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TOURISM VILLAGE DEVELOPMENT IN SERDANG WETAN, TANGERANG: AN EVALUATION OF POTENTIALS AND CHALLENGES

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Abstract

Tourism villages constitute a form of community-based tourism development that contributes to improving local livelihoods while preserving cultural and environmental resources. Serdang Wetan Tourism Village, located in Tangerang Regency, is an emerging destination with distinctive natural and cultural potentials. Nevertheless, its development process faces several challenges, such as legal constraints of Village-Owned Enterprises (BUMDes) and shifting the community's consumptive mindset which may affect long-term sustainability. This study aims to evaluate the development of Serdang Wetan Tourism Village by identifying its key potentials and the challenges encountered in its management and development. A descriptive qualitative approach was employed, utilizing data collected through field observations, in-depth interviews with Village Head, BUMDes Management Team, and Local community leaders as well as document analysis. The results reveal that strengthening the legal status and institutional governance of the Village-Owned Enterprise is a critical prerequisite for tourism village development. In addition, improving human resource capacity and supporting infrastructure is essential to ensure the sustainability of Serdang Wetan Tourism Village.

Keywords: Tourism Village Development, Serdang Wetan, Tourism Potential, Development Challenges, Community-Based Tourism

1. INTRODUCTION

Tourism is a strategic sector in national economic development. In Indonesia, its development has expanded into rural areas through tourism villages that emphasize community empowerment, cultural preservation, and environmental sustainability. This approach aligns with the growing demand for authentic and culturally immersive tourism experiences. Empirical evidence indicates that well-managed tourism villages contribute to local economic growth and improve community income and welfare (Ardiansyah et al., 2023).

Moreover, tourism villages are increasingly recognized as an alternative form of non-agricultural activity to support rural economic diversification. Given their distinct characteristics compared to urban tourism, their development should consider local

potentials, available attractions, and supporting infrastructure (Djunaid et al., 2022). Community-based and sustainable tourism development must also be aligned with local environmental, social, and cultural contexts. In this regard, preserving these elements while strengthening community empowerment is essential to enhance welfare and overall quality of life (Dewantara et al., 2023).

Research on tourism villages in Indonesia has predominantly focused on rural areas with community-based and sustainable management, such as the tourism villages of Nglanggeran and Pentingsari (Budiatiningsih & Putri, 2025). Meanwhile, Penglipuran Village emphasizes spatial patterns, uniqueness, environmental preservation, and local economic development (Dewi & Meitriana, 2024).

In contrast, research on tourism villages located in urban and industrial fringe areas remains limited, despite the fact that such regions face distinct challenges, including urbanization pressures, spatial constraints, social transformation, and more complex governance structures in tourism development.

Within this context, Serdang Wetan Village presents a relevant case study due to its location in the Greater Jakarta metropolitan buffer zone, an area strongly influenced by urban and industrial activities. Despite these conditions, the village maintains community-based tourism potential through fishing tourism and MSME initiatives managed by BUMDes Serdang Tirta Kencana. Nevertheless, its development is still constrained by several issues, including suboptimal tourism governance, limited institutional capacity of the BUMDes, infrastructure deficiencies, and concerns regarding the sustainability of the local economy.

Accordingly, this study aims to address the existing research gap in evaluating tourism village development within suburban and industrial contexts, which remains underexplored in the academic literature. It not only examines the tourism potential of Serdang Wetan Village but also investigates governance challenges, the role of BUMDes, MSME development, and sustainability dimensions in tourism village development in urban–industrial fringe areas. Ultimately, this research is expected to contribute to a more context-sensitive understanding of tourism village development in line with the dynamics of urban and industrial regions.

2. LITERATURE REVIEW

2.1 Concept of Tourism Villages

Tourism villages are an alternative tourism model that prioritizes active community involvement in destination planning, development, and management. This model aims to deliver sustainable benefits, including economic growth, cultural preservation, and environmental protection (Reza & Murdana, 2023). Often framed as Community-Based Tourism (CBT), it emphasizes participatory governance, equitable distribution of benefits, and the empowerment of local communities, while upholding cultural and environmental sustainability (Kusumanigrum & Digidowiseiso, 2023).

