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Prospective Analysis of Sustainable Tourism Development in Penglipuran Village as A Tourist Village Role Model in Bali

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Abstract. The success of Bali tourism has become a legend in itself when it comes to international tourism. However, there are many very basic problems in the development of tourism in Bali that threaten the sustainability of the development itself. Penglipuran Tourism Village, is one of the tourism objects that physically have a strong concern for the environment, or eco-tourism which is community-based. Indeed, so far Penglipuran Village has been able to be managed and developed into a role model for a tourism village, but it is necessary to be aware of the negative impact of the massively developing tourism. Tourism can damage the joints of rural life. The purpose of this study is to identify key factors in sustainable tourism development in Penglipuran Tourism Village, Bali Province. The data in this study were collected through Focus Group Discussion (FGD). The analysis of this research uses a descriptive exploratory approach and prospective analysis with MICMAC method. The results of the analysis show that there are key factors in sustainable tourism development in Penglipuran Tourism Village, namely the uniqueness of the tourism village, community participation, local customs and culture, village tourism management/packages, promotional and marketing strategies, tourism aid funds, community economy, HR competence. managers, tourist village facilities, and environmental sustainability. the main factors which are the key drivers, namely factors with high influence and low level of dependence, namely local customs and culture factors as well as the competence factor of human resources managers. Given that this study is a continuation study, as a follow-up, it is recommended to continue the study with another prospective analysis.

Keywords. tourism village, tourism, sustainable development, key factors.

1. Introduction

Indonesia, especially Bali, is a world famous tourist destination. This is supported by the diversity of cultures, natural potentials, and various unique customs. The success of Bali tourism has become a legend in itself when it comes to international tourism. Judging from the existence of tourism in Bali, overall tourism in Bali has a very ideal anatomy (Yoety, 1996), because it is supported by various factors, such as environment, culture, human resources, the social life of the local community.

However, there are many very basic problems in the development of tourism in Bali that threaten the sustainability of the development itself. These problems include, among others, economic and socio-cultural and environmental aspects so that a good management pattern is needed (Yoety, 2001). From the environmental aspect, many environmental experts argue that the use of natural resources in Bali is threatening, even surpassing the carrying capacity of Bali (Martopo and Rahmi, 1995). Environmental problems that can be seen clearly include physical development following the road (ribbon development), standing buildings that are not appropriate in water catchment areas or on slopes that exceed 40 percent, and even many land functions are transferred from agricultural functions to functions. residence.

From an economic point of view, there are also many opinions that say that the benefits of tourism are disproportionately distributed. This inequity of benefits can be seen in the distribution between layers of society (vertical inequity) and between regions (spatial inequity). There are also allegations that most of the economic benefits from tourism development in Bali flow out. In some cases, there is a process of marginalization of the local community (farmers), which in turn becomes a process of structural impoverishment. Moreover, the development of the tourism sector, especially the Tourism Village as a need for recreation, can make tourism actors compete to develop their area into one of the tourism destinations, is a situation that has a great opportunity for conflicts of different interests of the stakeholders involved. This can happen because some people have not felt the economic benefits of tourism, apart from that there is a relationship between two or more parties who have or feel they have different goals (Nurlaila, 2014).

The populist tourism paradigm with its various forms is currently emerging as an alternative to be able to provide community welfare and community empowerment towards sustainable tourism. Sustainable development is formulated as development that seeks to meet today's needs without reducing the ability of future generations to meet their needs. The development and development of tourism that has been carried out should be able to be sustainable and be sustained in the future. Tourism sustainability does not have to be just discussed without a commitment from various parties to maintain natural, socio-economic and cultural sustainability as the basic capital of tourism.

Pitana (2002) states that in sustainable tourism it is not enough only ecologically sustainable and economic development sustainability, but what is no less important is the sustainability of culture, because culture is one of the most important resources in tourism development. The implementation of these concepts is applied in the rural tourism development program, so that the development of the tourist village must still be able to preserve the environment. Rural tourism development is expected to become a model of sustainable tourism development in accordance with government policies in the tourism sector.

Penglipuran Traditional Village, is one of the tourism objects that physically has a strong concern for the environment, or eco-tourism which is community-based. This traditional village is located in Bangli Regency, with an area of approximately 112 hectares, with territorial boundaries: Kubu Traditional Village in the east, in the south of Gunaksa Traditional Village, and west of Tukad Sang-sang, while in the north the Kayang Traditional Village. Penglipuran Traditional Village is located at an altitude of 700 meters above sea level, located on the

Kintamani tourist route, as far as 5 km from the center of Bangli City, and 45 km from the center of Denpasar City.

