






“An integrated approach for the development of a sustainable tourism village in Bali Province, Indonesia”

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AN INTEGRATED APPROACH FOR THE DEVELOPMENT OF A SUSTAINABLE TOURISM VILLAGE IN BALI PROVINCE, INDONESIA

Abstract

The purpose of this study was to elucidate the effects of the government role, community empowerment, green marketing, and corporate social responsibility based on Tri Hita Karana on the sustainability of tourism villages in Bali, Indonesia. Tri Hita Karana is a Balinese wisdom that teaches about harmonious relationships with God, humans, and the environment. The analysis was conducted from January to September 2024. The population consisted of managers from 239 tourism villages in Bali. The sample selection employed a purposive sampling technique, with the criterion of having served as a manager of the tourism village for at least 1 year. Data were collected through structured questionnaires distributed to 190 managers in the Bali province of Indonesia. Smart PLS was employed to analyze sample responses. Path coefficients corroborated the statistically significant effects of government role, green marketing, and corporate social responsibility based on Tri Hita Karana on the sustainability of tourism villages, with a p -value of 0.000, which is significant at the 0.05 level. The findings also demonstrated a significant effect of community empowerment on sustainable tourism villages with a p -value of 0.028. In addition, a government role, community empowerment, green marketing, and corporate social responsibility, based on Tri Hita Karana, lead to the development of a more responsible, inclusive, and sustainable tourism sector, which provides long-term benefits for all parties involved.

Keywords

corporate social responsibility, green marketing, sustainable, tourism, Tri Hita Karana

JEL Classification

Z32, M31, M14

INTRODUCTION

Sustainable tourism villages aim to provide both economic and social benefits to local communities while minimizing negative environmental impacts. Community participation in planning, implementing, monitoring, and evaluating tourism villages is essential to realizing sustainable tourism. However, tourism villages in Bali overcome a number of challenges in achieving sustainability, such as lack of government support in providing infrastructure, shortage of community involvement, issues with waste and managing the environment, difficulties coordinating with stakeholders, and a failure to provide the local wisdom as a unique selling point for the destination. To accelerate the development of tourist villages, the Ministry of Tourism and Creative Economy of the Republic of Indonesia has established four categories of tourist villages: startup, developing, advanced, and independent tourism villages. According to the data from the Bali Provincial Tourism Office in May 2024, there were 239 tourism villages in Bali, but only three were categorized as independent tourism villages. Meanwhile, 27 were included in the advanced category, 107 were classified as developing, and 102 were ranked as startup tourism

villages. Several villages even experienced a decline from the category of developing to startup. In order to preserve tourism sustainability and enhance the standard of living for both the environment and local residents, it is crucial to address the issue of diminishing categories in Balinese tourist villages. An integrated strategy for creating a sustainable tourism village has received little attention despite a wealth of research on sustainable tourism.

1. LITERATURE REVIEW AND HYPOTHESES

Sustainable tourism is the development of a tourism concept that can have a lasting impact on the social, cultural, economic, and environmental aspects of the present and future for all local communities and tourists. The Ministry of Tourism and Creative Economy of the Republic of Indonesia has established four pillars of sustainable tourism: sustainable tourism business management, long-term sustainable economic development, cultural sustainability, and sustainable environmental aspects. Sustainability in tourism is the establishment of a tourist destination that can have a lasting effect on the social, cultural, environmental, and economic circumstances for both visitors and the local community (Goodwin, 2021; Xing, 2024). This concept encompasses several key principles, including environmental conservation, community involvement, local economic development, respect for cultural heritage, and educating visitors about sustainable tourism practices.

Tourism villages are expected to maintain harmony between socio-cultural, institutional, economic, and environmental factors. Tourism villages are a means to increase rural economic growth, address poverty, and preserve culture (Dewi et al., 2023). Current research highlights the challenges and opportunities for expanding tourism villages. The role of government is crucial in establishing sustainable tourism. The government contributes to coordinating with the business community to achieve the goal of sustainable tourism villages (Liu et al., 2020; Simanihuruk et al., 2024). Collaborative governance in developing sustainable tourism villages faces challenges, with dominant government roles and delays in policy implementation (Dewi et al., 2023). The government should undertake tourism-related development projects to enhance rural tourist activities, create jobs, and bolster the local economy (Agustina et al., 2023; Rasoolimanesh et al., 2023).

