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The management model of Ceking Terrace Tegallalang based on sustainable tourism development

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ABSTRACT

Indonesia's rich natural beauty and biodiversity made it a prime destination for both domestic and international tourists, significantly contributing to the nation's economic growth. The tourism sector, closely linked to sustainable development, required careful management to ensure the continuity of natural and socio-cultural resources. This study examined the management model of the Ceking Terrace tourist attraction in Tegallalang Village, Bali, a region renowned for its terraced rice fields and cultural richness. Employing a qualitative descriptive approach, data were collected through observation, documentation, and in-depth interviews with various stakeholders, including management officials, local community leaders, and tourists. The study revealed that the Ceking Terrace was managed using the Planning, Organizing, Actuating, and Controlling (POAC) model, which effectively enhanced local revenue and community welfare. The management focused on maintaining environmental sustainability, socio-cultural values, and economic benefits, aligning with the Tri Hita Karana principle that emphasized harmony between humans, nature, and spirituality. Despite its popularity, the site faced challenges such as inadequate public facilities, which hindered optimal tourist satisfaction and accessibility. Recommendations for improving the management of Ceking Terrace included better recruitment and salary distribution for employees, enhancing public facilities, and fostering partnerships with travel agents to boost tourist visits. The study underscored the importance of sustainable tourism development practices to ensure long-term benefits for both the local community and the environment.

Keywords: Management model, sustainable tourism development

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INTRODUCTION

Indonesia is an archipelagic country with natural beauty and biodiversity that always attract both domestic and international tourists. Tourism plays an important role in the economic growth of a country, especially a developing country, as this sector can contribute significantly to national income, leading to the welfare of the community (Lemy et al., 2019; Sukmawati et al., 2022; Sutawa, 2012). The tourism sector, which is closely related to environmental aspects, is also strongly linked to the concept of sustainable development (Kawuryan et

al., 2022). This concept describes development that meets the needs of society while simultaneously striving to support existing life by improving the quality of life without exceeding its ecosystem (Walkowiak, 1996; Pratiwi et al., 2018). Sustainable development can also be interpreted as a new perspective on development that is committed to contributing to the future (Dwijyanthi et al., 2017). In the context of tourism, tourist destinations also need to adopt sustainable development patterns to ensure the continuity of existence of natural resources and socio-cultural life, as well as provide economic benefits to the current generation and future generations (Kurniawan & Managi, 2018; WTO, 2004: 3-6 in Subadra and Nadra, 2006).

Spillane (1994) in Purba (2016:166) argues that tourism potential can be developed through four main components consisting of attractions and activities, accessibility, amenities, and ancillary or institutional components. Attractions are the appeal of a tourist destination, such as arts, culture, social life, and natural resources, and activities are the activities undertaken by tourists. Accessibility refers to the facilities or infrastructure, such as transportation, that facilitate tourists in reaching their desired destinations. Amenities are supporting facilities such as toilets, parking lots, and other facilities to ensure tourists feel comfortable during their visit. Ancillary refers to the institutions that manage a tourist destination. The presence of these components is expected to clarify travel objectives for tourists.

Indonesia's renowned tourist destination, recognized as a global tourism icon, is located in Bali Province, featuring natural and cultural tourism attractions highly favored by tourists of all kinds. The social and cultural life of the people in Bali is viewed as very unique and religious, based on beliefs and religion harmoniously combined with local wisdom (Mayuzumi, 2022; Purnamawati et al., 2022). In the process of sustainable tourism development, tourism in Bali applies the local wisdom values embodied in the Tri Hita Karana concept (Pickel-Chevalier & Budarma, 2016). This concept is based on the principle of harmony or balance in life, consisting of three interconnected elements: Parhyangan (the relationship between humans and God), Pawongan (the relationship between humans), and Palemahan (the relationship between humans and the environment) (Astawa et al., 2019). This aligns with the argument presented by Azis (2019), stating that the productivity of sustainable development goals encompasses three main aspects: economy, social, and environment.