Penglipuran Village is also an ancient village in Bali, which has characteristics in the form of social institutions such as the Bali Aga people, who do not recognize the existence of caste. At first glance, Penglipuran Village does not look different from other villages around it, but historically this community came from Buyung Gede Village in Kintamani. Because of the uniqueness of its culture, the Bangli Regency Government has designated Penglipuran Village as a Tourism Village since 1993. Since then this village has been listed as one of the Tourism Villages in Bali by offering a beautiful rural charm. Penglipuran Village consists of 76 residents/yards, the number of which has been maintained until now. With its Ulu Apad system, Penglipuran Village is different from other villages in Bali.

Penglipuran Village is one of the most well-known tourist villages in Bali, where the focus of tourism development is community-based tourism (CBT) (Rasmen Adi, 2017). Community-based tourism development is a development model that provides the greatest opportunity for rural communities to participate in tourism development. CBT is a tourism development activity carried out entirely by the community. The idea of activities and management is carried out entirely by the community in a participatory manner, and the benefits are felt directly by the local community. Thus, in CBT the role of local communities as stakeholders is the most important element in developing a tourism village.

Nuryanti (1992) defines a tourism village as a form of integration between attractions, accommodation and supporting facilities that are presented in a structure of community life that integrates with prevailing traditions and procedures. It is also emphasized that the most important components in a tourist village are: (1) accommodation, which is a part of the residence of the local population and/or units that develop according to the residence of the population, and (2) attractions, namely the whole daily life of the local population and their physical background. village locations that allow the integration of tourists as active participants, such as courses in dance, language, painting, and other specific matters.

The government (in this case the Bangli Regency Government), has an important role in the planning, management and supervision policies of tourism in Penglipuran Tourism Village. Penglipuran Tourism Village management is handed over to the Penglipuran Traditional Village with the distribution of retribution of 60 percent for local governments and 40 percent for Traditional Villages (banglikab.go.id). Every Monday, 100 percent of the ticket retribution is submitted to the Bangli Culture and Tourism Office). The Budpar Service returns 40 percent of the village rights one to three months after being paid. Because the Bangli Regency Government dominates the distribution of entrance fees, efforts to re-examine the distribution of the levy on the distribution of fees have not yielded results. The people of Penglipuran village try to get direct income from tourism through the sale of souvenirs, and business food and beverage stalls. Besides that, they also hold tourism activities, namely the Penglipuran Village Festival at the end of December and the Penglipuran Flowering Festival in July. As a result of the decrease in the number of visits to Penglipuran Village, there was a decrease in the number of working hours in the community, especially for those who have food and beverage shops as well as selling souvenirs and this also reduces the amount of income earned by the community because they will close their shops early because of the lack of visits.

As has been explained that the principle of tourism in Penglipuran Village is CBT, so that the role of the community plays a role that is no less important when compared to other stakeholders, but what needs to be a common concern is how to synergize all the interests of stakeholders, so that the development of a Tourism Village will be prolonged and of course able to overcome differences in interests that can lead to conflict. With the stipulation of

Panglipuran Village as a Tourism Village and it has attracted the attention of the World because it is able to maintain its culture, it is proven from being designated as one of the three (3) cleanest villages in the World in February 2019. But because Tourism Village is a source of income for the actors in it. with their different interests, for example the village wants to maintain its culture, while the tourism actors want to make a profit, there is the potential to create conflicts for the interested parties (stakeholders/actors).

Indeed, so far Penglipuran Village has been able to be managed and developed into a role model for a tourism village, but it is necessary to be aware of the negative impact of the massively developing tourism. Tourism can damage the joints of rural life (Sidiq and Resnawaty, 2017). So it is very important to conduct research on the involvement of local communities in the development of tourist villages based on local community participation. In addition, it is necessary to design a strategy that can increase the acceleration of tourism village development that is able to embrace all stakeholders so that they can play a strategic role in the development of a tourist village. Related parties can participate in enhancing the competence of local communities for the empowerment of local communities. The purpose of this study is to identify key factors in sustainable tourism development in Penglipuran Tourism Village, Bali Province.

2. Literature Review

2.1 Sustainable Tourism

Although it has received special attention from tourism academics and tourism development practitioners in recent years, the literature on tourism concepts and theories often fails to link tourism with the concept of sustainable development as a paradigmatic unit. So that the implementation of sustainable development in the context of tourism is still in doubt. This has led to interest in academia to discuss the concept of sustainable tourism development (Sharpley, 2000). The definition of sustainable tourism development can have multiple meanings. People from many different fields use different terms in different contexts and they have different concepts, biases and approaches (Heinen in Sharpley, 2000).