2.2 Benefits of Tourism Villages for Local Communities

Community groups, such as tourism awareness groups (Pokdarwis), represent a crucial human resource for tourism villages and serve as strategic assets for sustainable development. The activities and creativity of local residents and Pokdarwis members are key factors in transforming local potentials into valuable tourist attractions. Active involvement of the local community is a determining factor for the success of tourism village development, as empowerment not only enhances economic welfare but also

strengthens local cultural identity. Participation throughout all development stages, from planning to implementation, fosters a sense of ownership and commitment to the sustainability of the tourism destination (Ritonga & Halim, 2025).

2.3 Sustainable Tourism Development

The concept of sustainable tourism is grounded in the principles of sustainable development, emphasizing the fulfillment of present needs without compromising the rights of future generations. According to Rahmat (2021), sustainable development in tourism encompasses three interrelated components:

- a. **Ecological Sustainability:** tourism development should not cause permanent ecological changes but instead respond to the awareness of protecting natural resources from negative impacts of tourism activities.
- b. **Social Adaptability:** tourism must align with the community's capacity to accommodate visitors without disrupting social harmony, both between residents and tourists and among community members themselves.
- c. **Cultural Sustainability:** tourism should preserve local cultural practices, ensuring that the presence of visitors does not negatively affect cultural development and is maintained for future generations.

2.4 Related Studies

Previous studies have examined several successful tourism villages in the Special Region of Yogyakarta, including Nglanggeran Village in Gunung Kidul, Pentingsari Village in Sleman, and Tinalah Village in Kulon Progo. These villages have achieved notable recognition: Nglanggeran was named the World's Best Tourism Village in 2021, Pentingsari is recognized as a pioneer in tourism village development, and Tinalah excels in digital media utilization. Each village has applied the diffusion of innovation framework to establish sustainable management and marketing strategies. Key elements of innovation diffusion—innovation attributes, communication channels, time, and legitimacy—have been integrated into their development processes (Buchori et al., 2023).

3. RESEARCH METHODS

3.1 Types of Research

This study employed a descriptive qualitative approach to gain an in-depth understanding of phenomena occurring under natural field conditions. The approach was utilized to comprehensively examine various aspects related to the management and development of Serdang Wetan Tourism Village, Tangerang, including community involvement, local tourism potential, and the challenges encountered in the tourism village development process. Through this qualitative approach, the collected data were expected to provide a more detailed, contextual, and accurate representation of social realities and the experiences of the informants.

3.2 Research Site and Timeframe

This study was conducted in Serdang Wetan Tourism Village, located in Legok District, Tangerang Regency, Banten Province, Indonesia. The site was selected based on its continuously developing tourism potential, which aligns with the focus and objectives of this study. The research was carried out over a period of six months, from September 2025 to February 2026.

3.3 Research Subjects and Informants

The research subjects are individuals or parties directly involved in and possessing relevant information related to the research object. Informants in this study were selected using a purposive sampling technique, in which participants are chosen based on specific criteria and considerations aligned with the needs of the study. The table below presents the demographic characteristics of the informants.

Table 1. Demographic Characteristics of Informants

Informant Code	Gender	Position/Role	Education
P1	Male	Village Head	Bachelor's Degree
P2	Male	BUMDes Director	Master's Degree
P3	Male	Head of Village Consultative Body	Bachelors' Degree

Source: Researchers (2026)

3.4 Data Collection Techniques

Data in this study were collected through observation, interviews, and documentation. Observation was conducted by directly examining the conditions of Serdang Wetan Village, including community activities, tourism facilities, and various activities taking place at the research site. Through this process, the researcher obtained a direct and realistic overview of the research object. Interviews were carried out with the Village Head, the Director of BUMDes, and the Head of the Community Empowerment Institution to obtain in-depth information. The interview techniques included both structured interviews, based on a pre-prepared interview guide, and semi-structured interviews, which allowed for more flexibility in following emerging information in the field. In addition, documentation was collected from various sources related to Serdang Wetan Tourism Village, such as activity photographs, visitor data, tourism village profiles, archives, and other supporting documents. This documentation served as supporting evidence to strengthen the research findings.

