all homestays).
3.	Security and Comfort Issues: The absence of doors and locks in the rooms, as well as the weeds growing in the homestay owner's house, create a sense of insecurity and discomfort for the visitors.
Weakness – Management aspect (standard and system)	
1.	Financial Management Deficiency: There are no financial reports available in all observed homestays.
2.	Lack of Emergency Preparedness: The majority of homestays do not have SOPs for disasters and do not provide first aid supplies.
3.	Low Human Resource Competence: There is no competency certification and a lack of training program implementation, indicating low HR capacity in homestay management.
4.	No Space Available for Activity Management: Some homestays do not have a designated area for activity management, showing a lack of professionalism in management.
Opportunity (O)	
1.	Strong Community-Based Tourism Potential: Sukajadi Village, in collaboration with Pokdarwis and PT Perhutani, has a strong foundation to develop tourism that involves the community, in line with the trend of tourists seeking authentic experiences and empowering the local community.
2.	Government Regulatory Support: The existence of Law No. 10 of 2009 on Tourism and Minister of Tourism and Creative Economy Regulation No. 9 of 2014, which recognizes homestays as lodging tourism, provides a legal framework and legitimacy for business development.
3.	Traveler Interest in Authentic Stay Experiences: There is an increasing preference among travellers for more personal, culturally rich, and community-oriented stay experiences, making the homestay concept highly relevant and with a growing market share.
4.	Potential Collaboration with External Parties: The need for training facilities and quality improvement can present opportunities to collaborate with educational institutions, non-profit organizations, or corporate CSR programs to obtain financial support or sk
Threat (Threat – T)	
1.	Competition with Modern Accommodations: The presence of other accommodations in the Bogor area that offer more professional facilities and service standards can pose a significant challenge to the homestay in Desa Sukajadi

2. Increasing Tourist Expectations: Tourists' expectations are currently high regarding cleanliness standards, basic facilities (such as Wi-Fi), and security. The failure of homestays to meet these expectations can lead to a decrease in interest and a negative image.
3. Lack of Awareness and Willingness to Adapt: If homestay owners and the community do not fully recognize the urgency of improvements or are not sufficiently motivated to adapt to better standards, development efforts will be hindered.
4. Negative Information Distribution: Unsatisfactory feedback from guests, especially in the era of social media, can spread quickly and damage the overall reputation of Sukajadi Tourism Village.
5. Fluctuations in the Tourism Industry: The tourism industry is vulnerable to external factors such as economic crises, changes in travel policies, or pandemics (like COVID-19), which can affect the number of tourist visits.

Recommendation SWOT Strategy

Based on the analysis of strengths, weaknesses, opportunities, and threats, the following are the recommended strategies for the development of homestays in Sukajadi Tourism Village:

Table 2 Strategy SO (Strength-Opportunity)

Strategy Opportunity – Leveraging Strengths to Seize Opportunities

1. Developing Local Experience Packages: Maximizing the hospitality of homestay owners and the potential for cultural interaction by designing tour packages that involve visitor participation in local activities (e.g., cooking traditional food, handicrafts, or farming). Promoting these unique experiences as the main attraction, not just the facilities.
2. Family Homestay Branding: Emphasizing the concept of a homestay as an accommodation that offers a familial atmosphere and the warmth of local residents, targeting tourists who seek a personal experience rather than the standards of luxury hotels.

Table 3 Strategy WO (Weakness -Opportunity)

Weaknesses – Opportunities – Minimize strategic weaknesses by leveraging opportunities

1. Integrated Capacity Building Program: Conduct comprehensive training and mentoring for all homestay owners and managers. The training materials to be delivered include: Hygiene and Sanitation Standards, Infrastructure Standardization, Excellent Service, Basic Homestay Management and Procurement, Homestay Nameplate.
2. Partnership for Physical Improvement: Seek support from institutions or CSR programs to assist with renovations and the procurement of essential infrastructure that is still lacking, such as room doors, window curtains, or bathroom repairs.

Table 4. Strategy ST (Strength – Opportunity)

Strength – Threat: Leveraging Strength to Face Threats

1. Differentiation Based on Experience: Strengthening the uniqueness of homestays through personal experiences and the hospitality of the owners as the main differentiators from standard accommodations. This will help attract a market segment that is not only looking for luxurious facilities but also for relationships and stories.
2. Improvement of Manager Competence as Tourism Ambassadors: Utilizing the hospitality of business owners to train them to become "informative" and capable "tourism ambassadors" who can communicate local values, while also raising awareness about the importance of adapting to the ever-evolving expectations of guests.

