

ANALYSIS OF COMMUNITY BASED TOURISM IMPLEMENTATION FOR SUSTAINABILITY OF TOURISM VILLAGE IN BALI PROVINCE

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ANALYSIS OF COMMUNITY BASED TOURISM IMPLEMENTATION FOR SUSTAINABILITY OF TOURISM VILLAGE IN BALI PROVINCE

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Abstract

This research aims to determine the implementation of community-based tourism for tourism village in Bali Province. Data were collected through interviews and focus group discussions, analyzed by Spider-Webs, while the obstacle in the implementation of community-based tourism in tourism villages was formulated based on the results of the Interpretative Structural Modelling (ISM) analysis. The results of macro analysis found there were four variables of community-based tourism that reached a score above the average of 0.51 and four variables with a score below the average of 0.51. While the results of micro analysis found there is one tourism village (6.67%) that achieve scores above the minimum standards (0.51) and 14 tourism villages (93.33%) achieving score below minimum standards (0.51) which means less success in implementing community-based tourism. For the development of tourism village in Bali can be sustainable, based on ISM analysis found that the constraints in the implementation of community-based tourism in tourism villages is absence of programs, meaning that for sustainability in development of tourism village in Bali Province, the program related to the implementation of community-based tourism needs to be prepared by each of tourism village.

Keywords: tourism village, spider webs, Interpretative Structural Modelling, sustainable

Introduction

Bali as the main tourism destination in Indonesia and even in the world, nowadays in the era of postmodernism. If the postmodernism era is associated with tourism analysis in Bali, it has the characteristics of the emergence of specialist agents in organizing travel, the diffusion of tourism with other activities, the growing interest in culture, the environment, and other things along with the emergence of new social movements (Mowforth and Maunt, 2000: 75). These characteristics in accordance with the development of discourse in tourism development in Indonesia, namely community-based tourism. In the development of community-based tourism there are several issues related to local community participation in tourism development, namely

the field of participation, intensity of participation, and level of participation. According to Korten (1986) involving local people in tourism has a number of reasons among others (1) variations between regions where each region cannot be given the same treatment because it has own characteristics that distinguish it from other regions so that the management system will be different, in addition the local community as owner area is the party who knows the most and knows the situation of the region; (2) the existence of local resources, traditionally controlled by the local community, they are the ones who know better how to manage these local resources, which are sourced from generation to generation experience; and (3) local responsibility, in this case the management carried out by local communities is usually more responsible because the activity will directly affect their lives.

Bali has established the development of cultural tourism as stipulated in Regional Regulation No. 3 of 1991. The conception of cultural tourism that hopes for the creation of harmony and balance between the implementation of tourism and Balinese culture is expected to be supported through community-based tourism development. According to Gee and Fayos-Sola (1999) and Natori (2001) community-based tourism development can maintain the quality and sustainability of natural and cultural resources, improve the welfare of local communities and realize a balance between natural and cultural resources, welfare of local people and tourist satisfaction.

To synergize the development of cultural tourism in Bali with the implementation of community-based tourism, in year 2015-2018 developed 100 tourism villages. The distribution of 100 tourism villages are 22 tourism villages in Buleleng Regency, 6 tourism villages in Jembrana Regency, 16 tourism villages in Tabanan Regency, 5 tourism villages in Badung Regency, 15 tourism villages in Gianyar Regency, 10 tourism villages in Klungkung Regency, 11 tourism villages in Bangli Regency, 10 tourism villages in Karangasem Regency, and 5 tourism villages in Denpasar City.

After developing for 4 years, research needs to be done to find out the success rate of developing tourism villages as an alternative form of tourism in supporting the development of sustainable tourism. Specifically, the purpose of this study is to determine the implementation of community-based tourism in tourism villages of Bali Province and to analyze the constraints in the development of community-based tourism in supporting the development of sustainable tourism villages in Bali Province.

Literature Review

Community Based Tourism has emerged as one of the most promising methods of integrating natural resource conservation, local income generation and cultural conservation, particularly in the developing world (Miller, 2004). In addition Kibicho (2008) also state that Community Based Tourism is certainly an effective way of implementing policy coordination, avoiding conflicts between different actors in tourism, and obtaining synergies based on the exchange of knowledge, analysis and ability among all members of the community. Community-based tourism is often viewed as a more sustainable form of tourism than the traditional mass tourism since it allows host communities to be free from the control of their tourism resources by outside tour operators (Timothy and Tosun, 2003).

