

## SUSTAINABLE TOURISM IN BALI: THE ROLE OF LOCAL COMMUNITIES IN HOTEL MANAGEMENT AND ITS IMPACT ON TOURISTS EXPERIENCE

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### Abstract

Tourism in Bali, especially in the southern regions such as Badung and Denpasar, is a very important economic sector, but it is often overlooked when it comes to empowering local communities. This study aims to explore the role of local community involvement in the management of hotels in the southern region of Bali and its impact on the tourist experience. The method used in this study is a qualitative descriptive approach by analyzing secondary data from literature, reports, and case studies related to the implementation of community-based tourism (CBT) in Bali. The results show that although some large hotels have undertaken various Corporate Social Responsibility (CSR) activities, the involvement of local communities in tourism planning and management is still limited. Existing programs focus more on environmental stewardship, while local social and cultural empowerment is often overlooked. On the other hand, community-based hotels such as those found in Pererenan show that community involvement at every stage of management can improve the tourist experience and provide more equitable economic benefits to local communities. This study concludes that to improve the sustainability and well-being of the community, a more inclusive approach is needed in tourism management, by actively involving local communities in the planning and operation of hotels in Bali.

Keywords: Community-Based Tourism, Southern Bali Region, Sustainability, Community Involvement, Tourism Development

### Introduction

Tourism is a sector that has a significant impact on the economy of Bali, especially the southern region of Bali, which is the center of tourism activities on the Island of the Gods (Daniswari et al., 2022; Krisnayani et al., 2021; Surya & Nugraha, 2022). Badung is known for tourist areas such as Kuta, Seminyak, and Nusa Dua, which attract millions of tourists every year (Tri et al., 2023). However, the development of this sector also brings challenges, especially in terms of natural resource management and preservation of local culture (Musavengane, 2019). Although the tourism sector makes a major contribution to regional income, the high dependence on mass tourism can lead to environmental damage and undesirable social changes (Suparwoko, 2012). Therefore, a more sustainable and inclusive approach is needed, namely community-based tourism (Dolezal, 2013).

*Community-based tourism (CBT)* offers a more environmentally and socially friendly model by placing local communities as the main actors in tourism management. This model aims to provide direct benefits to local communities through economic empowerment, cultural preservation, and better environmental management. One example of the implementation of CBT in Bali is an initiative carried out by the Bali Community-Based Tourism Association (CoBTA) which focuses on community empowerment in rural areas of Bali (Dolezal, 2013). CBT provides opportunities for communities to be involved in the planning and management of tourism activities, so that they can experience fair and sustainable benefits.

On the other hand, although there are various CBT initiatives in Bali, the implementation is not always smooth. Some of the main challenges in the implementation of CBT are limited resources, knowledge, and the ability of the community to manage tourism independently. In addition, the strong influence of large entrepreneurs and foreign investment often reduces opportunities for local communities to take a greater role in the industry (Rini & Hasim, 2021). For example, although many large hotels operate in Denpasar and Badung Regency, the participation of local communities in hotel planning and management is often limited, leading to inequities in the distribution of economic benefits. Therefore, it is important to take a deeper look at how CBT can address these issues and provide more equitable benefits.

This study aims to explore the role of local community involvement in the management of hotels in the southern region of Bali and its impact on the tourist experience. Through a documentation study approach, this study will examine various literature, reports, and case studies related to the implementation of CBT, with a special focus on the Badung area. By understanding the challenges and opportunities that exist, it is hoped that this research can contribute to the development of a more sustainable and inclusive tourism model in Bali, especially in the southern region of Bali which is the main tourism center.

CBT provides a model that places local communities at the heart of tourism management, offering benefits not only to the community but also enhancing the overall tourist experience. In this model, tourists are not only exposed to local facilities but also engage directly with the daily lives and cultures of the local population. The success of CBT in enhancing tourist experiences is evident in the active involvement of the local community in offering local products, cultural activities, and natural resource management. For instance, community-based hotels, such as those in Pererenan, adopting the "diffused hotel" concept, invite tourists to experience local life firsthand, while fostering greater awareness of cultural and environmental sustainability. This model shows that the involvement of local communities not only generates direct economic benefits but also enriches the tourist experience by providing authentic cultural interactions (Schalkx, 2025). Thus, the role of CBT in shaping the tourist experience extends beyond physical comfort and includes meaningful social and emotional engagement, creating a deeper connection between the tourist and the destination.