The WTO defines sustainable tourism development as development that meets the needs of today's tourists, while protecting and encouraging opportunities for the future. Directs the management of all resources in such a way that economic, social and aesthetic needs can be met while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems. Sustainable tourism products are operated in harmony with the local environment, society and culture, so that they become permanent beneficiaries and not victims of tourism development (Anonymous, 2000). In this case, sustainable tourism development policies focus on the use of natural resources and the use of human resources for the long term (Sharpley, 2000).

The basic principles of sustainable tourism development according to Sharpley (2000) which refers to the basic principles of sustainable development. A holistic approach is essential. To be applied in general, to the tourism system itself and specifically to individuals in tourist destinations or industrial sectors. So far, although tourism is accepted and integrated into national and local development strategies, the main focus of sustainable tourism development is still towards the product center. It is not surprising that at the operational level it is difficult to regulate complex revenues, fragmentation, the multi-sector division of natural tourism profits. Therefore according to Fors (in Sharpley, 2000), in practice sustainable tourism tends to be exclusively local, development projects are relatively small-scale, their reach rarely exceeds the local or regional area/environment, or as a specific/special industrial sector. At the same time, different sectors of the tourism industry are experiencing development at various

levels, adopting environmental policies and although small have demonstrated business and development philosophies that lead to the principles of inter-industry sustainability. According to Sharpley (2000), an increase in sustainable tourism development policies depends on the variety of political and economic factors that can hinder the implementation of sustainable tourism development.

Aronsson (2000) tries to convey several main ideas about the interpretation of sustainable tourism development, namely: 1) sustainable tourism development must be able to overcome the problem of environmental waste and have an ecological perspective, 2) sustainable tourism development shows its siding with small-scale development and based on local communities/local, 3) sustainable tourism development places tourist destinations as beneficiaries of tourism, not necessarily exploiting the local area to achieve them, 4) sustainable tourism development emphasizes cultural sustainability, in this case related to efforts to build and maintain traditional buildings and cultural heritage in tourist destination.

Sustainable tourism development according to Yemen and Mohd (2004) is characterized by four conditions, namely: 1) community members must participate in the planning and development process of tourism, 2) education for hosts, industry players and visitors/tourists, 3) quality wildlife habitat, energy use and microclimate must be understood and supported, 4) investment in alternative forms of transport.

While the indicators developed by the Indonesian government regarding sustainable tourism development are: 1) awareness of environmental responsibility, that a sustainable tourism development strategy must place tourism as a green industry (an environmentally friendly industry), which is the responsibility of the government, the tourism industry, society and tourists. 2) increasing the role of local governments in tourism development, 3) stability/empowerment of the tourism industry, namely being able to create tourism products that can compete internationally, and prosper the community in tourist destinations, 4) partnerships and community participation in tourism development aimed at eliminating/minimizing differences in the level of welfare of tourists and communities in tourist destination areas to avoid conflict and domination of one another. This is also supported by paying attention/developing small-scale businesses by the local community.

As an industry, tourism has also adopted the concept of sustainable tourism development which is defined as: "Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities" (UNWTO and UNEP, 2005). The definition of sustainable tourism above explicitly views tourism as having to fully consider the various impacts on current and future economic, social and environmental dimensions, without neglecting the needs of tourists, industry, environment and local communities. Specifically, in the context of realizing a sustainable community based tourism development (SCBTD), sustainable tourism development is aimed at achieving 12 targets as shown in Figure 1 below.