One of the popular and sought-after tourist destinations is the Ceking Terrace, located in the Tegallalang area of Gianyar. This tourist attraction showcases the beauty of nature with its terraced rice fields and features art shops selling crafts that can be turned into souvenirs or local products representing the identity of the Ceking area. This potential can have a positive impact on the local community, such as farmers, traders, and managers, in economic aspects, and help sustain their social and cultural life.

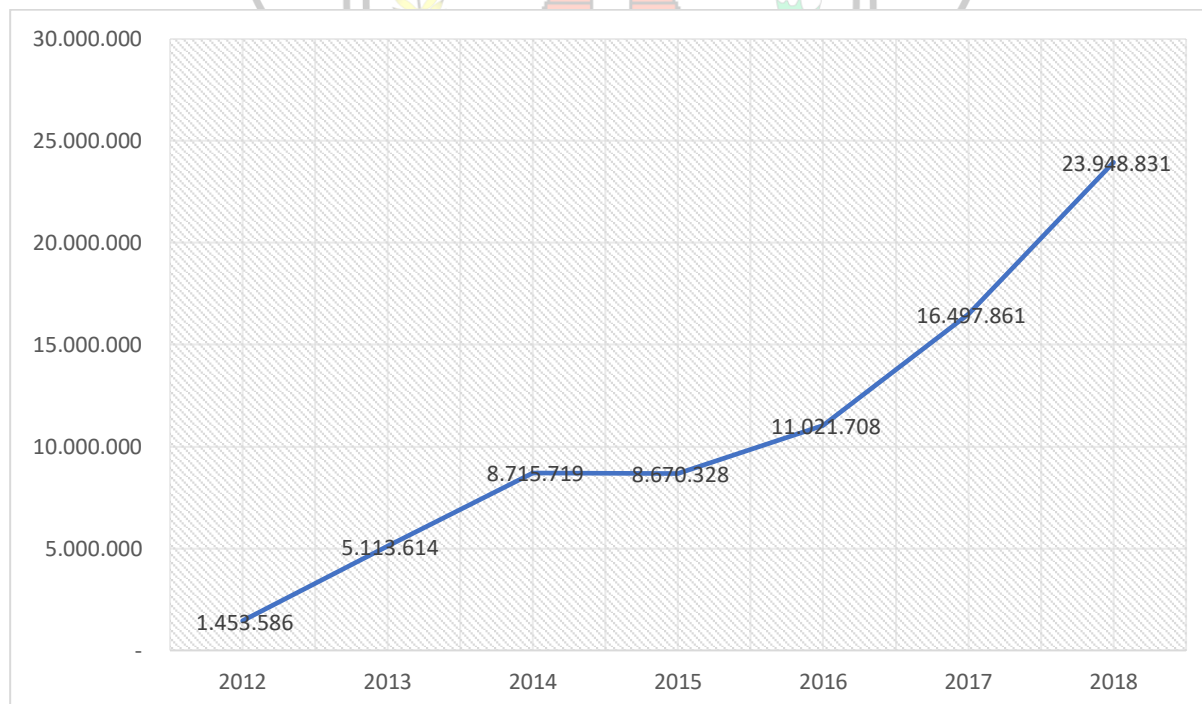


FIGURE 1. Visitors to the Ceking Terrace Tourist Attraction 2012-2018

Figure 1 shows that there has been an increase in the number of tourists visiting year after year, with the Tourism Object Management Agency reporting a total of 23,948,831 visitors in 2018. Given this increase, the management should undertake developments and innovations that can support tourism activities, such as swings, coffee shops, and public facilities. Based on observations, it has been found that there is still a lack of public

facilities and a poorly managed infrastructure layout, which can hinder tourists' access to the attractions, making both locals and tourists feel uncomfortable when visiting. The public facilities in question include parking areas and toilets.

Public facilities like parking areas and toilets are essential in a tourist area, as these are the most important amenities needed by everyone, both locals and tourists. The lack of these facilities causes discomfort for both the community and tourists, negatively impacting the tourist attraction. Given the limited land, the management should make improvements to provide good service to tourists by offering complete and adequate facilities, ensuring tourist loyalty and encouraging return visits.