3.5 Data Analysis Techniques

Data analysis in this study involved three interrelated stages, namely data reduction, data presentation, and conclusion drawing. Data reduction was conducted by selecting, summarizing, and organizing field data in accordance with the research objectives in Serdang Wetan Tourism Village, Tangerang. Interview data obtained from tourism village managers, village officials, and BUMDes representatives were directly summarized and categorized into key issues, including community participation, tourism potential, and institutional challenges such as bureaucratic fragmentation. The reduced data were then presented in narrative descriptions, tables, and figures to facilitate understanding and to systematically illustrate the management of Serdang Wetan Tourism Village, including community roles, BUMDes involvement, and development challenges. Finally, conclusion drawing was carried out based on the analyzed data. Conclusions were developed iteratively throughout the data collection and analysis process and were verified through data triangulation to ensure their validity. The findings are expected to provide a comprehensive overview of the management and development of Serdang Wetan Tourism Village and to address the research questions thoroughly.

4. FINDINGS AND DISCUSSION

Serdang Wetan Village is one of the villages located in Legok District, Tangerang Regency, covering an area of approximately 402 hectares with a population of 14,440

residents. Based on this population size, Serdang Wetan is the most populous village in Legok District. This demographic condition indicates significant pressure on land use and the economic needs of the local community.

“Land ownership in Serdang Wetan Village is largely controlled by the state, with only around 40% owned by residents. This condition has influenced the village’s development pattern,” stated the Village Head”. (Source: interview with participant P1).

The Director of BUMDes Serdang Tirta Kencana, explained that the limited extent of community-owned land has encouraged the village to develop a collective asset management approach. He stated:

“Because the majority of the land is state-owned, local residents do not have the same flexibility to undertake development initiatives as communities in other villages. Therefore, the village administration must identify ways to collectively utilize existing assets to support the community’s economic development”. (Source: interview with participant P2).

In 2000, the airport perimeter road was reclassified as a public road under provincial authority, improving regional accessibility and creating new economic opportunities for the village. This led to faster growth in trade, services, and local enterprises. Despite the high population density and limited land availability, the Village Head stated:

“Serdang Wetan Village has developed into a semi-urban area while still preserving agrarian values through aquaculture and productive land use”. (Source: interview with participant P1).

4.1 Tourism Development Potential of Serdang Wetan Village

One of the village government’s key strategies was utilizing 4.5 hectares of Village Treasury Land (TKD), including a 2-hectare reservoir that had previously been underutilized.

“The village head said, ‘We regret that although the reservoir was built with nearly IDR 10 billion in funding from the central government, it has yet to provide significant economic benefits to the community’. (Source: interview with participant P1).

According to the Director of BUMDes, the tourism area was developed by utilizing local potential that had previously been unproductive. He stated:

“In the past, the reservoir area was overgrown with water hyacinths and poorly maintained. After it was managed by the BUMDes, we transformed it into a tourism and cultivation area that could generate economic benefits for the local community”. (Source: interview with participant P2).

After its management was transferred to BUMDes Serdang Tirta Kencana, the area was revitalized into an environmentally based tourism destination called “Nu Desa Ecotourism”, integrating environmental conservation, education, and community economic empowerment.

4.2 The Role of BUMDes in Community Economic Empowerment

BUMDes Serdang Tirta Kencana plays an important role in the economic development of the Serdang Wetan Village community, particularly through the fisheries and educational tourism sectors. The water resources in the reservoir area have been developed into catfish and tilapia farming businesses that involve local residents through a partnership-based system. The Head of the Serdang Wetan Village Consultative Body (BPD) explained the partnership mechanism as follows:

“BUMDes provides the fish seeds and feed, while the community members are responsible for raising the fish. The profits are then shared collectively. In this way, the community does not merely receive assistance, but is directly involved in the business process”. (Source: interview with participant P3).