If effective and successful, Community Based Tourism may bring to healthy economic development, cultural and environmental awareness, cross-cultural understanding and peace and sustainable destination development (Tasci et al., 2013). According to Nyaupane et al. (2006), the main limitations local communities have to face when implementing tourism projects are the following: lack of financial resources, infrastructure or know-how, limitations of a cultural kind, and potential conflicts between the different public administrations. Scheyvens (2002) also identified another challenge with using tourism as a strategy for community development that communities usually lack of resources, information and power in relation to other stakeholders in tourism process, hence they are vulnerable to exploitation.

Lack of knowledge, interest and perception of local community towards Community Based Tourism, low level of attitude of the community, conflict over resource ownership, capacity problems of the direct participants and government office staff, incompatibility of policies and legislations, low quality and standard of products and services and weak cooperation among stakeholders were identified as challenges of Community Based Tourism in the study area. However, a number of opportunities like the strategic location of the sites, positive attitude of the participants, hospitality of the local community, and the great potential tourism resources of the area are identified as success factors for Community Based Tourism development in the area (Tamir, 2015).

Attention to sustainable development in the tourism sector has led to the emergence of forms of sustainability in tourism development such as ecotourism, community-based tourism,

and pro-poor tourism. Although concepts related to sustainable tourism already exist, but its implementation has not been implemented well (Chobbinah et al., 2013). The importance of implementing sustainable tourism was also emphasized by Pavia (2015). The results of his research found the importance of implementing modern social responsibility trends in all areas of tourism activities from market segments, products, implementation, competitiveness, relationship with tour operators, and development strategy objectives.

Sustainable tourism is linked to public policy (Cetinel and Yolal, 2009). In his research in Turkey as ³ one of the largest countries in Europe and the Middle East with an area of approximately 800,000 km², it is very difficult to regulate the tourism industry because of the different priorities and needs of each region and destination. This must be followed by a regional planning approach, which requires decentralization from the central government to local authorities. Furthermore Xu and Sofield (2013) revealed that tourism policy was significantly influenced by tourism management at the national and regional levels.

Chang and Tsai (2016) further found that cultural implications and cultural integration are the main factors affecting tourist attraction, followed by the culture and characteristics of the destination. In addition Akhoondnejad (2016) also found that the authenticity of tourist attraction influences tourist perceptions of quality, value, and satisfaction. Community-based tourism requires participation of local communities. Without participation, community-based tourism will not be able to reach its destination. In addition to decision making, implementation, participation, and evaluation, needs to be considered from the ²¹ participation of local communities in tourism development is attendance at meetings, financial contributions, having organizations with appropriate leadership. Furthermore, according to Natori (2001: 6) if tourism stakeholders are associated with community-based tourism, then tourists are one component of the stakeholders.

To measure the implementation of community-based tourism in tourism villages ¹¹ (Kementerian Pariwisata dan Ekonomi Kreatif, 2014) has set variables and indicators of community-based tourism. The variables and indicators of community-based tourism in the tourism village such as Table 1.

Table 1**Variable and Indicator Community Based Tourism in Tourism Village**

	Variable of CBT	Indicator of CBT	Amount Indicator
1	Contribution to social welfare	1. Preserving and enriching local traditions and culture 2. Maintaining human dignity 3. Share of expenses and fair profits 4. Has a network to local and region economies	18
2	Ownership and management by the community	5. Effective and transparent management 6. Legality of tourism village institutions/groups 7. Have an effective partnership	22
3	Encourage interactive participation between local community and tourists	8. There is an interaction between tourists and local community 9. Sustainability of community-based tourism products	13
4	Travel services and tour guides quality	10. Quality and expertise of tourism village tour guide 11. Quality of trip	19
5	Food and beverage quality	12. Service quality of food and beverage 13. Quality of food and beverage	22
6	Accommodation quality	14. Service quality of accomodation 15. Quality of accomodation	33
7	Friendly Tour Operator Performance	16. Commitment to the value of tourism village 17. Contribution to community protection 18. Support to local economic 19. Promotes the beauty of discovery, knowledge, and appreciation 20. Promotes satisfying experience and safety to tourists and community 21. Contribution to nature protection	34
8	Contribution to maintaining and improving environmental quality	22. Preserving nature resources 23. Conservation activity to improving environmental quality	10
	Amount	8	23
			171