Considering the importance of the tourism sector as a source of revenue for Indonesia, the development of tourist attractions requires a management model that can help better manage tourist areas. The main goal of this research is to identify the management model used in managing the Ceking Terrace tourist attraction in Tegallalang Village, thereby creating a harmonious relationship between the community and tourists in social, cultural, economic, and environmental aspects. This study also presents a management model for the Ceking Terrace attraction based on sustainable tourism development, highlighting the importance of improving the quality of tourism.

LITERATURE REVIEW

Management Model

Nasbi (2017) reveals that management models can be divided into five categories. The first is the Planning, Implementation, and Evaluation (P-I-E) model, known for its simplicity by including only planning, implementing, and evaluating resources to achieve set goals. The second is the Planning, Organizing, Actuating & Controlling (P-O-A-C) model, which involves planning activities, organizing to achieve the plan, directing resources, leading them, and controlling their use. The third model includes planning, executing, and monitoring, followed by controlling and evaluating. The fourth is the Analysis, Formulation, Planning, Implementation, and Communication Forum model, used by organizations focused on community participation. Lastly, the Analysis, Formulation, Planning, Implementation, Monitoring, and Evaluation model encompasses a comprehensive approach, ensuring continuous monitoring and evaluation of processes to meet objectives effectively.

The concept of management is a series of activities that organize the work or efforts of a group of people to achieve predetermined goals. According to Arikunto (2010:22), management involves actions starting from data collection, planning, organizing, implementing, to supervision and evaluation. Manulang (2002) states that management encompasses three meanings: management as a process, the collectivity of people who carry out management activities, and as an art or science. Follet (1997) defines management as the art or process of accomplishing something related to achieving goals, involving the use of organizational resources, a phased process, and the art of completing tasks.

Sustainable Tourism Development

Fauzi (2014) along with Risfandini & Sunardi (2017) states that sustainable development is a process of change where all activities, such as resource exploitation, technology development orientation, investment, and institutional changes, are aimed at enhancing current and future potentials to meet human needs and aspirations. Therefore, the goals of economic and social development should be pursued sustainably. According to Cristian et al. (2015) in Pratiwi et al. (2018), sustainable development aligns two main elements: development and sustainability. Development aims to continuously improve potential towards better conditions, while sustainability signifies resilience and preservation.

METHODS

This research was conducted using a qualitative descriptive approach to investigate management practices at the Ceking Terrace tourist destination in Tegallalang, Gianyar, based on Sustainable Tourism Development. The reason for selecting this location is because Ceking Terrace is a popular destination among domestic and international tourists, featuring beautiful, terraced rice fields. The management model based on sustainable tourism development at Ceking Terrace is a process of sustainable management that impacts the future. Primary data for the research was obtained through observation, documentation, and in-depth interviews with selected respondents using purposive sampling method, including the management, village chief, local community leaders, landowners, traders, Gianyar tourism department, travel agents, and tourists who have visited the tourist attraction. The interview data was then analyzed using Miles and Huberman's (1984) approach, which involves several processes such as data collection, data reduction, data display, and verification. The validity of the data in this study was analyzed through source triangulation and technique triangulation procedures.

