

Strategy of community empowerment program in the economic sector at Pt Adaro Indonesia's Coal Mining in South Kalimantan

Murjani¹, Wahyu², Fatmawati³, Taufik Hidayat⁴ and Muhammad Yusuf^{5*}

¹Postgraduate Program, Lambung Mangkurat University, St. Unlam No.12, Pangeran, North Banjarmasin, Banjarmasin City, South Kalimantan 70123, Indonesia,

²Faculty of Teacher Training and Education, St. Brigjen H. Hasan Basri No.87, Pangeran, North Banjarmasin, Banjarmasin City, South Kalimantan 70123, Indonesia,

³Faculty of Marine and Fisheries, St. A. Yani, Pemurus Luar, East Banjarmasin, Banjarmasin City, South Kalimantan 70237, Indonesia,

⁴Faculty of Agriculture, Loktabat Sel., South Banjarbaru, Banjarbaru City, South Kalimantan 70714, Indonesia

⁵Department of Agrobusiness, Faculty of Fisheries, Cokroaminoto University of Makassar, St. Tamalanrea, KM 11, Tamalanrea, Makassar, Indonesia

(Received 30 October, 2020; Accepted 20 November, 2020)

ABSTRACT

Community Development (Com Dev) is essentially a process of sociocultural adaptation carried out by companies, national and local governments to the lives of local communities. One aim of implementing ComDev is to increase the capacity of the community, which is to improve the standard of living and welfare of the local community. This study plans a strategy for developing a ComDev program in the economic field in the coal mining of PT Adaro Indonesia in South Kalimantan. The study was conducted in the coal mining area (Ring 1), namely in Balangan Regency and Tabalong Regency. The data analysis method used is the SWOT method. The results of the study found that the strategy for developing community economic programs in PT Adaro Indonesia's coal mining in South Kalimantan that must be applied is an aggressive strategy that is the strategy to continue developing the ComDev program. These aggressive strategies include; 1) to optimize the availability of human resources and the progress of the company in utilizing innovation and technological advancements for the development of the ComDev programs, and 2) to use innovation & technological advancements to reduce the burden of accessing the company's relatively broad work area and to improve better program supervision.

Key words : Community development, Economics, Development, Strategy.

Introduction

Community Development or commonly abbreviated as Com Dev can be defined as community development activities aimed at increasing commu-

nity access to achieve a better socio-economic condition of the community when compared to before the existence of development activities so that the people in these places are expected to become more independent of quality of life and better welfare

(Haines, 2014). Peter and Brewster (2020) states that the ComDev programs have three main characters, namely; community-based, local resource-based, and sustainable. Two targets to be achieved are the target capacity of the community and the welfare goal. The first goal is to increase community capacity through empowerment efforts so that community members can take part in the production process or supporting institutions in the production process, equity by not distinguishing status and expertise, security, sustainability, and cooperation, all of which are running simultaneously. The second target is achieved by opening up employment opportunities and better business opportunities (Mustangin *et al.*, 2017).

Community empowerment has focused on helping people who have a common interest to work together, identify common needs, and then carry out activities together to meet their needs. Community empowerment is often implemented in the form of development projects that allow community members to get support in meeting their needs and in the form of social action that allows these needs can be met by other parties responsible (Shaw, 2008). Thus, community development can be interpreted as a process of sociocultural adaptation carried out by companies, central and local governments to the lives of local communities, in the sense that the company is an element and a series of living elements that prevail in society. As one element, the company is included in the local's structured social community and functions with the other elements. With his awareness, companies must be able to bring local communities moving towards independence without damaging the existing social and cultural order (Andriyani *et al.*, 2014). The community comprises local communities, migrant communities, and corporate communities, all of which communities influence, interact, and adapt as members of society. But besides the potential for independence, these communities also have the potential for conflict within.

One aim of the Com Dev implementation besides increasing the capacity of the community is to improve the standard of living and welfare of the local community, namely the implementation of the ComDev program aims to prevent or reduce conflicts in the community, both conflicts between communities and conflicts with mining companies. According to Daris *et al.* (2019, 2020) that conflict can always occur amid society, both horizontal conflicts

between community groups and vertical conflicts with companies or with policymakers.