Research Methods

Research locations conducted at 15 tourism villages in Bali Province were determined purposively, namely Karangasem Regency (Antiga Tourism Village and Timbrah Tourism Village), Klungkung Regency (Bakas Tourism Village and Budaga Tourism Village), Jembrana Regency (Batuagung Tourism Village), Badung Regency (Pangsang Tourism Village and Baha Tourism Village), Tabanan Regency (Sudimara Tourism Village, Tua Tourism Village, and Antapan Tourism Village), Bangli Regency (Suter Tourism Village, Terunyan Tourism Village, and Batur Tengah Tourism Village), Buleleng Regency (Sangsit Tourism Village), and Gianyar Regency (Petulu Tourism Village).

The technique of determining informants in this study was purposive sampling, a total of 30 people consist of 2 representative of each tourism village. Referring to this study, experts were selected purposively especially those who understood the contextual relationship between tourism village and community based tourism. The study involved 10 experts, namely 3 community leaders, 4 local government officers, and 3 tourism practitioners. While data collection was done by observation, interviews, document studies, and Focus Group Discussions. The ISM (expert survey) questionnaire as a research instrument was used to obtain information about the contextual relationship of element (program constraints) in the Interpretive Structural Modeling (ISM) analysis.

Data has been collected related to the implementation of community-based tourism are analyzed using the SPSP (Static Pribadi Spider Plot) or spider web method. The constraints in the implementation of community-based tourism in tourism villages in Bali Province are formulated based on the results of the Interpretative Structural Modeling (ISM) analysis. ISM is a method used in identifying relationships between specific parts to interpret a problem or issues (Jharkharia and Shankar, 2005). The ISM technique is a process that transforms a mental model that is not clear and weak in explanation, becomes a system model that is clearly defined and useful for various purposes (Saxena, 1992).

Results and Discussion

Implementation of Community Based Tourism in Tourism Villages in Bali Province

Based on 171 indicators of community based, a score of 0.58 is obtained for each indicator. Based on the score given by the Tourism Village Management Board or from the *Pokdarwis* on the community-based tourism variable for each tourism village in the Province of Bali, the results obtained as Table 2.

Table 2
Score to Variable of Community Based Tourism in Tourism Village
Bali Province 2019

	Variable	Indicator	Score
K1	Contribution to social welfare	<ul style="list-style-type: none"> • Preserving and enriching local traditions and culture • Maintaining human dignity • Share of expenses and fair profits • Has a network to local and region economies 	0,49
K2	Ownership and management by the community	<ul style="list-style-type: none"> • Effective and transparent management • Legality of tourism village institutions/groups • Have an effective partnership 	0,46
K3	Encourage interactive participation between local community and tourists	<ul style="list-style-type: none"> • There is an interaction between tourists and local community • Sustainability of community-based tourism products 	0,60
K4	Travel services and tour guides quality	<ul style="list-style-type: none"> • Quality and expertise of tourism village tour guide • Quality of trip 	0,53
K5	5 Food and beverage quality	<ul style="list-style-type: none"> • Service quality of food and beverage • Quality of food and beverage 	0,53
K6	Accommodation quality	<ul style="list-style-type: none"> • Service quality of accomodation • Quality of accomodation 	0,46
K7	Friendly Tour Operator Performance	<ul style="list-style-type: none"> • Commitment to the value of tourism village • Contribution to community protection • Support to local economic • Promotes the beauty of discovery, knowledge, and appreciation • Promotes satisfying experience and safety to tourists and community • Contribution to nature protection 	0,48
K8	Contribution to maintaining and improving environmental quality	<ul style="list-style-type: none"> • Preserving nature resources • Conservation activity to improving environmental quality 	0,57
Average Variable			0,51