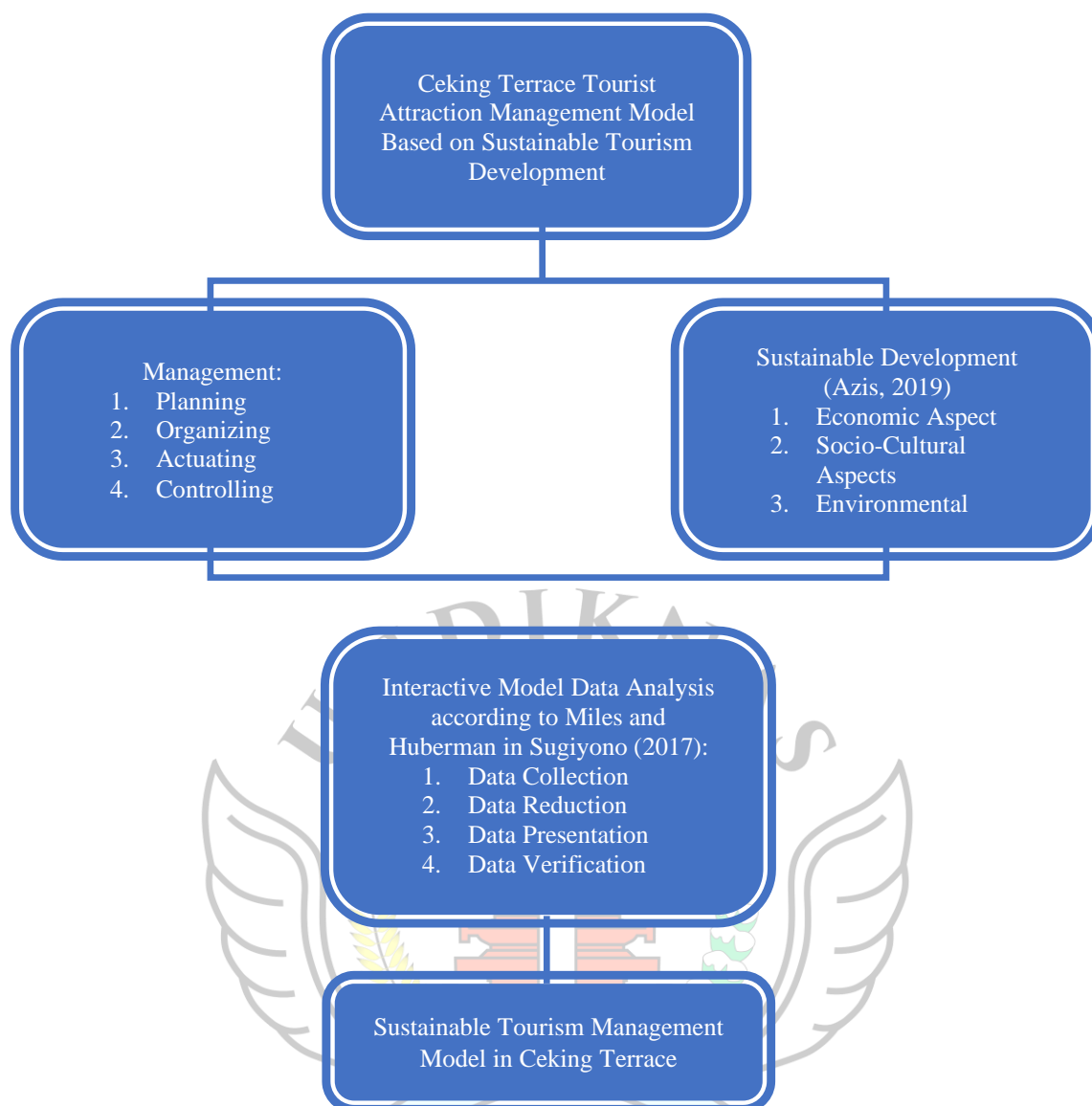


FIGURE 2. Conceptual Framework

RESULTS AND DISCUSSION

The Ceking Terrace tourist attraction is located in Tegallalang Village, Tegallalang District, Gianyar Regency. This tourist attraction has been established since 1942 and features a terraced farming system, where rice fields are arranged in steps on sloping or hilly terrain. Ceking Terrace is a significant source of income that has the potential to finance the development of Pekraman Tegallalang Village, aiming to improve the welfare of the local community and preserve the traditional values and culture rooted in Hinduism. To achieve optimal management outcomes, Ceking Terrace needs to be managed professionally, transparently, and accountably. Currently, Pekraman Tegallalang Village is experiencing disorder caused by tourism activities and other events, disrupting the peace, tranquility, and order of the local community in their daily activities. Therefore, the village sees the need to establish customary rules as the basis for organizing the Ceking area. Consequently, Pekraman Tegallalang Village has formed a Management Institution called the Ceking Terrace Tourist Object Management Agency (BPOWC), established on July 13, 2011, with seven departments: 1) Security, Order, and Cleanliness, 2) Asset and Maintenance, 3) Planning and Development, 4) Public Relations and Information, 5) Personnel, 6) Development and Cooperation, and 7) Advocacy.