Community participation in the planning, implementation, monitoring, and evaluation of tourism villages is vital (Rustini et al., 2022; Navarro et al., 2020). The community, in addition to the government, is crucial to the creation of sustainable tourism communities (Agyeiwaah, 2020). Empowerment of the community means providing chances and resources to individuals or groups within society to enhance their abilities, competencies, and expertise (Gautam & Balla, 2024; Park et al., 2024; Fan et al., 2023). The goal is to provide people with the opportunity to take control of their lives, make decisions that impact their well-being, and participate in community development (Dushkova & Ivlieva, 2024). The aspects of community empowerment are education and training, participation, access to resources, network strengthening, and economic independence. Community empowerment is an important step in achieving inclusive and sustainable development.

Green marketing is a type of advertising strategy that emphasizes sustainable and eco-friendly goods and services. There are some important aspects of green marketing:

- 1) packaging materials that can be recycled and reduce the use of single-use plastic;
- 2) developing products that use recycled materials, organic materials, or production processes that reduce environmental impact;
- 3) conveying information about the environmental benefits of products, as well as educating consumers about more sustainable ways to use and manage products;
- 4) adopting eco-friendly operational procedures, such as waste reduction, the utilization of renewable resources, and energy efficiency.

Previous research has found that the implementation of green marketing is an effective strat-

egy for realizing sustainable tourism (Chin et al., 2018; Nguyen, 2021; Patwary et al., 2022; Ho et al., 2021; Alkhatib et al., 2023). Tourist destinations should consider adopting green or environmentally friendly marketing strategies to enhance the image of tourism villages (Chung, 2020; Kilipiri et al., 2023) and promote sustainable tourism (Yudawisastra et al., 2023). Its main goal is to attract consumers who care about environmental issues and promote ecologically responsible business practices (Bhardwaj et al., 2023; Lima et al., 2024).

Over the last two decades, corporate social responsibility (CSR) has evolved significantly, giving rise to various models and definitions. It is anticipated that putting CSR based on Tri Hita Karana into practice will improve community welfare, preserve the environment, and strengthen business networks that maintain cultural values. Regarded as a living philosophy, Tri Hita Karana addresses harmony in the context of conventional cosmology, which is acknowledged as the primary factor in maintaining harmony between the material and spiritual realms (Sudama, 2020; Sitiari et al., 2024; Sumantri et al., 2022). In the pursuit of profit, companies must maintain their relationships with God, the environment, and society to achieve financial success (Suardana et al., 2022). Businesses that fulfill their obligations to God, society, and the environment will gain confidence and solid support in how they conduct business. This eventually enhances their reputation and financial well-being (Dewi et al., 2024).

Furthermore, local wisdom is an important factor in improving business performance (Ariani et al., 2022) and sustainability in tourism villages (Widiastini et al., 2023; Udayana & Dwijendra, 2022). Local wisdom plays a crucial role in the realization of sustainable tourism because it is an advantage for travel destinations. It refers to the ability of local communities to adapt, organize, and develop the cultural and ethical values that are passed down from generation to generation.

Tri Hita Karana is one of the Balinese philosophical concepts to achieve harmony and wealth in life. *Parahyangan* is a relationship with God that includes spiritual and religious aspects. *Pawongan*

is a relationship between humans. It emphasizes the importance of social relationships, mutual respect, and cooperation within the community. Bonds between members of society are the key to creating social harmony. *Palemahan* is a relationship between people and the natural environment. The *Palemahan* element encourages people to preserve and maintain natural resources, keeping the ecosystem sustainable and balanced.