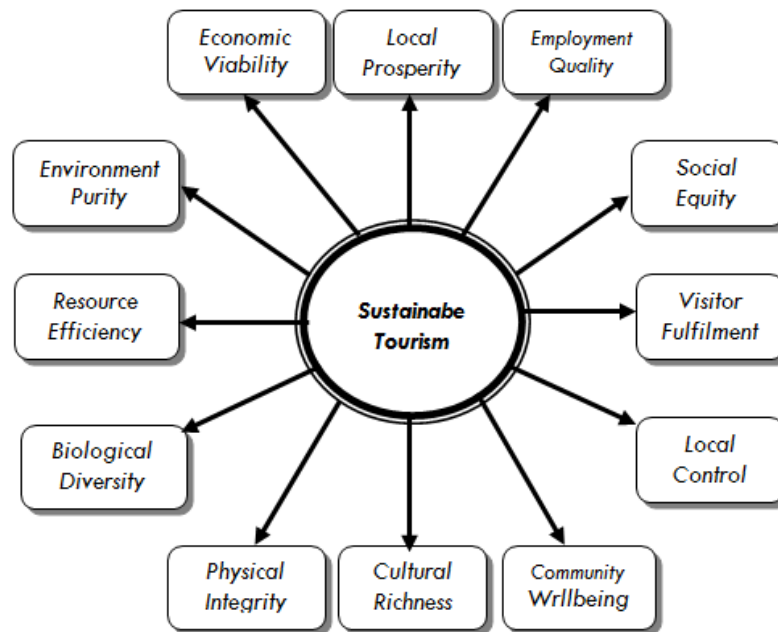


Fig. 1: Sustainable Tourism Development Goals
Source: UNWTO and UNEP

Sustainable tourism development based on empowerment efforts, in terms of economic, social, and cultural terms, is a tourism model capable of stimulating the growth of socio-cultural and economic quality of the community and ensuring environmental sustainability.

According to Yoeti (2008), sustainable tourism is a meeting of the needs of tourists and tourist destinations in an effort to save and provide opportunities to become even more attractive in the future. This is a consideration as an invitation by the government so that all existing resources can be used in the future for economic, social, beauty purposes that can be used as an attraction by maintaining the integrity of cultural diversity supported by the living system.

Sustainable tourism development put forward by the World Tourism Organization (WTO) in Pitana (2002), there are three principles that must be considered, namely as follows. (1) Ecological sustainability; (2) Economic sustainability; (3) Social and cultural sustainability.

Some of the requirements that must be met to ensure the sustainability of tourism according to Damanik and Weber (2006) are as follows.

- 1) Tourists have the willingness to consume tourism products and services selectively, in the sense that these products are not obtained by excessively exploiting local tourism resources.
- 2) Tourism products are pushed to environmentally based products (green products).
- 3) Tourism activities are directed at preserving the environment and being sensitive to local culture.
- 4) The community must be involved in planning, implementing and monitoring tourism development.
- 5) The community must also benefit fairly from tourism activities.
- 6) The bargaining position of local communities in managing tourism resources is increasing.

To achieve sustainable tourism goals, both economically, socio-culture and environment, managers are required to carry out effective resource management. In addition, all of us should be able to change attitudes and be determined, so that what we have today does not use up all existing tourism resources without considering the life of tourism in the future.

2.2 Tourism Village and Community Based Tourism

The basic principle of community-based tourism is placing the community as the main actor through community empowerment in various tourism activities, so that the maximum benefit of tourism is for the community. The main target of tourism development must be to improve the welfare of the (local) community. The concept of Community Based Development is commonly used by strategic tourism development designers to mobilize communities to actively participate in development as partners in the tourism industry. The goal to be achieved is the socio-economic empowerment of the community itself and placing added value in tourism, especially for tourists. Community Based Development is a concept that emphasizes community empowerment to better understand the values and assets they have, such as culture, customs, culinary cuisine, and lifestyle. In the context of tourism development, the community must independently mobilize assets and these values become the main attraction for the tourist experience of tourists. Through the concept of community based tourism, each individual in the community is directed to be part of the tourism economic chain, for this reason individuals are given the skills to develop small businesses.

According to Suansri (2003) there are several principles of community based tourism that must be done, namely as follows:

- 1) Recognizing, supporting and promoting community ownership in tourism.
- 2) Involving community members from every stage of tourism development in various aspects.
- 3) Promote pride in the community concerned
- 4) Improve the quality of life
- 5) Ensuring environmental sustainability
- 6) Protecting the characteristics (uniqueness) and culture of the local community.
- 7) Developing cross-cultural learning
- 8) Respect for cultural differences and human dignity
- 9) Distribute profits and benefits proportionately to community members
- 10) Contribute a certain percentage of the revenue generated for community development projects.
- 11) Accentuate the authenticity of the community's relationship with the environment.

In the development of community based tourism, there are 5 (five) aspects that must be empowered, namely:

- 1) Social assets owned by the community, such as: culture, customs, social networks, lifestyle;
- 2) The facilities and infrastructure, how are the facilities and infrastructure of the tourist object whether it is ideal in order to meet the needs of tourists;
- 3) Organization, is there a community organization capable of independently managing the tourist objects and attractions;
- 4) Economic activities, how are the economic activities in the economic chain of tourism in the community, have they empirically created distributed economic benefits among local communities, or are these benefits still being enjoyed by certain groups;
- 5) The learning process, one thing that is no less important than the community is to create tourist objects and attractions.