The interview with the Village Chief revealed that the Ceking Terrace Tourist Object Management Agency (BPOWC) aims to develop the village, religious ceremonies, social activities, and the community. Furthermore, the Village Chief emphasized the importance of maintaining good relations with the management and tourism department by ensuring coordination and effective communication. The Village Chief stated that with good relations between the tourist object management and the tourism department, Ceking Terrace could be

developed into a tourist area by utilizing its existing potential. The profits generated from this endeavor are then managed by the village to increase the Local Revenue and serve as a source of development, channeled through programs such as the construction of temples in Tegallalang Village, including Village Temples, Dalem Temples, and Griya Temples. Additionally, efforts are made to develop the community, ensuring continuous progress and growth while preserving cleanliness and the beauty of the environment.

The Head of Tourist Object Management also expressed similar sentiments, emphasizing the importance of managing the Ceking Terrace destination to provide benefits that contribute to the welfare of every community member. Given the significant potential such as the beauty of terraced rice fields and other attractions like souvenirs, local handicrafts, and civet coffee, which attract tourists to visit. Based on interviews with the Head of the Destination Tourism Division of the Gianyar Tourism Office, there is a strong desire for collaboration with the village chief and management to develop the potential of Ceking Terrace tourist destination. This can be achieved by providing activities such as trekking, cycling, swings, civet coffee tasting, and agrotourism to enrich the experiences of tourists. Furthermore, the Head of the Destination Tourism Division stressed the importance of mutual support, promoting each other, and collectively developing tourist destinations in Gianyar Regency to enhance the welfare of the community. Thus, it is important to develop a strong collaboration since it is essential in moving the tourism industry toward sustainability (Graci, 2016).

Not only the tourist destination management or the head of the tourism destination division support the Ceking Terrace tourist destination, but also the Subak Chairman and Landowners participate in developing this tourist attraction by consistently preserving the environment of the tourist destination. The interview results revealed that the Subak Chairman always coordinates and communicates with landowners to maintain cleanliness, especially in keeping the water flow clean and free from various types of waste. Furthermore, the landowners emphasized the importance of providing natural attractions such as grass cutting, hoeing, rice planting, and other activities to attract tourists to visit this tourist destination and prevent it from being converted into business purposes. These lands are assets of the Ceking Terrace tourist destination.

Interviews conducted with nearby merchants also confirmed that the presence of the Ceking Terrace tourist attraction in Tegallalang provides benefits to their businesses. One of the merchants offering painting products stated that tourists are very interested in his artwork, motivating him to expand his business by offering souvenirs and other crafts. In-depth interviews revealed that relationships with many tour guides can increase sales, as many tour guides intentionally bring tourists to visit art shops, prompting tourists to make purchases. Additionally, merchants actively participate in programs planned by the management, such as maintaining environmental cleanliness and paying a monthly fee of Rp 50,000 for village management and security expenses. Interview results with tourists revealed that they are very happy to visit the Ceking Terrace tourist destination because of its beautiful scenery and the activities provided, enhancing the appeal of this tourist destination. With an entrance ticket price of Rp 10,000, tourists can already enjoy the facilities and services available.

Related to management, the management model implemented by the Ceking Terrace tourist destination is based on Planning, Organizing, Actuating, and Controlling (POAC). In terms of planning, managing the Ceking Terrace tourist destination area for better future development, ensuring all developments do not harm the environment and preserve its beauty. Similar findings were observed in Marceilla Hidayat's research (2011), which revealed that planning can assist in the development process of existing facilities and infrastructure at tourist destinations. Furthermore, organizing is structured within the organizational framework, assigning tasks, responsibilities, and job descriptions to each member. In terms of actuating, the members/employees at Ceking Terrace tourist destination perform their designated tasks/job descriptions optimally. Meanwhile, in terms of controlling, daily supervision procedures are carried out by each coordinator to their employees, ensuring they work according to their job descriptions. Additionally, the role of landowners and the community is essential in identifying constraints and engaging in discussions to provide suggestions or make decisions that benefit all parties involved.