The concept of Tri Hita Karana aligns with the triple bottom line (TBL) concept introduced by Elkington (1994). TBL integrates sustainability aspects consisting of people, planet, and profit (3P). Businesses in the tourist industry have used corporate social responsibility as a way to support local communities and promote environmentally friendly tourism. Local wisdom is one of the attractions that draws travelers in the tourism industry (Sutarya, 2023). CSR based on Tri Hita Karana aims to create balance and harmony between three important elements in community life. First is improving the moral and spiritual quality of the community and maintaining harmony in the relationship with God. Such goals can be realized by supporting social and religious activities or funding projects related to bettering the spiritual quality of the community. Second is developing the quality of life in the community through programs that support social welfare, education, health, and poverty alleviation. Companies are responsible for providing direct benefits to the surrounding community, either in the form of social assistance, training, or economic empowerment. Third is protecting and preserving the natural environment. This can be realized by implementing environmentally friendly policies, reducing negative impacts on nature, and supporting initiatives that focus on environmental conservation and the sustainability of natural resources.

There are significant gaps in existing communication strategies for promoting tourism in villages, emphasizing the need for more effective and targeted approaches to enhance economic stability and sustainable development (Dogra et al., 2022; Zolfani et al., 2015). A comprehensive literature review reveals that many studies lack depth in analysis, methodology, and real-world application, suggesting areas for future research,

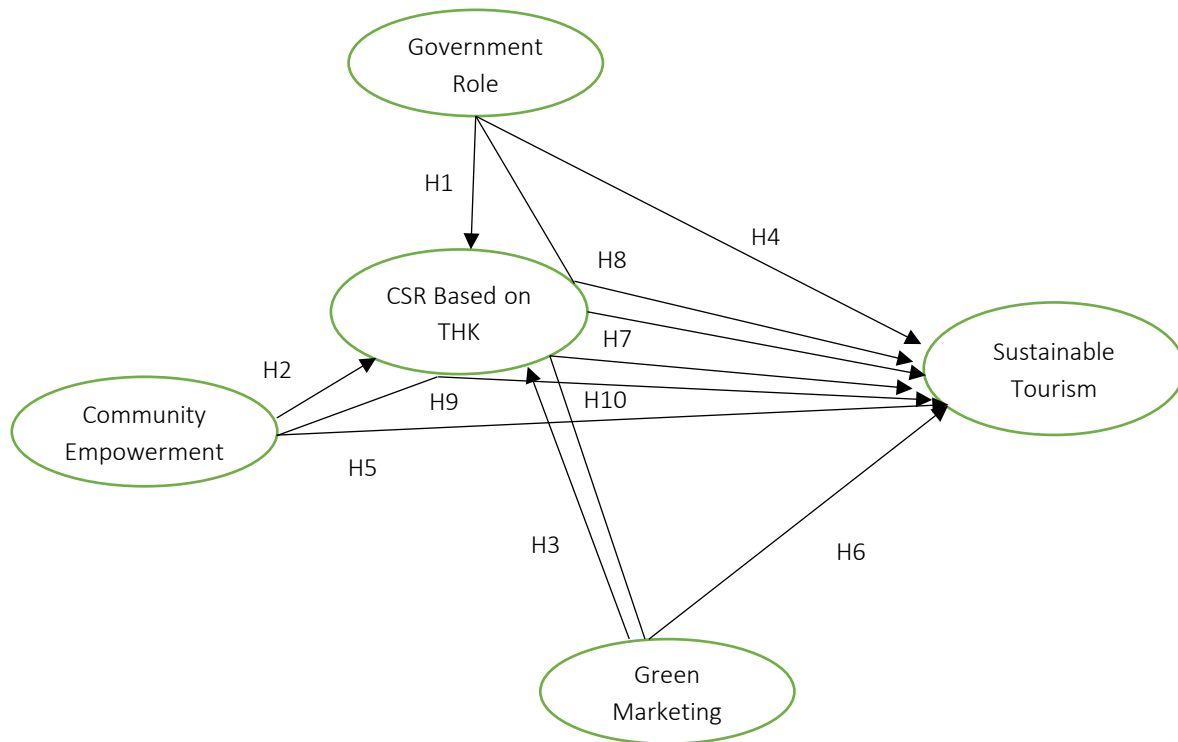


Figure 1. Conceptual model

including sustainability, infrastructure, livelihood, and destination management (Yang et al., 2023). These findings underscore the importance of addressing these gaps to improve sustainable tourism village models and practices. A more effective and targeted approach is needed to enhance economic stability and achieve sustainable tourism, thereby overcoming the challenges and problems that arise during the development of tourist villages in Bali.