The definition of CBT is tourism that realizes cultural, social and environmental sustainability. This form of tourism is managed and owned by the community for the community, in order to help tourists to increase their awareness and learn about the community and the local way of life. Thus, CBT is very different from mass tourism. CBT is a tourism development model which assumes that tourism must depart from the awareness of the values of the community's needs in an effort to build tourism that is more beneficial to the needs,

initiatives and opportunities of local communities. CBT is not a tourism business that aims to maximize the profile for investors. CBT is more related to the impact of tourism on society and environmental resources. CBT was born from a community development strategy using tourism as a tool to strengthen the capacity of rural / local community organizations. In the application of the CBT concept in tourist villages, a number of aspects are taken into consideration in the formulation of a community-based tourism model, namely social, cultural, cultural potential, and level of community participation (Muallisin, 2007).

In community-based tourism development, the most important thing is how to maximize community participation in various aspects of tourism development itself. The community is positioned as the determinant, as well as the maximum community involvement from the planning process to its implementation. The community has the right to refuse if it turns out that the development carried out is not in accordance with the interests and needs of the community itself. Thus it is not excessive that community-based tourism is used as a form of tourism development paradigm that carries the principles of sustainable development (sustainable development) in order to achieve a more equitable distribution of people's welfare.

2.3 Tourism Village

Tourism Village is a village that has the potential for uniqueness and distinctive tourist attraction, both in the form of the physical character of the rural natural environment and social and cultural life which is managed and packaged mechanically and naturally with the development of tourism supporting facilities, in a harmonious environment and management well and planned so that they are ready to receive and mobilize tourist visits to the village, as well as being able to drive economic tourism activities that can improve the welfare and empowerment of local communities (Muliawan, 2008). According to Muliawan (2008), the principle of developing a tourism village is one of the alternative tourism products that can provide encouragement for sustainable rural development and has management principles, including:

- 1) Utilizing local community facilities and infrastructure;
- 2) Benefit the local community;
- 3) Small scale to facilitate the establishment of reciprocal relationships with local communities;
- 4) Involving local communities; and
- 5) Implement rural tourism product development.

Muliawan (2008) also explains that the criteria for a tourist village are:

- 1) Has the potential for uniqueness and distinctive tourist attraction (as a tourist attraction), both in the form of the physical character of the rural natural environment and social and cultural life.
- 2) Has the support and readiness of tourism supporting facilities related to rural tourism activities, which include: accommodation/lodging, community interaction space with tourists, or other supporting facilities.
- 3) Having interaction with the market (tourists) which is reflected in tourist visits to the village location.
- 4) There is support, initiative and participation of the local community for the development of the village related to tourism activities (as a tourism village).

The components of tourism village development according to Muliawan (2008) include: tourist attractions and activities; accommodation; institutions and human resources; other tourism support facilities; other infrastructure; transportation; natural environmental and socio-cultural resources; Public; as well as a tourist market.

3. Method

This research uses descriptive qualitative research methods exploratory. Descriptive method is a method in examining the status of human groups, an object, a set of conditions, a system of thought or a class of events in the present. The purpose of this descriptive research is to make descriptive, pictures or paintings systematically, factual and accurate regarding the facts, characteristics and relationships between the phenomena being investigated.

Descriptive qualitative research is research that intends to understand the phenomena experienced by research subjects holistically, and descriptively in the form of words and language, in a special natural context and by utilizing various scientific methods.

In research using scenario planning and strategic research, which is strengthened by prospective analysis, according to Godet, et al. (2004) the initial step is to use MICMAC analysis. This initial step in prospective analysis is also known as a structural analysis tool. According to Eriyanto (2003), the structural analysis stage is divided into two, where in the first stage a generator tool is applied from a list of elements related to the subject under study. The second stage consists in selecting the relevant relations and the appropriate structuring tools so that the elements can be informed. A popular structuring tool is the MICMAC method. MICMAC as part of "Strategic Foresight" which focuses on development scenario analyzes, including Sustainable Development.

4. Results and Discussion

4.1 Overview of Penglipuran Tourism Village

Penglipuran Village is one of the traditional villages that is well managed by the local community and has received many awards both nationally and internationally because of its authentic condition and the village's cleanliness which is very well maintained. The name Panglipuran village itself comes from the words "Pengeling" and "Pura" which means commemorating the sacred place of the ancestors. The inhabitants of this village mostly come from the village of Bayung Gede, Kintamani who migrated. They migrated to Kubu Bayung Village (now Penglipuran Village) and eventually settled down by always maintaining the nobility of their cultural philosophy.