This study will draw on secondary data drawn from a variety of relevant sources, including articles, research reports, and previous studies on community-based tourism management in Bali. One of the sources used in this study is an article from Suparwoko (2012), which analyzes community involvement in tourism

development in Bali. This research also refers to the work of Dolezal (2013) which discusses the challenges of local community empowerment in the context of community-based tourism. With this approach, this study aims to provide a comprehensive overview of how CBT can be a solution to the problems faced by the tourism sector in Bali.

### **Literature Review and Theoretical Framework**

#### **Community-Based Tourism (CBT)**

Community-Based Tourism (CBT) is a tourism model that prioritizes the active participation of local communities in tourism management and development. This model aims to provide direct economic benefits to local communities, while preserving culture and the environment (Permatasari, 2022). The concept of CBT prioritizes community empowerment through the management of local resources, such as culture, handicrafts, and natural beauty, which can attract tourists without sacrificing social and environmental sustainability. According to Dolezal (2013), although CBT has great potential to support sustainability, its implementation is often hampered by a lack of understanding and coordination between local stakeholders and tourism managers. Therefore, the success of CBT relies heavily on cooperation between communities, governments, and the private sector to create an inclusive and sustainable tourism model.

#### **The Influence of Tourism on the Local Economy**

Tourism in Bali has become a major economic sector that dominates regional revenues, especially in the southern region of Bali. Badung is the area with the highest concentration of hotels and restaurants in Bali, which indicates how important this sector is to the local economy (BPS Bali, 2003). Based on research conducted by Rini & Hasim (2021), the tourism sector is able to create significant jobs, both directly and indirectly, for the local community. However, they also emphasized that although many communities benefit, there are still inequities in the distribution of these benefits. Unfair management of local natural resources and culture is often a source of conflict, as local communities feel marginalized in the decision-making process (Suparwoko, 2012). Therefore, the integration of the CBT model is expected to improve the distribution of these benefits and create a more equitable balance.

#### **The Role of the Government in Sustainable Tourism Management**

Local governments play a very important role in supporting the development of community-based tourism. In the context of Bali, government policies related to tourism regulations and environmental protection greatly affect the direction of development of this sector. Dolezal (2013) explained that inconsistent government policies and lack of involvement in local communities are often obstacles to the successful implementation of CBT. Although there are policies governing environmental sustainability, such as reducing plastic use and waste management, their implementation is often inadequate at the local level (Suparwoko, 2012). Therefore, closer cooperation is needed between the government, the community, and the private sector to develop policies that support sustainability in the long term, especially in major tourist areas such as Badung.

### **Challenges in the Implementation of Community-Based Tourism in Bali**

The implementation of CBT in Bali faces various challenges, both in terms of regulation and management. According to research by Rini and Hasim (2021), many five-star hotels in Bali implement Corporate Social Responsibility (CSR) programs, but these programs often do not fully cover aspects of empowering local communities. Hotels tend to focus more on environmental or nature conservation aspects, while the empowerment of local communities is often overlooked. Suparwoko (2012) also added that despite the existence of CBT initiatives, local communities are often not actively involved in the decision-making process related to tourism development. This results in a low level of economic sustainability for local communities. Therefore, to make CBT a solution, a more inclusive and participatory approach is needed in every stage of tourism development.

### **Tourist Experience**

Travel experiences are a complex and multi-dimensional concept in the tourism industry that involves interaction between tourists and the physical, social, and cultural environment in the destination. According to Pine and Gilmore (1998), the tourist experience can be seen as a direct interaction between tourists and various elements in the destination, which includes accommodation, attractions, culinary, and interaction with the local community. Key indicators in measuring the travel experience include traveller satisfaction, emotional engagement, perception of service quality, and the social and cultural impact of tourism. In this case, indicators such as physical comfort, the uniqueness of local culture, as well as social interaction with local communities can be key elements that influence tourists' perception of their experience (Miller & Torres-Delgado, 2023). Research also shows that the success of a destination in creating a positive tourist experience is highly dependent on the extent to which local people can play an active role in providing services and interactions, which creates an authentic and immersive experience for tourists (Suparwoko, 2012).