This study aimed to examine how the government role, community empowerment, green marketing, and corporate social responsibility based on Tri Hita Karana affect sustainable tourism villages.

Figure 1 describes the relationship between those variables.

The hypotheses are described as follows:

- H1: Government role has significantly influenced CSR based on Tri Hita Karana.
- H2: Community empowerment has significantly affected CSR based on Tri Hita Karana.

- H3: Green marketing has significantly influenced CSR based on Tri Hita Karana.
- H4: Government role has significantly influenced sustainable tourism.
- H5: Community empowerment has significantly advanced sustainable tourism.
- H6: Green marketing has significantly advanced sustainable tourism.
- H7: CSR based on Tri Hita Karana has significantly advanced sustainable tourism.
- H8: Government role has significantly influenced sustainable tourism mediated by CSR based on Tri Hita Karana.
- H9: Community empowerment has significantly influenced sustainable tourism mediated by CSR based on Tri Hita Karana.
- H10: Green marketing has significantly influenced sustainable tourism mediated by CSR based on Tri Hita Karana.

2. METHODOLOGY

This study used quantitative research and a purposive sample technique to gain information from managers of tourism villages in Bali. The analysis was conducted from January to September 2024. The sample size was determined by multiplying the number of indicators by five to ten (Hair et al., 2010). There are 28 indicators in this study, which means 160–320 respondents. This paper researches five variables, namely government role, community empowerment, green marketing, CSR based on Tri Hita Karana, and sustainable tourism.

The questionnaire has two parts: demographic features of the respondents and scale items relating to indicators of each variable. The tourism villages' managements were asked to quantify the indicators of variables on a five-level scale (1 is strongly disagree, 2 is disagree, 3 is moderately agree, 4 is agree, and 5 is extremely agree). The sources of primary data are the questionnaires. Hypotheses are assessed using partial least squares structural equation modeling (PLS-SEM). The measurement and structural model are evaluated with Smart PLS. It is extensively applied in social science fields to investigate the covariance of variables (Hair et al., 2010; Boubker & Naoui, 2022). PLS-SEM is appropriate to use because PLS-SEM can test and evaluate intricate correlations between the variables involved, both direct and indirect.

Table 1 provides the respondents' demographic information. Most respondents who managed tourism villages were male, 81.60%. The majority of respondents were between 28 and 38 years old. Based on the marital status, most were married, 83.20%, and 51.10% held bachelor's degrees.

Table 1. Demographic profile

Category	Description	Frequency (n=190)	Percentage
Gender	Male	155	81.60
	Female	35	18.40
Age	18–28 years	15	7.90
	28–38 years	64	33.70
	38–48 years	46	24.20
	48–58 years	54	28.40
	> 58 years	11	5.80
Marital Status	Single	32	16.80
	Married	158	83.20
Education	Senior High School	19	10.00
	Diploma	17	8.90
	Bachelor	97	51.10
	Postgraduate	57	30.00
	Total	190	100.00

3. RESULTS

Table 2 evaluates the validity and reliability of latent variables, and each factor loading (0.611–0.966) is greater than 0.6. Composite reliability (0.892–0.970) is greater than 0.8, and the average variance extracted (0.542–0.891) is more than 0.5. It indicates that the study model's validity is good.