Each house has a gate called Angkul-angkul. All the houses in this village are uniform but not the same, almost even. All houses in this village look similar to each other where each house always has a gate and the unique thing is that the size of the houses of the residents in this village is exactly the same. At first the Penglipuran Traditional Village was just an ordinary village like other villages in Bali that maintained the richness of their ancestral culture. Until in 1991-1992 there were several tourists who came to visit the village. And finally in 1993 according to the Regent's Decree (SK) No.115 dated April 29, 1993, it was designated as Penglipuran Tourism Village.

The institutions in Penglipuran Tourism Village can be divided into 3 (three), namely: (1) Customary institutions (Penglipuran Traditional Village); (2) Agency service (Penglipuran Environment); (3) Supporting institutions, both customary and official.

Administratively, Penglipuran Tourism Village is a Penglipuran neighborhood located in Kubu Village, Bangli District, Bangli Regency. In institutions, Traditional Village Institutions under the auspices of traditional villages such as Sekaa Gong, Sekaa Baris, Sekaa Peratengan, Sekaa Pecalang, Sekaa Teruna, and Tourism Managers and Village Credit Institutions (LPD). Meanwhile, Penglipuran Tourism Village residents can be divided into 2, namely 76 Pengarep residents and Roban residents. There are several official agencies, namely, Penglipuran Environment, Penglipuran Service, and Family Welfare Empowerment (PKK).

There are several supporting institutions in Penglipuran Tourism Village in order to support traditional and official activities such as Women Farmers (KWT), Crafters' Groups, Livestock Groups, Sekaa Santi, Dance and Tabuh Art Studio

The Penglipuran Tourism Village/Traditional Village government is led by a *Bendesa Adat* assisted by two *Penyesan*, 12 *Kancan Roras*, *Kelian Sekaa Gong*, *Kelian Sekaa Baris*, *Kelian Sekaa teruna*, *Kelian Pecalang*, Management of Tourism Management, and Management of Village Credit Institutions (LPD).

The number and types of industry are 27 business units of bamboo crafts with a workforce of 75 people, 17 business units for food processing, with a workforce of 24 people, 5 (five) *loloh cencem* business units with a workforce of 11 people and as many tailors. 4 (four) Units with a workforce of 6 (six) people. The bamboo handicraft industry, food and beverage management is more developed in Penglipuran Village, this is in line with the use of the Penglipuran Tourism Village area which is dominated for dry or dry agricultural land with food crops such as cassava, sweet potato, chilies, spinach, taro and pine trees. There are also plantation products in the form of fruits such as: oranges, mangosteen, salak, papaya, durian, coconut bananas and coffee. Penglipuran Village also has a bamboo forest with an area of 45 Hectare. The potential for tourism development and land use in Penglipuran Village encourages the people of Penglipuran Village to pursue the bamboo handicraft industry, food and beverage management.

4.2 Identification of Key Factors for Sustainable Tourism Development in Penglipuran Tourism Village

One of the purposes of this research is to find out which variables have an important influence on community-based sustainable tourism development in Penglipuran Tourism Village. The dimensions or factors identified include: the uniqueness of the tourism village, community participation, local customs and culture, village tourism management/packages, promotion and marketing strategies, tourism aid funds, community economy, human resource competence, education, village tourism facilities, improvement road quality, increased parking area, environmental sustainability. Each of these factors is allegedly related to the development of community-based sustainable tourism in Penglipuran Tourism Village, both influencing and dependent.

In more detail, the following describes variables which are key factors in community-based sustainable tourism development.

1) The uniqueness of the tourist village

The uniqueness of the location of the tourist village created by the community, departs from culture and customs so that it has a selling value for tourism and is competitive. This uniqueness can be in the form of tour events, tour packages, and other uniqueness that can be sold directly. The uniqueness of Penglipuran Tourism Village is found in local customs which are manifested in the form of architecture and environmental sustainability, in addition to the culture of the lifestyle of the people.

2) Community participation

Community participation in the form of support and active community participation in tourism village activities. People in Penglipuran Tourism Village have been active in participating in tourism activities in Penglipuran Tourism Village, either directly or indirectly. Direct participation, for example, is that the community is involved as a tourism service provider, such as managing a homestay, providing food stalls, and being involved in tourist events. Meanwhile, indirect influences such as helping to maintain conductivity and environmental sustainability to support tourism in Penglipuran Tourism Village.

3) Local customs and culture

The prevailing customary system and culture that characterize the life of the local community. Penglipuran Tourism Village was originally known as a tourist village with unique architecture and environmental conditions. However, Penglipuran Village is also known for its unique customary and cultural values.