Table 5 Strategy WT (Weakness – Threat)

Weaknesses – Threats: Minimizing Weaknesses and Avoiding Threats

1. Priority for Improving Homestay Standards: Without adequate minimum standards, homestays cannot compete and are at risk of losing tourist interest.
2. Establishment of Homestay Standards: Pokdarwis, with the support of the village government, sets mandatory minimum standards that all homestays must meet, and conducts regular evaluations and monitoring.
3. Continuous Socialization and Assistance on best homestay management practices, ensuring owners understand and implement the taught standards.
4. Provision of Guest Feedback System: Implementation of a simple system for guest feedback (complaint book or digital survey) to monitor satisfaction and identify areas needing improvement, thus being able to respond to changes in tourist expectations.
5. Strengthening Security and Disaster Preparedness: Prioritizing the procurement of disaster first aid kits and the development of emergency response SOPs for each homestay, as well as educating about guest safety and privacy, to reduce risks and enhance the sense of security for tourists

Table 6. Internal Factor Matrix

NO	STRENGTHS FACTOR	WEIGHT	RATE SCORE	WEIGHTED SCORE)	REMARKS
A	Strengths				
1	Hospitality and Willingness to Serve Owners	0.15	4	0.6	Great potential for a positive experience
2	Room Tidiness Upon Arrival	0.1	3	0.3	A good initial initiative
3	Availability of clean kitchen equipment	0.05	3	0.15	Well-maintained basic facilities
B	Weaknesses				
1	Poor Hygiene and Sanitation (Bathroom, Dust, etc.)	0.15	1	0.15	Needs urgent repair
2	Limitations & Unsuitability of Bedroom Facilities	0.1	1	0.1	Greatly hinders guest comfort
3	Lack of Deviation and Comfort Facilities (Wardrobe, Dressing Table)	0.08	2	0.16	Influencing guest convenience
4	Air circulation and lighting issues	0.07	1	0.07	Impacting comfort
5	Limited Public Facilities (Trash bins, Tissue, Dining area)	0.07	1	0.07	Reducing basic comfort
6	Lack of Privacy and Room Security	0.08	1	0.08	Significant risk and discomfort
7	Absence of Physical Identity (Sign Board)	0.03	2	0.06	Reducing Visibility
8	The absence of routine cleaning	0.05	1	0.05	Reducing Guest Satisfaction
9	Involvement of Information & Communication Access (WI-FI, Complaint Book)	0.06	1	0.06	Modern basic needs
10	Poor Financial Management (No financial reports)	0.03	1	0.03	Barriers to Professionalism
11	Lack of Emergency Preparedness (SOP, First Aid)	0.03	1	0.03	Potential serious risk
12	Low HR Competence (Without Certification/Training)	0.02	1	0.02	Limiting Development
	TOTAL	1		1.74	A number >2.5 indicates a strong internal position, while <2.5 indicates a weak position.

Sources : Primer Data, 2025

Table 7. External Factor Matrix

NO	STRENGTHS FACTOR	WEIGHT	RATE SCORE	WEIGHTED SCORE)	REMARKS
A	Opportunities				
1	Strong Community-Based Tourism Potential	0.18	3	0.54	In line with global trends
2	Government Regulatory Support (Law, Minister of Tourism and Creative Economy Regulation)	0.15	3	0.45	Providing legitimacy and a legal framework
3	Traveler Interest in Authentic Stay Experiences	0.2	4	0.8	A rapidly growing market
4	Potential Collaboration with External Parties (Educational Institutions, CSR)	0.07	2	0.14	Additional resources for development
B	Threats				
1	Competition with modern accommodations	0.15	2	0.3	Need strong differentiation
2	Increased Expectations of Tourists (Cleanliness, WI-FI, Security)	0.1	1	0.1	Failure to meet can be fatal.
3	Lack of awareness and willingness to adapt by the owner	0.08	1	0.08	Internal barriers to change
4	Negative Distribution Information (Social Media)	0.05	1	0.05	Reputational Risk
5	Fluctuations in the Tourism Industry (Economy, Pandemic)	0.02	2	0.04	External factors that are difficult to control
	TOTAL	1		2.46	(>2.5 indicates a responsive external position < 2.5 less responsive)