The partnership model is aimed not only at increasing community income, but also at fostering awareness of a productive economic mindset among local residents. Community members are encouraged to actively participate in the management of village enterprises, thereby creating a sense of ownership over the programs being implemented. Furthermore, he explained:

“What we aim to build is not merely a fishery business, but also a transformation in the community’s mindset so that people become more productive and self-reliant”. (Source: interview with participant P3).

The research findings indicate that the presence of Village-Owned Enterprises (BUMDes) functions not only as a rural economic institution, but also as a vehicle for community social empowerment. The development of collaboration-based businesses is able to create broader opportunities for community participation in village development.

4.3 Challenges in Tourism Village Development

A key challenge in developing a sustainable tourism village is transforming the community’s mindset from being consumptive to becoming more actively productive. Interview findings show that some residents still lack the awareness and motivation to participate actively in tourism-related entrepreneurship. According to the Head Village:

“The most difficult part is actually changing the community’s mindset. Many people are still waiting or merely acting as spectators, even though the tourism village requires the active involvement of local residents”. (Source: interview with participant P1).

This condition shows that tourism village development requires not only physical infrastructure but also the strengthening of human resource capacity. The community must be encouraged to develop entrepreneurial awareness, responsibility, and active participation in managing the village’s potential. Furthermore, he explained:

“If the community’s mindset does not change, no amount of assistance will last for long. Therefore, what needs to be developed is not only the tourism destination itself, but also the people behind it”. (Source: interview with participant P1).

The next challenge is related to the administrative legality of the Village-Owned Enterprise (BUMDes). Based on the interview findings, the process of obtaining legal entity status and completing other administrative documents for the BUMDes is still ongoing, limiting the flexibility of village business management. According to the Director of BUMDes:

“Currently, the General Legal Administration (AHU) registration and several other administrative requirements are still in process. Since the legal status has not yet been fully completed, we have not been able to fully optimize business management”. (Source: interview with participant P2).

The incomplete legal status means that the BUMDes management does not yet have a strong legal basis to collect parking fees, lease land, or establish formal partnerships with third parties. This condition may hinder the optimization of Village Original Revenue (PADes) from the tourism and village enterprise sectors. Limited road infrastructure is a major challenge in developing the tourism area. Based on observations, access roads to the site are still relatively narrow and are not yet able to accommodate high vehicle mobility. As stated by the Director of BUMDes:

“The access road is still narrow, and vehicles cannot pass comfortably. If the number of visitors increases in the future, improvements to access and traffic management will certainly be needed”. (Source: interview with participant P2).

These accessibility conditions may lead to traffic congestion, particularly due to the lack of separate entry and exit routes. In addition, limited parking space is also an issue that needs to be addressed promptly to avoid disrupting the activities of the surrounding community.

5. CONCLUSION

Serdang Wetan Village has strong potential to develop an ecotourism-based tourism village through community empowerment supported by BUMDes Serdang Tirta Kencana, particularly by optimizing village assets such as a former reservoir into the “Nu Desa Ecotourism” destination. This initiative demonstrates how underutilized resources can generate economic value and increase community participation. However, its development is still constrained by a passive community mindset, incomplete BUMDes legal administration, and limited infrastructure and accessibility. Therefore, strengthening human resources, completing legal processes, and improving infrastructure are essential to ensure sustainable tourism village development. This study contributes to ecotourism and rural development literature by emphasizing the dual role of BUMDes as both an economic driver and a mechanism for community empowerment. The findings highlight that sustainable tourism village development depends not only on physical infrastructure but also on community mindset transformation and institutional capacity. It also shows how underutilized village assets can be optimized through participatory management to support community-based ecotourism development. This study is limited to a single case study, which may restrict the generalizability of the findings. In addition, it relies on qualitative data from interviews and observations, which may reflect subjective perspectives. The study also does not assess long-term economic or environmental impacts. Future research is recommended to use comparative and mixed-method approaches to provide more comprehensive insights.

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