Related to sustainable tourism development, which consists of three components: economic, social, and environmental (Fauzi & Octavianus, 2014), the development implemented by the Ceking Terrace Tourist Object Management Agency has addressed all three aspects in achieving sustainable development goals. In terms of the economic aspect, the income generated from managing the Ceking Terrace tourist destination contributes to increasing the Village's Revenue of Tegallalang Village for village development such as temples and community halls. Yachya et al. (2016) and Ari Atu Dewi (2016) confirm that managing tourist destinations as an effort to improve the community's economy aims to activate potential and integrate the surrounding community to gain benefits. Furthermore, the management model employed by both parties has resulted in positive impacts such as increasing community income and maintaining and sustaining the tourist destination's environment in line with the characteristics and socio-cultural values of the local community, thereby achieving community welfare. In the social aspect, the management of this tourist destination involves the Tegallalang community by providing representation from each community hall according to village agreements and enabling communication and coordination with relevant parties such as management, landowners, and the Tourism Office to create

harmonious relationships. In the environmental aspect, maintaining cleanliness and the beauty of the environment by disposing of waste properly and providing facilities such as trash bins play a crucial role. Similar findings were reported in the research by Nina Eka Lestari & Kembar Sri Budhi (2015), emphasizing the importance of collaboration between institutions and stakeholders to coordinate, interact, and enforce regulations to achieve objectives and develop tourist destinations.

The findings of this research reveal that suboptimal employee performance can be attributed to the recruitment system and salary distribution in accordance with the village's agreements. Furthermore, the addition of public facilities such as waiting areas and refreshments for drivers and guides in the parking area was found to increase satisfaction and loyalty to visit the tourist destination. Regarding the development of other facilities such as swings, dining areas, and photo spots, it is crucial to pay more attention to environmental cleanliness, ultimately enhancing tourists' desire to visit the tourist destination. In addition to facilities, it is important to enhance security in the tourist destination area to promote tourist satisfaction, and it is essential to conduct religious activities before engaging in activities in the tourist destination area.

CONCLUSION

The management model of the Ceking Tourist Object Management Agency has effectively implemented management functions, namely Planning, Organizing, Actuating, and Controlling, aimed at increasing the Village's Revenue of Tegallalang Traditional Village and contributing to village development to improve the welfare of the community. The increase in tourist arrivals at the tourist destination indicates that the management is consistently planning and developing professionally, utilizing the potential available in the Ceking Tourist Object area, such as trekking, cycling, swings, coffee, handicrafts, and others. In this regard, it is also necessary to provide good facilities and services, such as expanding parking areas, toilets, and other facilities.

In the development process, aspects such as Economic, Social, and Environmental are also well-implemented. The income generated from managing Ceking Tourist Object is managed by the Village for the village's benefit and planning within the Ceking Tourist Object area. In its management, the Ceking Tourist Object involves the Tegallalang community and is capable of communicating and coordinating with relevant parties to create harmonious relationships, while always maintaining cleanliness and environmental aesthetics. In the process, sustainable tourism development applies the Tri Hita Karana concept, based on the principle of harmony in life, consisting of Prahyanan, Pawongan, and Palemahan, which are associated with Sustainable Development aspects: Economic, Social, and Environmental.

Some recommendations that can be given to the management are as follows: the management of Ceking Terrace tourist object can be further improved regarding member recruitment and job description distribution, as well as employee salary distribution to ensure that implementation aligns with organizational goals. Additionally, development at Ceking Terrace tourist objects should always involve coordination and communication with the management or other relevant parties to foster positive impacts on those involved. It is advisable to adopt the Subak organization within the structure of the Ceking Terrace Tourist Object Management Agency, which serves as coordination with the management chairman. Building partnerships with travel agents can also contribute to increasing the number of tourists visiting Ceking Terrace tourist object. The management needs to enhance security in the tourist area to ensure that tourists feel safe and comfortable when visiting Ceking Terrace tourist objects. Furthermore, religious activities such as joint prayers should also be conducted to enhance the smoothness of activities for various parties involved.

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