Source: Processed of Research Results, 2019

Based on Table 2, the results show that the average score achieved by each of the community-based tourism variables is 0.51. An average score of 0.51 is also the minimum

standard of community-based tourism variables that must be achieved by each tourism village. In addition, referring to the average score, there are also four variables (50%) that achieve a score above the average and four variables (50%) that achieve a score below the average. Community-based tourism variables that achieve above average scores (more than 0.51) are K3: encourage interactive participation between local people and tourists (0.60); K4: quality travel services and tour guides (0.53); K5: food and beverage quality (0.53); and K8: contribution to maintaining and improving environmental quality (0.57). Whereas the community-based tourism variable that achieves a score below the average (less than 0.51) is the K1 variable: contribution to social welfare (0.49); K2: community ownership and management (0.46); K6: quality of accommodation (0.46); and K7: friendly tour operator performance (0.48).

Still low implementation of community-based tourism in tourism villages of Bali Province because lack of contribution from tourism village development to community, cause people to be less interested in developing tourism village. Lack of community ownership and management, due to lack of knowledge in developing tourism village (Tamir, 2015) limited financial resources (Nyaupane et al., 2006) and limited nature resources (Scheyvens, 2002). Quality of accommodation still lacking is also the cause of the lack of success in implementation of community based tourism (Tamir, 2015).

By using a static personal spider plot analysis or spider web analysis of the tourism village variable in Bali Province, the results are as shown in Figure 1.

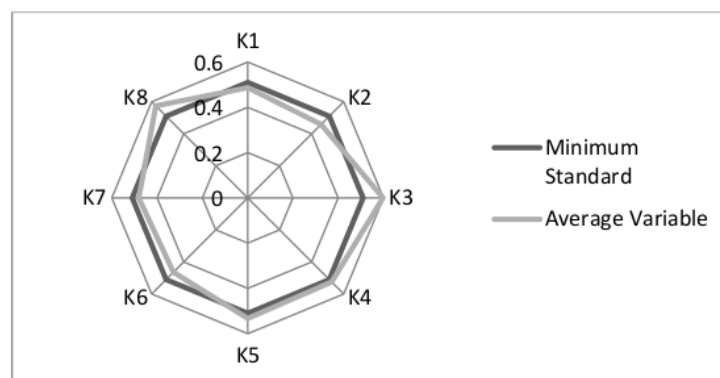


Figure 1
 Analysis Result of *Static Pribadi Spider Plot* toward Community Based Tourism Variables
 In Tourism Village Bali Province 2019
 (Source: Processed of Research Results, 2019)

In addition to an analysis of community-based tourism variables that are macro in nature, a micro-analysis that is an analysis of indicators from community-based tourism in each tourism village also needs to be done. The aim is to obtain a real picture of the implementation of community-based tourism in each tourism village in Bali Province which was developed in 2015-2018. The score to the implementation of community-based tourism indicators in each tourism village in Bali Province is shown as Table 3.

Table 3
 Score to Implementation of Community-Based Tourism Indicators
 In Tourism Village Bali Province 2019

	Antiga	Timbrah	Bakas	Budaga	Batuagung	Pangsan	Baha	Sudimara	Tua	Antapan	Suter	Terunyan	Batur	Sangsit	Petulu
Average Indicator	0,39	0,36	0,37	0,20	0,29	0,49	0,26	0,28	0,38	0,32	0,46	0,19	0,23	0,28	0,52
Minimum Standard	0,51	0,51	0,51	0,51	0,51	0,51	0,51	0,51	0,51	0,51	0,51	0,51	0,51	0,51	0,51

Source: Processed of Research Results, 2019

Based on Table 3 it can be seen that from the 15 tourism villages developed by Bali Province in 2015-2018, there was only one tourism village (6.67%) which achieved a score above the minimum standard (0.51), namely Petulu Tourism Village. This means that Petulu Tourism Village in Gianyar Regency is considered successful in implementing community-based tourism, while 14 tourism villages (93.33%) are considered less successful in implementing community-based tourism. By using a static personal spider plot analysis or spider web analysis of community-based tourism indicators in 15 tourism villages Bali Province developed in 2015-2018, results such as Figure 2 are obtained.