4) Management/village tour packages

Arrangement of tour packages for tourists visiting Penglipuran Tourism Village is very important to make tourists easier, more comfortable and interested in traveling to Penglipuran Tourism Village. This tour package should be made by providing tour options, such as daily tours or packages by staying at a homestay.

5) Promotion and marketing strategies

Strategies or ways of promotion and marketing of tourism village products that have been managed, both offline and online. Promotion of tourism activities is currently very effective through social media.

6) Tourism assistance funds

Tourism village development funds, both from the village to central level, as well as from NGO sources.

7) The economy of the community

The general condition of the household economy of the local community will certainly greatly affect the ability of the community to participate in tourism.

8) Competence of Human Resources Managers

Tourism activities in Penglipuran Tourism Village are managed by the Penglipuran Tourism Village Management Agency. The competence of these managers is very important to determine innovation and tourism operational activities in Penglipuran Tourism Village.

9) Education

The condition of the education level and education facilities of the local community.

10) Village tourism facilities

The availability of tourism village facilities is very important to support tourism activities and provide comfort for tourists. The facilities in question may include the availability and quality of the homestay, the quality of roads, the availability of parking lots, internet signals and so on.

11) Improvement of road quality

Rehabilitation or repair of roads in tourist village areas.

12) Increase in parking area for parking

An increase in parking area used for parking tourist vehicles.

13) Environmental sustainability

Maintaining the natural and environmental conditions of Penglipuran Tourism Village is also very important for the sustainability of Penglipuran Tourism Village. The environment referred to is either the environment (such as a bamboo forest) or the physical environment (such as building architecture).

4.3 Results of MICMAC Analysis

The results of the MDI (Matrix of Direct Influence) table analysis, with MICMAC software, produce variable mapping as shown in Figure 2.

influence	<p><u>Quadrant I</u> <i>(dominant actors)</i></p> <ul style="list-style-type: none"> - Government of Bangli Regency - Local Community (general) - Committee of Custom Village - Government of Bali Province 	<p><u>Quadrant II</u> <i>(relay actors)</i></p> <p style="text-align: center;">-</p>
	<p><u>Quadrant IV</u> <i>(Autonomous actors)</i></p> <ul style="list-style-type: none"> - Government of Kubu Village - GovernmeGovernment of nBangli Subdistrict 	<p><u>Quadrant III</u> <i>(Dominated actors)</i></p> <ul style="list-style-type: none"> -Tourism Village Management Agency - Travel agent - MActors of tourism society - Traveler
	dependence	

Fig. 2: Results of MICMAC Analysis

Figure 2 shows that there are 2 (two) main factors that are key drivers, namely factors with high influence and low level of dependence, namely customary and local cultural factors as well as the management HR competency factor.

One of the main attractions that is very distinctive in Penglipuran Tourism Village and is the main attraction of tourists is the physical condition of the building and the village environment. The local community consistently maintains these conditions because of the cultural and customary factors that have been passed down from generation to generation. Although not all people directly experience the significant economic impact of tourism, the people in Penglipuran Village have no intention of changing what has been passed down from generation to generation, let alone what has been determined through customary norms. This is also in accordance with previous research conducted by Irfan and Suryani (2017) at Sade Tourism Village that the management of Sade Tourism Village which includes organizing a typical village environment is adjusted to local customs.

Furthermore, the competence of managing human resources is also a key driver that greatly determines the development and sustainability of a tourist village. The Penglipuran Tourism Village Management Body is given the authority to technically manage matters related to tourism activities in Penglipuran Tourism Village by continuing to work according to the rules set by the government as well as matters that are regulated by custom. Activities such as events at Penglipuran Tourism Village that will be held by outsiders are fully coordinated and regulated by the Tourism Village Management Agency. Regarding tourist routines such as entrance tickets for parking arrangements, and so on, it is also managed by the Management Agency, but the values on the tickets have been regulated together with the government (in this case the Bangli Regency Government) and elements of the local Traditional Village so that it is clear that the profit sharing is carried out during a period. . The role of tourism village managers is emphasized again by the results of research by Jafari and Afrassabi (2013) which suggest that there is indeed a significant relationship between the empowerment of tourism village managers and the development of tourism villages. Based on the results of this study, the most important problems of tourism village managers are a lack of knowledge, lack of

financial resources, and the absence of new technology, so that cooperation between managers and government support is needed in all fields of development.