Table 2. Reliability of the variables

Variables/Dimensions	Indicators	Outer Loading	Composite Reliability	Average Variance Extracted (AVE)
Government Role	Government provides training to the managers of tourism villages.	0.791	0.892	0.676
	The government contributes funds to the development of the tourism village.	0.859		
	The government assists in building the infrastructure.	0.903		
	The government participates in the village's tourism promotion.	0.725		
Community Empowerment	Tourism village strengthens community welfare.	0.887	0.961	0.861
	Community is involved in tourism village establishment.	0.880		
	Communities have a crucial part in advancing tourist villages.	0.974		
Green Marketing (Product)	Community is motivated to creatively improve their well-being.	0.966	0.933	0.542
	Products are made from environmentally friendly materials.	0.726		
	The product manufacturing process does not cause pollution.	0.898		
Green Marketing (Price)	The product uses recycling packaging.	0.931	0.838	0.838
	The prices of green products are affordable.	0.765		
	Tourists benefit from the costs incurred in purchasing green products.	0.838		
	Prices include costs incurred to preserve the environment.	0.907		

Table 2 (cont.). Reliability of the variables

Variables/ Dimensions	Indicators	Outer Loading	Composite Reliability	Average Variance Extracted (AVE)		
Green Marketing (Promotion)	Management uses environmental campaigns to promote village tourism.	0.844	0.902	0.698		
	Management advertises the tourist village as an environmentally friendly travel destination.	0.896				
	Management displayed banners stressing the value of protecting the environment.	0.750				
Green Marketing (Place)	Green products are distributed well.	0.857				
	Products can be found at agents who have a green reputation.	0.844				
	Tourism village management provides education to the community regarding the development of green destination.	0.695				
CSR Based on Tri Hita Karana	Tourism villages contribute to the implementation of religious activities.	0.865				
	Tourism villages play a role in preserving culture.	0.787				
	Tourism villages contribute to protecting the environment.	0.806				
	Tourism Villages provide donations for local tradition	0.879				
Sustainable Tourism	Tourism villages can improve community welfare.	0.948			0.970	0.891
	Development of tourism villages contributes to cultural preservation.	0.952				
	The community plays an active role in developing the tourism village.	0.940				
	Sustainable environmental practices are a priority for tourism village development.	0.936				

The latent variable's root value of the average variance extracted (\sqrt{AVE}) is used to evaluate the discriminant validity. If the root AVE (\sqrt{AVE}) of the variable is more than 0.5, the research model qualifies as good. Table 3 displays that the smallest value of \sqrt{AVE} is 0.736.

Table 3. Discriminant validity

Variables/ Dimensions	Average Variance Extracted (AVE)	Root Square (\sqrt{AVE})
Community Empowerment	0.861	0.928
Government Role	0.676	0.822
Green Marketing	0.542	0.736
Green Place	0.712	0.844
Green Price	0.704	0.839
Green Product	0.733	0.856
Green Promotion	0.692	0.832
CSR Based on Tri Hita Karana	0.698	0.835
Sustainable Tourism	0.891	0.944

Figure 2 describes the assessment output of the inner model. The structural model highlights the path or proposed relationship between latent variables. The structural path parameter coefficients' significance, the *t*-test, and the structural model for the dependent construct are all assessed using the *R* squared (*R*²). Bootstrap is used to quantify the *t*-test and *R*², which are interpreted similarly to the analysis of multiple regression. The model's

predictive power is determined through the value obtained from the bootstrap.

Table 4 presents the *R*² value for each exogenous variable and the green marketing dimension. The highest *R*² value is shown by the sustainable tourism variable, 0.992, indicating that 99.20% of the contracts in the model can be explained by sustainable tourism performance. With an *R*² value of 0.591, a green place has the lowest value among the green marketing dimensions. The significant value of the estimated parameters can be used to quantify the link between the research variables.

Table 4. Coefficient of determination

Variable	R Squared (<i>R</i> ²)
Green Place	0.591
Green Price	0.826
Green Product	0.794
Green Promotion	0.849
CSR Based on Tri Hita Karana	0.947
Sustainable Tourism	0.992

The hypotheses are evaluated using the value of the coefficients output variables shown in Table 5. The hypotheses are assessed with the *p*-value and *t*-statistic. The hypotheses are approved when the value of *t*-statistic is more than 1.645 and the *p*-value is less than 0.05.