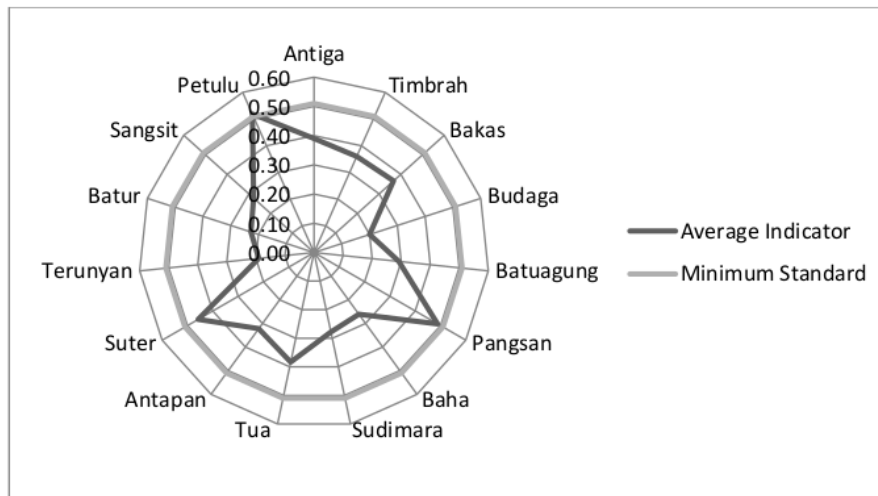


Figure 2

Analysis Result of *Static Pribadi Spider Plot* toward Community Based Tourism Indicators In Tourism Villages Bali Province 2019
(Source: Processed of Research Results, 2019)

The results shown the implementation of variables and indicators of community-based tourism in tourism villages Bali Province, it was found that as many as 93.33% or 14 tourism villages were considered less successful in implementing community-based tourism. Therefore a variety of effort are needed for community based tourism to be well implemented. In the implementation of activities, coordination and synchronization, support and active participation of all stakeholders are needed.

Constrains in the Development of Tourism Villages in Bali Province

According to Focus Group Discussion involved 15 experts, the results of things that cause the lack of successful implementation of community-based tourism in the tourism village in Bali Province which was developed in 2015-2018, namely community unpreparedness, management institutions, strategies, programs, side management, community participation, evaluation, community culture and involvement stakeholders. By using Interpretive Structural Modelling (ISM) analysis, the results obtained are:

Program Constraints (B)

Element of program constraint of community-based tourism consists of 9 sub elements, namely:

B1: Community unpreparedness

- B2: Absence of management institutions
- B3: Absence of strategy
- B4: Absence of programs
- B5: Management is a side
- B6: Lack of community participation
- B7: Lack of evaluation
- B8: Community culture
- B9: Lack of stakeholders involvement

The result shows that the highest Driver Power (9) and lowest dependence (1) was B4. This means that the sub element B4 (absence of programs) is key sub-element of the program constraint with has the highest Driver Power that push other sub elements and has the lowest dependence to other sub elements. The second highest Driver Power (8) and lowest dependence (4) were B1, B3, and B5. It means that sub-element B1 (community unpreparedness), B3 (absence of strategy), and B5 (management is a side) were the second key sub-element of the program constraint that have strong Driver Power that push other sub-elements and have low dependence to other sub-elements. Other sub elements (B2, B6, B7, B8, and B9) become linkage sub-elements. Dependence and driver power diagrams as in Figure 3.

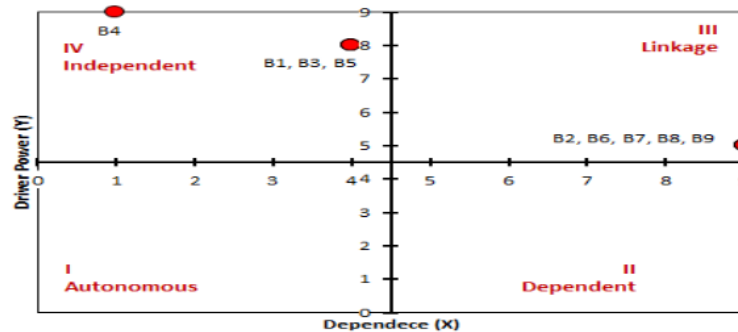


Figure 3

Dependence and Driver Power Diagrams of Program Constraints
(Source: Processed of Research Results, 2019)

Based on Driver Power and Dependence there was one sub element in sector IV (independent). There was no sub elements in sector II (dependent). Sub element B4 (the absence of programs) is in sector IV (independent), other sub elements that are also in sector IV are B1

(community unpreparedness), B3 (absence of strategy), and B5 (management is a side). Sub elements B2 (absence of management institutions), B6 (lack of community participation), B7 (lack of evaluation), B8 (community culture), and B9 (lack of stakeholder involvement) are in sector III (linkage). Referring to the Driver Power and Dependence diagrams, the structured diagram of the program constraints then arranged as in Figure 4.