### **Success and Learning from a CBT Case Study in Bali**

Several case studies show that when local communities are given an active role in tourism management, the results can provide long-term benefits. For example, village-based tourism management in the Seminyak area shows an improvement in the quality of life of the community, although there are still challenges related to over commercialization (Suparwoko, 2012). Research by Rini and Hasim (2021) also highlights that policies that support local community involvement can strengthen the relationship between the tourism sector and local communities. However, the success of this model relies heavily on local capacity to manage and develop their tourism potential in a sustainable manner. Therefore, the development of CBT in Bali requires special attention to managerial capacity and proper training for the community to ensure that they can take maximum advantage of the tourism sector without damaging cultural and environmental values.

While previous research has explored various aspects of community-based tourism, there is a significant gap in understanding the direct impact of local community involvement on enhancing tourist experiences, particularly in the context of hotel management in Bali. Studies such as those by Dolezal (2013) and Suparwoko (2012) have highlighted the importance of community engagement in

tourism but have often focused on economic benefits or sustainability in general, rather than on how these factors influence tourists' perceptions and experiences. This study seeks to fill that gap by specifically examining the role of local community involvement in hotel management in the southern Bali region, aiming to provide insights into how community participation directly shapes the quality of the tourist experience and contributes to a more sustainable tourism model.

### **Research Method**

This study uses a qualitative descriptive approach with the aim of describing and analyzing the implementation of community-based tourism (CBT) in the southern region of Bali. Bali, as well as its impact on local communities and tourism sustainability. The qualitative descriptive method was chosen because this study aims to understand the phenomena that occur in the field through the analysis of documents and secondary data. The data used in this study was obtained from a variety of sources, including scientific articles, research reports, company reports, and social media documentation related to tourism management and local community engagement. Through this approach, it is hoped that a deep understanding of the dynamics that occur between tourism development and community participation in the community-based tourism model in Bali can be obtained.

The main data source in this study is the literature published between 2012 and 2025, which includes various studies related to community-based tourism (CBT) in Bali, particularly the southern region of Bali. Secondary data were collected from various scientific articles published in international and national journals, including research on community engagement strategies in hotel and tourism management, as well as the social and economic impacts of this tourism model. One of the important studies used is a study by Rini and Hasim (2021) which analyzed the impact of corporate social responsibility (CSR) on the community around hotels in Bali, which provides an overview of how hotels can collaborate with local communities to increase social and economic benefits.

The data analysis process was carried out using thematic analysis techniques, namely by identifying the main themes of various documents that had been collected (Sidiq et al., 2019; Wisnawa & Oktaviani, 2024). This technique helps researchers to explore patterns and issues that arise related to the implementation of CBT, such as challenges in community empowerment, limitations in community participation, and the contribution of the tourism sector to local well-being. In this regard, this research also refers to related theories such as stakeholder theory and legitimacy theory, which focus on the importance of involving all stakeholders, including governments, hoteliers, and local communities, in the tourism development process (Rini & Hasim, 2021).

The documentation study also includes studies related to hotel management that focus on the sustainability and success of the CBT model, such as the one found in a study by Dolezal (2013), which examined the development of community-based tourism in Bali, focusing on the important role played by local tourism associations in community empowerment. The study also notes how Balinese communities, particularly in the Denpasar and Badung areas, respond to tourism developments and how they are directly involved in the management of tourist destinations. The documentation collected also includes reports from non-

governmental organizations (NGOs) working in Bali in the sustainable tourism sector, such as Bali CoBTA, which plays a role in community empowerment through tourism (Dolezal, 2013).

Using this method, this study aims to comprehensively describe how community-based tourism can be implemented in Badung, Bali, as well as identify the successes and obstacles faced in its implementation. The results of this study are expected to provide useful recommendations for hotel managers, local governments, and the community to increase collaboration in developing sustainable tourism that is beneficial to all parties involved.

## **Results and Discussion**

### **a) Tourism Development and Community Participation in the Southern Region of Bali**

The southern region of Bali, as the center of tourism in Bali, has experienced rapid development in recent decades. The existence of various tourist attractions, ranging from famous beaches such as Kuta and Seminyak, to diverse accommodation facilities, has made Denpasar and Badung the main destinations for domestic and foreign tourists. However, the rapid growth of the tourism sector is often not in line with the empowerment of local communities. The tourism sector contributes greatly to the regional economy, with the trade, hotel, and restaurant sectors dominating the Regional Original Revenue (PAD) of Badung Regency (BPS Bali, 2022). Unfortunately, despite the great economic potential, many local communities feel marginalized in the process of tourism development. This happens because most of the control and decisions related to tourism management are carried out by stakeholders outside the region, including foreign investors and international hotel management (Suparwoko, 2012).