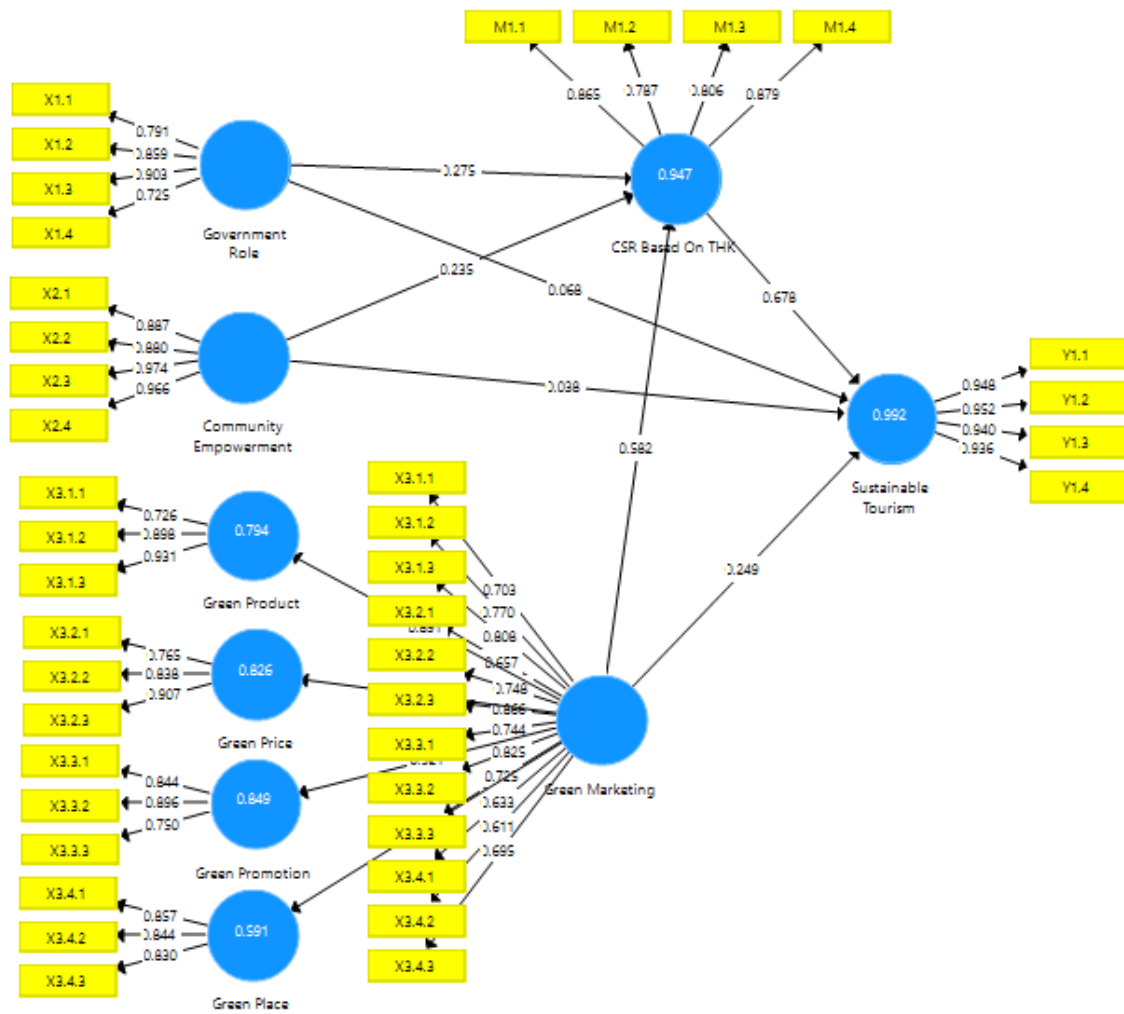


Figure 2. Structural model

According to Table 5, the government role statistically had a positive and significant influence on CSR based on Tri Hita Karana with t -statistic = 10.009 and $p = 0.000$. Community empowerment had a significant and positive effect on CSR based on Tri Hita Karana with a t -statistic value of 4.801 and a p -value of 0.000. The relationship between green marketing and CSR, based on Tri Hita Karana, is statistically significant, with a t -statistic of 11.119 and a p -value of 0.000. The relationship between the government role and sustainable tourism is significant, with a value of t -statistic 4.151 and $p = 0.000$. The relationship between community empowerment and sustainable tourism is indicated as significant, with a t -statistic of 2.201 and a p -value of 0.028. The relationship between green marketing and sustainable tourism is found to be significant, with a t -statistic of 11.002 and a p -value of 0.000. The relationship

between CSR based on Tri Hita Karana and sustainable tourism is statistically positive and significant, with a t -statistic value of 17.374 and a p -value of 0.000. The relationship between the government role in sustainable tourism, mediated by CSR based on Tri Hita Karana, is statistically positive and significant, with a t -statistic value of 7.077 and a p -value of 0.000. The relationship between community empowerment and sustainable tourism, mediated by CSR based on Tri Hita Karana, is statistically significant, with a t -statistic of 4.111 and a p -value of 0.000. The relationship between green marketing and sustainable tourism, mediated by CSR based on Tri Hita Karana, is found to be statistically significant, with a t -statistic of 11.518 and a p -value of 0.000. Therefore, government role, community empowerment, green marketing, and CSR based on Tri Hita Karana lead to sustainable tourism.

Table 5. Path coefficients

Hypothesis	Correlation Among Variables	Path Coefficient	t-statistics	p-value	Decision
H1	Government Role → CSR Based on THK	0.275	10.009	0.000	Supported
H2	Community Empowerment → CSR Based on THK	0.235	4.801	0.000	Supported
H3	Green Marketing → CSR Based on THK	0.582	11.119	0.000	Supported
H4	Government Role → Sustainable Tourism	0.068	4.151	0.000	Supported
H5	Community Empowerment → Sustainable Tourism	0.038	2.201	0.028	Supported
H6	Green Marketing → Sustainable Tourism	0.249	11.002	0.000	Supported
H7	CSR Based on THK → Sustainable Tourism	0.678	17.374	0.000	Supported
H8	Government Role → CSR Based on THK → Sustainable Tourism	0.186	7.077	0.000	Supported