In order for implementing PT Adaro Indonesia ComDev program in South Kalimantan to develop and achieve the expected goals and objectives, it is important to study the development strategy of the community development program in the economic sector at PT Adaro Indonesia's coal mining in South Kalimantan.

Materials and Methods

Kinds and sources of data. The data used in the study is primary data obtained from brainstorming with experts, interviews with the management of PT Adaro Indonesia in South Kalimantan company, and surveys and interviews with communities in the working area (ring 1) PT Adaro Indonesia in South Kalimantan, namely in the Regency Balangan and Tabalong Regency. According to Yusuf & Daris (2018) that primary data is data directly from the field/object of research, both in the form of measurements, observations, and interviews. According to Nasution (2009) primary data is data directly from the source and recorded for the first time.

Data collection method. Data collection methods used in this study are survey and FGD (Focus Group Discussion) methods. The survey method is a technique of collecting data or information that is done by compiling a list of questions asked to respondents in the form of samples from a particular population. According to Sugiyono (2018) that the questionnaire is a data collection technique by giving/sending a list of questions to be filled by respondents. While the FGD method is a focused discussion of a group to discuss a particular problem, in an informal and relaxed atmosphere (Masadeh, 2012).

Data analysis method. The data analysis method is a technique or method of processing data into information that can provide results to the problems studied (Yusuf and Daris, 2018). The data analysis method used in the study is the SWOT method. SWOT is a strategic planning method used to test strengths, weaknesses, opportunities, and threats (David, 2016).

Results and Discussion

Internal and External Strategic Factor Analysis (IFAS-EFAS). Internal and external strategic factor

analysis is the assessment stage (weight and rating) of each internal factor (strengths and weaknesses), and external factors (opportunities and threats), obtained from the identification results (Astuti, 2019). Internal strategy factor analysis (IFAS) and external strategic factor analysis (EFAS) are carried out with expert judgment. According to Kamiske (2015) Preparing IFAS and EFAS matrices should determine the level of importance shown by meaningful weighting and rating (ranking). More detailed:

The results of the evaluation of the internal strategic factors obtained a value of 3.2963 including the strength factor 1.9630 and the weakness factor 1.3333. Based on this value, it is known that the position of internal factors in the development of economic the ComDev programs at PT Adaro Indonesia's coal mining in South Kalimantan is clas-

sified as strong ($3.2963 > 2.5000$). The same condition also occurred in the evaluation of external strategic factors, getting a value of 3.0400 including an opportunity factor of 1.8840 and a threat factor of 1.2000. According to (Wheelen *et al.*, 2016), if the total score of IFE-EFE weighting (internal factor evaluation-external factor evaluation) is more than (>2.5) then it is categorized as strong, and if it is less (<2.5) is categorized as weak. Thus internal and external factors are categorized as strong influences in community development and empowerment. The results of the evaluation of internal factors also show that the strength factor is stronger than the weak factor. The following is an illustration of the influence of strength factors in the development of community development programs in the economy in PT Adaro Indonesia's coal mining in South Kalimantan.