According to the Central Bureau of Statistics (BPS), the tourism sector accounts for approximately 12% of employment in Bali. Despite this, a substantial portion of the tourism economy is controlled by non-Balinese entities. It is estimated that 85% of the tourism economy is in the hands of non-Balinese, who may not be directly affected by tourism's negative impacts, including the declining quality and quantity of water. This suggests that while many locals are employed in tourism, the ownership and management of tourism-related businesses are predominantly in the hands of outsiders. Additionally, a policy has been implemented requiring businesses in Bali's tourism sector to employ at least 90% local workers. This measure aims to increase local participation in the tourism industry and ensure that the benefits of tourism are more equitably distributed among the Balinese population. One interesting example is the initiative carried out by the Bali Community-Based Tourism Association (CoBTA), which seeks to empower local communities by involving them in the planning and operation of community-based tourism destinations (Dolezal, 2013). However, although CoBTA has run various programs in Bali, such as in remote village areas, community involvement in major tourism areas such as Badung is still minimal. This is largely due to a lack of understanding of how community-based tourism models can contribute to the empowerment of local economies without sacrificing existing environmental and cultural aspects. In fact, community-based tourism (CBT) should be able to provide dual benefits, namely providing economic benefits for the community while preserving culture and the environment (Dolezal, 2013).

The involvement of local communities in the tourism sector can begin with their empowerment through training and education programs that focus on the skills needed by the hospitality industry. In some cases, community-based hotels in Bali have begun to introduce the concept of sharing profits with local communities through cooperation in homestay management, the provision of local handicraft products, and Balinese culinary specialties (Rini & Hasim, 2021). For example, in the village of Pererenan, which is known for its calm and natural atmosphere, many hotels and restaurants have started collaborating with local communities to provide local products as part of the tourist experience. This helps create a circular economy that involves all levels of society in the tourism supply chain, from the provision of raw materials, product processing, to services to tourists (Schalkx, 2025). Programs like this can provide greater opportunities for people to experience the immediate benefits of the rapidly growing tourism sector in their area.

Nevertheless, there are still major obstacles in the implementation of community-based tourism in Badung, especially related to regulations and coordination between stakeholders. Local governments in Bali, especially Badung, have indeed tried to regulate the development of tourism through more structured policies, but these policies often do not fully accommodate the interests of local communities. For example, the construction of large hotels and resorts in the Seminyak and Kuta regions, while having a positive impact in terms of job creation, often ignores the social and cultural needs of local communities. In addition, the lack of supervision of the implementation of these policies results in a decrease in living space for local communities, which in turn exacerbates social and economic inequality (Rini & Hasim, 2021). Therefore, there needs to be better synergy between local governments, the private sector, and the community in planning and managing inclusive and sustainable tourism development.

One way to increase community participation in tourism management is to strengthen community capacity through a bottom-up approach. This can be done by empowering village or *banjar* community organizations to play a more active role in planning, managing, and supervising tourism development in their area. According to (Dolezal, 2013), this approach can help create a sense of ownership and responsibility for the management of existing natural resources and culture, as well as improve the quality of life of the community. Programs that introduce Bali's cultural diversity as a tourist attraction must also be more empowered, so that local communities not only play a role as followers in this industry, but also as key actors in the sustainable development of the tourism sector. This will pave the way for the creation of tourism that is fair, equitable, and beneficial for all levels of society in Bali.

#### **b) Development of Accommodation Facilities in the Southern Region of Bali**

The development of tourism in Bali, especially in villages such as Pererenan, shows how the active role of local communities can maintain the sustainability of the tourism sector. The village, known for its serene atmosphere and natural beauty, is a choice for tourists looking for a more authentic experience. For example, hotels in Pererenan such as Noema Resort and Further Hotel adopt the concept of "diffused hotels", where accommodation is spread across various buildings around the village instead of being concentrated in one large building. This concept not only allows tourists to experience the daily life of the local community, but also has a positive

impact on the village economy because it involves residents in tourism operations and activities. By involving the community in the management of these places, such as organizing cooking classes or art activities, tourists can feel a closeness to the local culture that is rarely found in other commercial tourist attractions (Schalkx, 2025).