H9	Community Empowerment → CSR Based on THK → Sustainable Tourism	0.159	4.111	0.000	Supported
H10	Green Marketing → CSR Based on THK → Sustainable Tourism	0.394	11.518	0.000	Supported

4. DISCUSSION

The study of tourism villages revealed the significant implications for local communities' welfare. The establishment of a tourism village positively impacts the enhancement of community welfare (Peters et al., 2018; Nunkoo & Gursoy, 2019). Tourism villages contribute to environmental improvements. The development of a tourism village can foster cultural preservation, community participation, and unity (Vega, 2022; Lundberg, 2017). Generally, tourist villages present opportunities for enhanced quality of life and sustainable local development. Sustainable tourism models emphasize local wisdom and community approaches. The shortage of human resources, inadequate infrastructure, and the requirements of industrialization remain barriers to sustainable tourism development. Stakeholder commitment is essential for achieving effective and sustainable tourism development.

Governments are key factors in implementing sustainable concepts, coordinating with stakeholders, and building an agenda for sustainable development. Government support addresses obstacles such as regulations, promotion, and coordination to increase the effect on the economy by boosting community welfare and developing human resources. Local governments are seen as key actors in implementing sustainability principles, coordinating stakeholders, and driving the sustainable development agenda (Salvador & Sancho, 2021). They play a significant role in empowering communities, protecting the environment, and informing the implementation of sustainable tourism (Adi et al., 2017; Salvador & Sancho, 2021). Community

empowerment is an important factor in sustainable tourism development. Studies have shown that empowering local communities has a positive impact on sustainable tourism initiatives (Khalid et al., 2019). The creation of tourism recognition groups, capacity building, and increased attention of communities are examples of effective community empowerment techniques. Community empowerment, understanding of tourism, and decision-making factors all play a major role in sustainable rural tourism growth. Effective implementation of tourism development policies through community empowerment requires prioritizing local community needs and considering both internal and external factors. When properly executed, community empowerment can lead to improved community-based tourism and overall community welfare.