Sources : Primer Data, 2025

Based on the analysis of data from the Internal Factor table (Table 5.1) and the External Factor table (Table 5.2), the main discussion centers on the condition of the

homestay in Sukajadi Village, which shows significant contradictions. Internally, despite the strengths of the owners' hospitality and basic initiatives in tidiness, the homestay is in a very weak position (total IFAS: 1.74) due to a hygiene and sanitation crisis, limited bedroom facilities, lack of privacy and security, and limited access to information and communication such as Wi-Fi. Additionally, poor financial management and minimal emergency preparedness are also points of concern. On the other hand, there are significant external opportunities from tourists' interest in authentic experiences and government regulatory support, but the homestay has not been able to optimize these (total EFAS: 2.46) due to internal weaknesses that constrain it. Serious threats arise from competition with modern accommodations and the continuously increasing expectations of tourists, exacerbated by the owners' lack of awareness of adaptation. Therefore, the crucial discussion highlights the urgent need to prioritize the improvement of homestay standards, establish mandatory minimum standards, conduct continuous socialization and assistance, as well as enhance management competence and administration to make homestays more professional and competitive amidst the existing potential and challenges.

CONCLUSION

Overall, the SWOT analysis shows that the management of homestays in Sukajadi Tourism Village is in a weak internal position, with a total weighted IFAS score of 1.74. This is dominated by numerous significant weaknesses, particularly in the aspects of physical facilities (cleanliness, sanitation, availability and suitability of furniture), service standards (routine cleaning, access to information/communication, privacy, security), and management aspects (finance, emergency preparedness, HR competency). Nevertheless, homestays have inherent strengths in the form of the owners' hospitality and initial initiatives in maintaining cleanliness, which are fundamental assets for creating a positive experience for tourists. From an external perspective, the position of the homestay can be categorized as quite responsive to the external environment, with a total weighted EFAS score of 2.46. Sukajadi Village has great opportunities from strong community-based tourism potential, government regulatory support, as well as increasing tourist interest in authentic stay experiences and the possibility of collaboration with external parties. However, homestays also face serious threats such as competition with more professional modern accommodations, increasing tourist expectations, the possibility of negative information spread, and fluctuations in the tourism industry. Thus, the development of homestays in Sukajadi Tourism Village has great potential but is highly dependent on the ability to address fundamental internal weaknesses and proactively seize external opportunities while mitigating threats.

The results of this research have several important implications for various parties:
For Homestay Owners and Managers:

- **Urgency of Improving Physical Quality and Services:** It is crucial for owners to invest in basic infrastructure improvements, especially hygiene and sanitation in bathrooms, the completeness and cleanliness of bedroom facilities, and the availability of public facilities (trash bins, clean water, Wi-Fi).
- **Increased Professionalism:** A shift in mentality is needed from merely renting out rooms to becoming professional accommodation service providers who implement excellent service standards, including routine cleaning, guest communication systems, and security.
- **Improvement of Human Resource Capacity:** Owners and managers must actively participate in integrated training programs (as recommended in the WO strategy), including competency certification, to enhance knowledge and skills in modern homestay management.

For the Tourism Awareness Group (Pokdarwis):

- **Central Role in Coordination and Standardization:** Pokdarwis needs to take a stronger role as the main coordinator to establish and ensure compliance with mandatory minimum standards for all homestays.

- Training and Partnership Facilitator: Initiate sustainable capacity-building programs and actively seek partnership support (CSR, educational institutions) to help address facility and management weaknesses.
- Promoter of Authentic Experiences: Developing and promoting unique local experience packages, leveraging the hospitality of the owners as the main attraction, rather than just physical facilities.
- For Local Government (Tourism Office, Subdistrict, Village):
- Policy and Regulation Support: Encouraging the implementation of stricter CHSE standards through socialization, mentoring, and possibly incentives for homestays that meet the standards.
- Infrastructure Development: Considering investments in supporting infrastructure for tourist villages, such as stable internet access and road improvements leading to homestays.
- Facilitation of Assistance and Access to Funds: Helping Pokdarwis and homestay owners in accessing training programs, financial management assistance, and funding sources for renovations and development.

For Tourists and Local Communities:

- The improvement in homestay quality will provide a more comfortable, safe, and satisfying stay for tourists, while also potentially increasing visits.
- For the local community, the professional and sustainable development of homestays will open up greater economic opportunities and enhance welfare, as long as the principle of community empowerment remains central.

Overall, the implication of this research is that the development of homestays in Sukajadi Tourism Village requires a holistic and collaborative approach from all stakeholders. Without serious efforts to address internal weaknesses, the great potential this village has for community-based tourism will be difficult to realize and will be vulnerable to external threats.

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