There are five factors that are in quadrant II so that they are considered as relay variables, namely tourism assistance funds, tourism village management/packages, community economy, community participation, and environmental sustainability. Relay variables have a high influence on other variables, but on the other hand, they also have a high degree of dependence, so that the relay variables are often unstable. Regarding the funds for the development of Penglipuran Tourism Village come from internal Penglipuran Traditional Villages as well as from external, such as from the Bangli Regency Government in the form of management assistance as well as infrastructure development and rehabilitation. As the results of previous research from Suhel and Bashir (2018) that

The management or packaging of tour packages in Penglipuran Tourism Village clearly greatly affects the sustainability of Penglipuran Tourism Village. If tours in Penglipuran Tourism Village are not packaged in several package options, tourists will only carry out tourist activities in the form of sightseeing due to a lack of information that in Penglipuran Tourism Village also provides other tour activity packages that are in accordance with tourism village activities with an emphasis on the daily activities of the community. As explained by Wahyuni and Anom (2018) that the existence of a tour package will contribute to these tourist areas, such as: (1) the existence of a tour package will attract more foreign and domestic tourists to travel to tourist villages; (2) tourism products can be more varied with the existence of tour packages and attract more tourists to visit; (3) tourists will stay longer and be able to buy various products offered from the village; (4) tourists will be able to be directly involved in the various activities offered. This is an experience for tourists to make memories and will be shared with others; (5) tourists will receive correct and accurate information and travel insights.

The economic condition of the community is also very important in determining the sustainable development of Penglipuran Tourism Village. If the economic conditions of the community are prosperous, there will be a shift in the pattern of tourism offered, from mass / quantity oriented to quality oriented. In addition, the authenticity of a tourist destination is certainly influenced by the economic, physical and social conditions of the area (Pramusita and Sarinastiti, 2018).

As we know that the main breath of a tourist village is the participation of the community to support tourism activities in the village, either active support by participating as tourism actors, or providing passive support by forming a tourism village climate. The level of participation of local communities in tourism activities can provide business opportunities and open new jobs, as well as promote the area, so that it can provide economic benefits for the area (Mbaiwa and Stronza, 2011).

One of the tourism potentials in Penglipuran Tourism Village is the beautiful environmental conditions with bamboo forests, as well as the cleanliness and beauty of the environment. The potential and natural conditions greatly affect the sustainability of Penglipuran Tourism Village. One of the principles of sustainable tourism development is that tourism development activities will not cause damage or threaten the environmental balance which can cause a decrease or loss of the value of tourist attractions or areas that are the basic capital of tourism activities (Pramusita and Sarinastiti, 2018).

Quadrant III is a variable that has a low influence but is highly dependent on other variables, so it is often referred to as an outcome variable. The factors included in quadrant III are the uniqueness of the tourist village, tourism village facilities, as well as promotion and marketing strategies. Tourism villages are usually rural areas that have unique or special characteristics that are worthy of being a tourist destination (Supriadi, 2015). This uniqueness needs to be

packaged by stakeholders, especially tourism village managers, so it is natural that the uniqueness factor is highly dependent on other factors. Likewise with the promotion and marketing strategy factors which are also very dependent on other factors, because promotional and marketing activities will not be carried out without the implementation. Penglipuran Tourism Village is a tourist village that is very well known and has become an icon of the ideal tourism village in Bali, so that massive promotion does not really affect the development of a tourist village. However, tourism village promotion activities still need to be carried out, both through media and non-media, such as face-to-face communication and word of mouth (Setiawan and Hamid, 2014).

Finally, in quadrant IV, it is a group of variables whose influence and level of dependence are very small, therefore it is called excluded because it will not stop the operation of a system, which in this case is related to tourism villages. The factors that are in quadrant IV are improvement in road quality, increase in parking area, and education. Even though the impact is considered small, good tourism development is development that is supported by adequate facilities and infrastructure (Pramusita and Sarinastiti, 2018), including roads and parking lots.

5. Conclusion

The results of the analysis show that there are key factors in sustainable tourism development in Penglipuran Tourism Village, namely the uniqueness of the tourism village, community participation, local customs and culture, management/tourism village packages, promotion and marketing strategies, tourism aid funds, community economy, HR competence, managers, tourist village facilities, and environmental sustainability. the main factors which are the key drivers, namely factors with high influence and low level of dependence, namely local customs and culture factors as well as the competence factor of human resources managers.

Given that this study is a continuation study, as a follow-up, it is recommended to continue the study with another prospective analysis, like MACTOR and MULTIPOL. Participatory Prospective Analysis merupakan alat yang dirancang untuk mengetahui atau menyelidiki dan mengantisipasi perubahan dengan partisipasi para expert, termasuk stakeholders yang memberikan hasil yang cepat (Bourgeois and Jesus, 2004; Nurmalina, 2008).

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