Table 1. IFAS-EFF Matrix

No	Internal - External Strategic Factors	Weight	Rating	Score
A	Strengths			
1	The ComDev Program has been going on for a long time	0.0741	3.00	0.2222
2	HR is well available in the Company	0.1481	4.00	0.5926
3	International level company	0.0741	3.00	0.2222
4	Managerial companies that are relatively advanced	0.1111	3.00	0.3333
5	High company commitment to CSR programs, one of which is the ComDev program	0.1481	4.00	0.5926
	Sub Total			1.9630
B	Weakness			
1	Relatively large working area of the company (42 villages in ring 1)	0.1481	4.00	0.5926
2	Lack of supervision of programs that have been run	0.1111	3.00	0.3333
3	Programs are project or temporary	0.0741	3.00	0.2222
4	The right man, in the right place system has not been implemented	0.0741	2.00	0.1481
5	Change of elements of company management	0.0370	1.00	0.0370
	Sub Total			1.3333
	Total	1.0000		3.2963
C	Opportunities			
1	Innovation and technological progress in supporting the ComDev program	0.1600	4.00	0.6400
2	The variety of business / economic activities that can be a program	0.1200	3.00	0.3600
3	Regulations related to CSR and ComDev that make it easy	0.1200	2.00	0.2400
4	The number of similar programs that work together	0.0800	3.00	0.2400
5	Support from Central and Local Government programs	0.1200	3.00	0.3600
	Sub Total			1.8400
D	Threats			
1	Global economic conditions (world economic crisis) due to the COVID-19	0.1200	4.00	0.4800
2	Role of NGO	0.0400	2.00	0.0800
3	Community social conflict	0.1200	3.00	0.3600
4	Low human resource capacity, especially in the community	0.0800	3.00	0.2400
5	The occurrence of force majeure, such as; floods, droughts, infectious diseases, endemic diseases etc.	0.0400	1.00	0.0400
	Sub Total			1.2000
	Total	1.0000		3.0400

The results of the strength factor evaluation show that the highest influence is the HR factor that is well available in the company and the factor of high corporate commitment to the CSR (ComDev) program with a weighting value of 30.19%. The weight value is the weight value of internal strategic factors. The total weight of the two factors, if based on strength alone, reaches 60.38%. Thus, it can be concluded that the two factors have a very significant influence on the strength factor.

HR factor is one of the central factors in a company (Boselie *et al.*, 2001). One of the company's goals is to mobilize all its HR to achieve the company's vision and mission, including PT Adaro Indonesia in South Kalimantan. According to (Cowling and Mailer, 2013) that HR is an investment for an institution or organization. (Wright *et al.*, 2001) states that HR is one of the most important factors that cannot even be released from companies, including in implementing CSR programs. Large companies, including PT Adaro Indonesia in South Kalimantan, already have their divisions related to CSR, which includes a development and empowerment program sub-division.

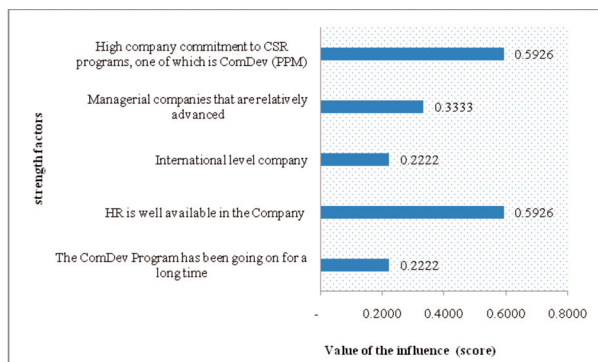


Fig. 1. Value of the influence of strength factors

CSR is a company's commitment to supporting sustainable development. The spirit of CSR is expected to balance the company, the community, and the environment, especially around the company's production location. Likewise, with PT Adaro Indonesia in South Kalimantan, it is expected that the company's commitment related to CSR can be realized well. PT Adaro Indonesia as a company engaged in the management of coal natural resources has received many awards in CSR for its success in empowering the surrounding community through CSR programs. Since 2013, PT Adaro Indonesia has won 9 awards at the global level, among them the

Platinum Best Environmental Excellence Award for the Adiwiyata School Program and Clean Up Days, Platinum CSR Leadership Award, Silver Excellence in Provision of Literacy & Education Award for science education program (Adaro Science Education Enhancement Program/ASEEP).

Community empowerment activities carried out by PT Adaro Indonesia are quite varied, including; economic, education, health, and sociocultural development programs. In the economic field, the company helps rubber farmers with a superior rubber plantation program, in the education sector there is a scholarship program and a mobile library, in the health sector, there is an eye cataract surgery program for weak economic communities, while in the sociocultural field, the company builds a custom hall for the tradition community in Upau District. The impact of the CSR program looks like; increasing the income of rubber farmers, decreasing the number of people with cataract blindness, and the existence of indigenous communities in sociocultural activities. Whereas based on the weakness factor, it was found that the influence of each factor was detailed:

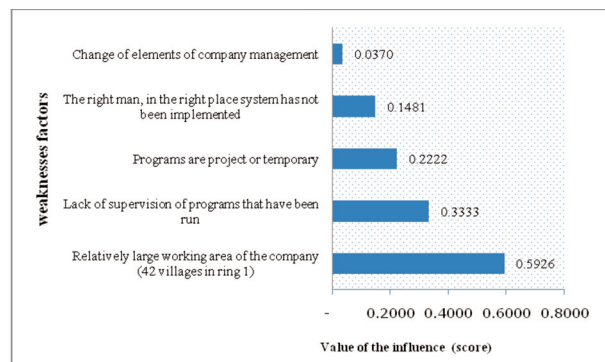


Fig. 2. Value of the influence of weaknesses factors

The results of the evaluation of the weakness factors as in the picture above show that the weakness factor that has the highest influence is the relatively large company work area (42 villages in ring 1) with an influence value of 0.5926 or around 44.44%. Thus, it can be concluded that these factors have a very significant effect on the weakness factor.

These three factors (HR factors are well available in the company, factors of high corporate commitment to CSR programs, and factors of the company's relatively extensive work area, namely 42 villages in the ring 1 area of the company), are the most influential factors on the development of

the ComDev programs in the economic field at PT Adaro Indonesia in South Kalimantan. The influence of these three factors reached 53.93% on internal strategic factors.

External factors are categorized as having strong influences on the development of the ComDev programs in the economic sector at PT Adaro Indonesia in South Kalimantan, but they are still relatively low compared to internal strategic factors. The results of the evaluation of external factors also show that the opportunity factor is stronger than the threat factor. The following is an illustration of the influence of opportunity factors in the development of the ComDev programs in the economic sector in PT Adaro Indonesia in South Kalimantan.

The results of the evaluation of the opportunity factors as in the picture above show that the opportunity factors that have the highest influence are the factors of innovation and technological progress in supporting the ComDev program with the influence

value is 34.78% on the opportunity factor and around 21.05% towards external factors.

Factors of innovation and technological progress in supporting ComDev are important. This is in line with current developments. Technology has now become a necessity in everyday life, including in the operationalization of companies and community development and empowerment (ComDev) programs. Technology, especially related to information technology (IT), is progress that can be very helpful in managing companies, including in implementing CSR (ComDev) programs (Saeidi and Sofian, 2015).

Technology becomes a reference in the progress of a company such as; B-CSR application (Banjarasin Corporate Social Responsibility). With the B-CSR application, the public can apply for help easily. Some other CSR program applications, such as; CSRConnect, which is a SaaS-based platform which is a full solution used to involve employees