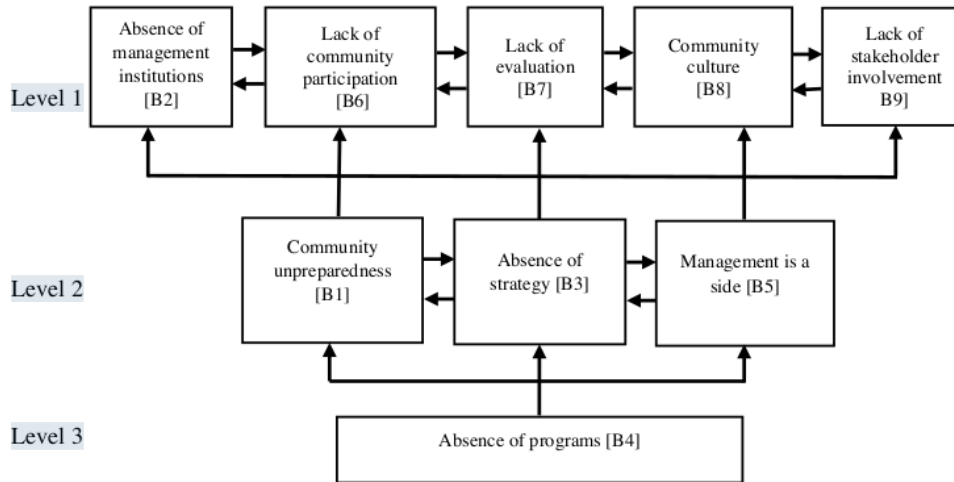


Figure 4
Structured Diagram of Program Constraints
(Source: Processed of Research Results)

The structured diagram shows that the absence of programs is a major constrain to implementing community-based tourism in supporting the development of sustainable tourism villages. In addition to the absence of programs, the other constraints are community unpreparedness, lack of strategy, and management is a side. The other constraints of the implementation of community-based tourism so that the development of tourism villages can be sustainable which is included in the sub-element of the linkage is related to one another. This sub-element is also a sub-element that connects the key sub-elements (absence of programs) push constraints in the absence of management institutions, lack of community participation, lack of evaluation, community culture, and lack of stakeholder involvement. In this connection, each tourism village must create a work program. The aim is to encourage the growth and

development of overall community participation in various levels of work in the management of tourism villages.

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The lack of success in implementing community-based tourism is caused by several things, namely the unpreparedness of the local community. It is in accordance with the statement of Chobbinah et al. (2013) and Pavia (2015). In addition, the lack of success in implementing community-based tourism in the tourism village is also caused by suboptimal management due to lack of management institutions, strategies and programs, side management, participation and evaluation which strengthens Xu and Sofield (2013). Cultural factors (Chang and Tsai, 2016) also constrained the lack of successful implementation of community-based tourism, and the role of stakeholders has not been optimal.

Conclusions

Community-based tourism variables that achieve scores above the average are encouraging interactive participation between local people and tourists, quality travel and tour guides, food and beverage quality, and contributions to maintaining and improving environmental quality. Whereas the community-based tourism variable that achieves below average scores is the contribution to social welfare, community ownership and management, accommodation quality, and friendly tour operator performance. The implementation of variables and indicators of community-based tourism in tourism villages in Bali Province, it was found that as many as 93.33% or 14 tourism villages were considered less successful in implementing community-based tourism.

Based on the results of the analysis with Interpretive Structural Modelling (ISM) shows that the absence of programs is a major constraint to the implementation of community-based tourism in supporting the development of sustainable tourism villages in Bali Province. Each tourism village must create a work program to encourage the growth and development of overall community participation in various levels of work in the management of tourism villages.

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