Promoting environmentally friendly travel and sustainable tourism requires the use of green marketing. Among destination managers, it has a favorable impact on green tourism and sustainable development. The implementation of green products and marketing strategies contributes to sustainable tourism development (Yudawisastra et al., 2023). It can improve environmental quality, corporate profitability, and local economic growth. Green marketing strategies have been shown to positively influence sustainable tourism development and environmental sustainability (Yudawisastra et al., 2023). It helps to enhance the environment by implementing green marketing, which involves green pricing, green products, green promotions, and green places. Green marketing can enhance brand image and purchase de-

cisions for eco-friendly products. Such techniques can raise business profitability, improve the environment, and promote local economic growth. These findings highlight how crucial green marketing is for driving eco-friendly tourism practices.

Tri Hita Karana, a Balinese concept emphasizing harmony with God, humans, and the environment, is found to be relevant to the concept of corporate social responsibility. Local wisdom, such as Tri Hita Karana, should be considered in CSR planning, implementation, and control to ensure

sustainable community engagement and contribute to sustainable community-based tourism development. Studies have also shown that Tri Hita Karana-based CSR can influence company value and is implemented in various sectors, including hospitality, education, environment, and social welfare (Berliana et al., 2024). Sustainable tourism development is positively impacted by staff attitude toward the environment and responsibility for the environment. Corporate social responsibility and environmental perception also play crucial roles in promoting sustainable tourism.

CONCLUSION

The goal of this research was to analyze the effect of government role, community empowerment, green marketing, and corporate social responsibility based on Tri Hita Karana on sustainability of tourism villages. Balinese wisdom, known as Tri Hita Karana, emphasizes harmony with God (Parahyangan), relationships with humans (Pawongan), and the environment (Palemahan). The concept of Tri Hita Karana aligns with the triple bottom line theory of corporate social responsibility, which encompasses people (social), profit (economic), and planet (environmental).

This study revealed that government roles, community empowerment, and green marketing all play crucial roles in establishing sustainable tourism villages. Each of those factors had positive and significant impacts on sustainable tourism village development. Corporate social responsibility, based on Tri Hita Karana programs, is an effective tool for building a sustainable tourism village. Tri Hita Karana is considered a crucial component of sustainable tourism village development. It also acts as a mediator between the effects of government involvement, community empowerment, and green marketing on sustainable tourism. Future research directions should focus on sustainability domains, infrastructure, and destination management. There is a need for more empirical studies and consideration of geographical variances to advance the field and improve the practical implementation of sustainable tourism initiatives.

AUTHOR CONTRIBUTIONS

Conceptualization: Wayan Ardani, Ni Wayan Ari Sudiartini, Ni Made Yudhaningsih.

Data curation: Wayan Ardani, Ni Wayan Ari Sudiartini, Ni Made Yudhaningsih.

Formal analysis: Wayan Ardani.

Funding acquisition: Wayan Ardani, Ni Wayan Ari Sudiartini, Ni Made Yudhaningsih.

Investigation: Wayan Ardani, Ni Wayan Ari Sudiartini, Ni Made Yudhaningsih.

Methodology: Wayan Ardani, Ni Wayan Ari Sudiartini, Ni Made Yudhaningsih.

Project administration: Ni Wayan Ari Sudiartini, Ni Made Yudhaningsih.

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Supervision: Wayan Ardani.

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Writing – original draft: Wayan Ardani, Ni Made Yudhaningsih.

Writing – review & editing: Wayan Ardani, Ni Wayan Ari Sudiartini.

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