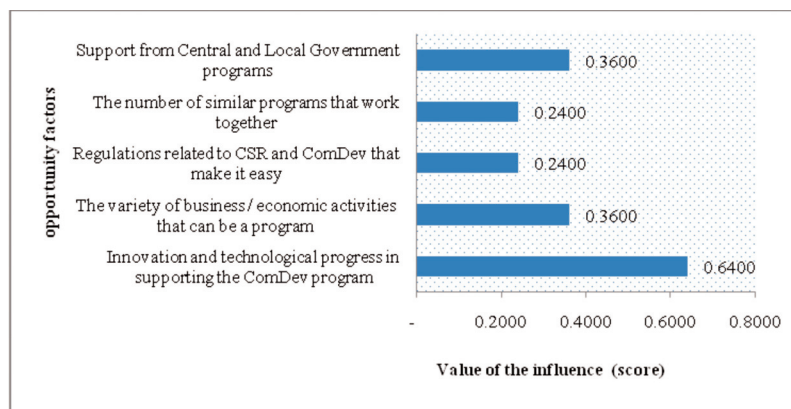


Fig. 3. Value of the influence of opportunity factors

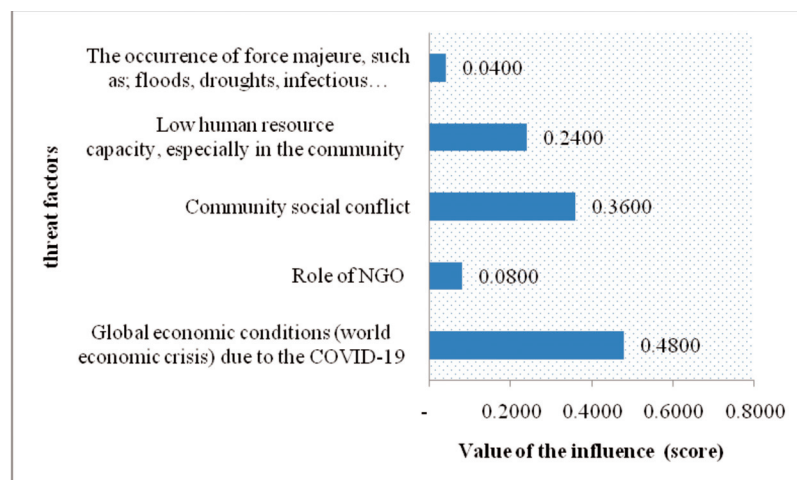


Fig. 4. Value of the influence of threat factors

in voluntary, giving and sustainability initiatives, along with helping grants in managing corporate and foundation programs. There is also a Cloud application that allows reporting and tracking of projects and provides visibility of the CSR program. Other technological advances that can be used in the simplest CSR program applications are WhatsApp groups, Websites, and online meeting applications, such as; Zoom Meeting, Google Meet, and others. While based on the threat factors, it was found that the influence of these factors was detailed:

The result of threat factor evaluation as shown above shows that the global economic condition (world economic crisis) due to the Covid-19 is the most influential threat factor with a weighting value of 40% of the threat factor, and around 15.79% of the overall external factor weight.

The current global economic condition has experienced a drastic decline. The IMF world body as an international monetary institution estimates that the world economy can only grow up to 3.3% in 2020. The IMF's managing director (Kristalina Georgieva) said that the current conditions are not like the previous crisis. The current situation is more complex, because of a combination of turmoil in the health aspect that has spread to the economy. Most economic activities were halted to prevent the spread of Covid-19. In the World Economic Outlook report, the IMF estimates that the global economy will improve next year and grow around 5.8%. However, this figure has not shown full recovery. Even in 2021, it is estimated that the level of economic activity is below projections before the pandemic occurs. The Covid-19 pandemic has engulfed all aspects of national and state life including companies such as PT Adaro Indonesia in South Kalimantan. In carrying out various CSR programs there will be a drastic decline in line with the decline in corporate income.

	4	High	3	Medium	2	Low	1
4							
High		1 GROWTH Concentration through vertical integration	2 GROWTH Concentration through horizontal integration	3 RETRENCHMENT Turn around			
3		4 STABILITY Cautious	5 GROWTH Stability	6 RETRENCHMENT Divestment			
Medium							
2		7 GROWTH Diversification concentric	8 GROWTH Diversification conglomerate	9 RETRENCHMENT Bankrupt or liquidation			
Low							
1							

Source: Results of analysis (2020)

Source: Results of analysis (2020)

Fig. 5. ComDev Program Position in the IE Matrix

Thus, it can be concluded that the two factors (factors of innovation and technological progress in supporting the ComDev program and factors of global economic conditions/world economic crisis due to the Covid-19) are the external factors that most influence the development of the ComDev programs in the economic field at PT Adaro Indonesia's coal mining in South Kalimantan. The influence of these two factors reached 36.84% of the weight of external strategic factors.

Internal and External Matrix Analysis (IE)- Internal-external matrix (IE) analysis should position the company or program under study in a matrix of 9 cells. The IE matrix comprises two dimensions, namely the total score of the IFE matrix on the X-axis and the EFE matrix on the Y-axis (Harrison 2010) (Mercieca *et al.*, 2016) The IE matrix is grouped into three main strategies, namely: 1) Grow and Build are in cell I, II, or IV. Suitable strategies are intensive strategies (market penetration, market development, and program development) or integration (backward integration, forward integration, and horizontal integration), 2) Hold and Maintain cells III, V, and cell VII. The general strategies used are market penetration, program development, and market development, and 3) Harvest and Divest covering cells VI, VIII, and IX. The strategy used is the diversification strategy of the conglomerate and the liquidation strategy. If the two factors (internal and external) are mapped into the IE matrix, it can be seen that their position is in the IE matrix. More detailed as in the following picture:

Based on the results of the analysis of internal and external strategic factors, the value of the total score of internal factors is 3.2963 and the value of

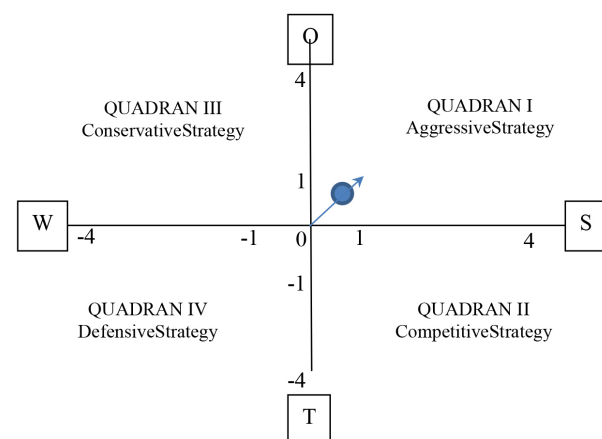


Fig. 6. Mapping internal and external factors in a space diagram

Table 2. Estimated value of the space matrix

Factor	Score	Difference
Strengths-Weaknesses	1,9630-1,3333	0,6296
Opportunities-Threats	1,8400-1,2000	0,6400

Source: Results of analysis (2020)

the total score of external factors is 3.0400. This shows that the development of the ComDev programs in the economic field at PT Adaro Indonesia's

coal mining in South Kalimantan, has internal factors and external factors that are classified as strong (high). The position of the ComDev in the IE matrix quadrant is in quadrant I (growth). According to (Gurel, 2017), quadrant I is a growth and build quadrant, which in conditions of concentration is carried out through vertical integration. The ComDev by PT Adaro Indonesia in South Kalimantan is classified as good (growing).

Table 3. SWOT matrix analysis (strategy formulation)

Internal Factor	Strengths (S)	Weaknesses (W)
	<ol style="list-style-type: none"> 1. The ComDev Program has been going on for a long time 2. HR is well available in the Company 3. International level company 4. Managerial companies that are relatively advanced 5. The company's high commitment to CSR programs, one of which is the ComDev 	<ol style="list-style-type: none"> 1. The relatively large working area of the company (42 villages in ring 1) 2. Lack of supervision of programs that have been run 3. Programs are project or only temporary 4. The right man system has not been implemented in the right place 5. Change of elements of company management
External Factor	Opportunities (O)	Threats (T)
	<ol style="list-style-type: none"> 1. Innovation and technological progress in supporting the ComDev program 2. The variety of business/economic activities that can be a program 3. Regulations related to CSR and the ComDev that make it easy 4. The number of similar programs that work together 5. Support from Central and Local Government programs 	<ol style="list-style-type: none"> 1. Global economic conditions (world economic crisis) due to the COVID-19 pandemic 2. The Role of NGOs/NGOs 3. Community social conflict 4. Low human resource capacity, especially in the community 5. The occurrence of force majeure, such as; floods, droughts, infectious diseases, endemic diseases, etc.

Space Matrix Analysis. The SPACE matrix also called the strategic position and action evaluation matrix shows whether the strategy that is most appropriate for the organization is an aggressive, conservative, defensive, or competitive strategy (David, 2016); (Rangkuti, 2013). The space matrix analysis is used to sharpen the strategy results of the IE matrix analysis. Space matrix analysis should see the position of the development of community development programs in the economic field in PT Adaro Indonesia's coal mining in South Kalimantan and see the direction of further developments. The parameters used are taken from the IFAS and EFAS matrices, namely the difference between the score of internal strategy factors (strengths and weaknesses) and the difference between the scores of external factors (opportunity-threats) (Kamiske, 2015). The estimated value of the space matrix is detailed:

The results of the estimation of internal factors (strengths and weaknesses) and external factors (opportunities and threats) show that the position of the development of community development programs in the economic field in PT Adaro Indonesia's coal mining in South Kalimantan is in quadrant I (aggressive strategy). This condition is a situation where the ComDev is in a stable condition and can be developed more aggressively. According to (Marimin, 2004), the strategy that must be carried out by companies in quadrant I is an aggressive strategy, which is to take advantage of opportunities and to optimize the strength they have. Here, the opportunity factor is innovation and technological progress in supporting the Com Dev program. Various social media can be used for the development and empowerment of more massive communities. Also, there are several platforms (start-ups) that provide application service help such as; B-CSR, CSR Connect, Cloud Apps, etc. Besides, the company can also optimize the strength of the HR factor and is well available in the company and the company's high commitment to CSR. These two factors can be optimized to develop PT Adaro Indonesia ComDev program in South Kalimantan.

SWOT Matrix Analysis : Factors that influence program development are identified by compiling internal and external factors. The internal matrix is a method for identifying and testing the internal conditions of a company or a program. Internal factors observed were; strengths and weaknesses of the company which includes; human resources, process

technology to be used, operational activities, program locations, company legality, activities/programs, financial conditions, and program strengths and weaknesses. The external matrix is used to identify and test the company's external conditions comprising; the opportunities and threats faced. The external environment is related indirectly and is beyond the control of the company. The external data comprised government policies, the influence of the world economy, technological factors, and the Covid-19 case.

Based on information obtained from the results of the literature study, interviews, and direct observations in the field, several factors were found to be strengths and weaknesses for internal conditions and several opportunities and threats factors for the external matrix related to the ComDev program and the company PT Adaro Indonesia in South Kalimantan. The following are the SWOT matrix details of PT Adaro Indonesia in South Kalimantan ComDev strategy analysis.

Based on the SWOT matrix analysis, as in the table above, 8 (eight) strategies were obtained that could be developed concerning the development of a community development program in the economic field at PT Adaro Indonesia's coal mining in South Kalimantan. Based on this, the main priority obtained is a strategy that has the highest score accumulation, namely; a strategy to optimize the availability of human resources and the progress of the company to take advantage of innovation and technological advances in the development of the ComDev programs, and strategies to use innovation and technological advancements to reduce the burden of access to the company's relatively large work area and increase better program supervision with a score of 1.5659. An overview of each score for each strategy is detailed:

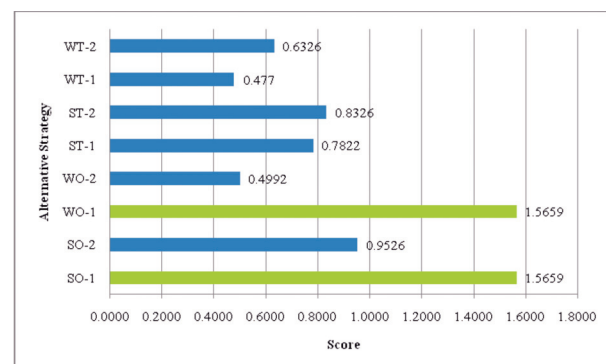


Fig. 7. Value of alternative strategy scores

Thus, in line with the aggressive strategy that must be carried out by the company in the effort to develop the ComDev programs in the economic field in PT Adaro Indonesia's coal mining in South Kalimantan include; 1) Strategy to optimize the availability of human resources and company progress to take advantage of innovation and technological advancements in the development of the ComDev programs, and 2) Strategies to use innovation & technological advancements to reduce the burden of accessing the company's relatively broad work area and increase better program supervision. Both strategies are strategies that optimize innovation and technological advances today, such as the use of various applications (platforms) and social media that can provide convenience in implementing the ComDev programs, so it is expected to increase the aggressive strategy carried out by PT Adaro Indonesia in South Kalimantan to improve the ComDev program.

Conclusion

The strategy of developing a community development program in the economy in the coal mining of PT Adaro Indonesia in South Kalimantan, which must be done, is an aggressive strategy, which comprises; 1) strategy to optimize the availability of human resources and company progress to take advantage of innovation and technological advancements in the development of the ComDev programs, and 2) strategies to use innovation & technological advancements to reduce the burden of accessing the company's relatively broad work area and increase better program supervision.

Acknowledgements

The author thanks his colleagues in the doctoral program at the University of Lambung Mangkurat and thanks the management of PT Adaro Indonesia in South Kalimantan, for all the help provided in conducting research.

References

Andriyani, A.A. I., Martono, E. and Muhamad, 2014. Community empowerment through the development of tourism villages and their implications for socio-cultural resilience. *Journal of Ketahanan Nasional*. 23 (1) : 1-16.

Astiti, N.M. 2019. SWOT method analysis for marketing strategy based on internal-external matrix. *Journal of Information Technology and Computers*. 5(1) : 23-34.

Boselie, P., Paauwe, J. and Jansen, P. 2001. Human resource management and performance: lessons from the Netherlands. *International Journal of Human Resource Management*. 12(7) : 1107-1125.

Cowling, A. and Mailer, C. 2013. Managing human resources. In *Managing Human Resources*. 3rd Edition Routledge: 288 pages.

Daris, L., Wahyuti, and Yusuf, M. 2019. Conflict dynamics of fishery resources utilization in Maros District, South Sulawesi Province, Indonesia. *AACL Bioflux* 12(3) : 786-791.

Daris, L., Yusuf, M., Ali, M.S.S. and Wahyuti, 2020. Priority strategies for conflict resolution of traditional fishermen and mini trawl in Maros District, South Sulawesi Province, Indonesia. *AACL Bioflux*. 13(2) : 496-502.

David, F.R. 2016. *Strategic Management: An Approach to Competitive Advantage: Concept*. Salemba Empat. Jakarta: 398 pages.

Gurel, E. 2017. SWOT analysis: A theoretical review. *Journal of International Social Research*. 10(51) : 994-1006.

Haines, A. 2014. Asset-based community development. *An Introduction to Community Development*. Second Edition. London: Sage Publication.

Harrison, J.P. 2010. Strategic planning and SWOT analysis. essentials of strategic planning in healthcare. Chicago: 91-97.

Kamiske, G.F. 2015. *SWOT-Analyse. Handbuch QM-Methoden*. Carl Hanser Verlag GmbH & Co. KG: 903-906.

Masadeh, M.A. 2012. Focus Group/: reviews and practices. *International Journal of Applied Science and Technology*. 2(10) : 63-68.

Mercieca, M., Schembri, F., Inglott, A.S. and Azzopardi, L.M. 2016. SWOT analysis. *Pharmaceutical Technology* 2(3) : 161-170.

Mustangin., Kusniawati, D., Setyaningrum, B., Prasetyawati, E. and Islami, N.P. 2017. Community empowerment based on local potential through the village tourism program in the village of Bumiaji. Sosio-global/: *Journal of Sociological Thought and Research*. 2(1): 59-72.

Nasution, 1996. *Qualitative Naturalistic Research Methodology*. Penerbit Tarsito, Bandung. 236 pp.

Peter, Holland, and Chris Brewster, 2020. *Contemporary Work and the Future of Employment in Developed Countries*. 1st Edition. Routledge: 206 pages.

Rangkuti, F. 2013. *Analysis of the Technique for Dissecting Business Cases*. Gramedia Pustaka Utama: 200 pages. [in Indonesia]

Saeidi, S.P. and Sofian, S. 2015. How does corporate social responsibility contribute to firm financial performance? The mediating role of competitive advan-

- tage, reputation, and customer satisfaction. *Journal of Business Research*. 68(2) : 341-350.
- Shaw, M. 2008. Community development and the politics of community. *Community Development Journal*. 43 (1): 24-36.
- Sugiyono, 2018. *Mixed Methods*. Bandung: Alfabeta: 320 pages.
- Wheelen., Thomas, L. and Hunger, J.D. 2016. *Strategic Management and Business Policy: Concepts*. 13th ed. Pearson Prentice Hall.
- Yusuf, M. and Daris, L. 2018. *Research Data Analysis: Theory and Application in the Field of Fisheries*. IPB Press. Bogor: 221 pages.
-