The sustainability of tourism in Pererenan is also driven by close cooperation between hotels, village governments, and the private sector. Management involving the local community, through mutually agreed rules, ensures that the development of tourism is maintained without sacrificing the village's cultural identity. The existing hotels not only offer accommodation facilities, but also play an active role in the development of local products, such as handicrafts and traditional culinary, which are sold in various shops or restaurants around the village. In addition, Pererenan also works hard to avoid overdevelopment that can damage the environment and socio-culture. These initiatives show how the tourism sector can go hand in hand with cultural and environmental preservation efforts (Schalkx, 2025). This is a good model for other villages in Bali who want to develop tourism in a sustainable manner.

The concept of "diffused hotels" in Pererenan also brings a change in the stay experience for tourists. In contrast to conventional hotels that are concentrated in one location, this concept makes tourists feel more connected to the surrounding environment and the local population. For example, Noema Resort Pererenan invites visitors to participate in activities that prioritize sustainability values, such as art workshops, cooking classes, and wellness programs that involve the local community. In this way, tourists not only interact with the hotel's facilities, but also with the daily lives of the people. The local communities involved in these activities benefit economically, while tourists gain a more immersive experience of authentic Balinese culture. Thus, Pererenan village has succeeded in creating a tourism model that is not only economically profitable but also prioritizes the preservation of culture and nature (Schalkx, 2025).

The implementation of Corporate Social Responsibility (CSR) by several large hotels, such as Hotel Inna Grand Bali Beach and Hotel Fairmont Sanur Beach Bali. Based on research by Rini and Hasim (2021), these hotels have implemented various CSR activities, such as recruiting local employees and donating to social institutions. However, even though these CSR activities exist, the surrounding community tends to feel less involved in these programs. This indicates that despite positive economic impacts, such as increased employment opportunities for local residents, sustainability and long-term social contribution to the community still need to be improved.

Public perception of CSR activities carried out by large hotels in Sanur shows that there is a gap between expectations and reality. Based on the results of the study, the majority of local communities feel that the benefits of CSR provided by these hotels are still minimal, especially in terms of direct assistance that impacts their well-being. Programs such as environmental maintenance and social infrastructure development have indeed been implemented, but the contribution to strengthening local culture and community empowerment is felt to be less significant. This shows that although these hotels have made donations and maintenance activities, they have not fully met the community's expectations for

deeper involvement in the CSR planning and implementation process (Rini & Hasim, 2021).

The construction of accommodation facilities such as the Pelangi Bali Hotel in Seminyak provides an important example of the involvement of local communities in every stage of development, from planning to operation. However, research by Suparwoko (2012) shows that despite the intention to involve the community in these large projects, their role is often limited to fieldwork only, while strategic and major planning decisions are largely determined by developers and investors. This causes an imbalance between the economic benefits received by developers and the social impact felt by the surrounding community. In addition, although it is expected that there will be a more inclusive implementation of policies towards local communities, the reality is that many important decisions, such as hotel design and location selection, are taken without the direct participation of the surrounding community (Suparwoko, 2012).

In the early stages of the development of the Pelangi Bali Hotel, the local community, especially from Seminyak Village, was not directly involved in the planning process. Although there have been some consultations with local governments, such as site checks and permits, local people's participation in decision-making is still very limited. In this case, the development of Pelangi Bali is more managed by the developer and parties directly related to the project, such as PT Dewata Property, which is responsible for the design and management of the project. The community is only involved in construction work and some related activities that are more technical in nature, rather than in strategic decisions that can affect the sustainability and socio-economic impact of the development (Suparwoko, 2012).

This imbalance highlights the importance of developing more inclusive and participatory policies in the tourism sector, which not only benefits big business owners but also local communities. Developments such as Pelangi Bali Hotel can be used as an example to assess the importance of the existence of adequate regulations in regulating community participation in every stage of tourism development, from planning to operations. If communities are involved earlier and deeper, in addition to creating a positive impact on the local economy, it can also help maintain and enrich local cultural values, which are often threatened by development that focuses on short-term gains (Suparwoko, 2012).

Overall, the development of accommodation facilities in the southern region of Bali requires a more inclusive approach, where the local community is not only the beneficiary, but also involved in every stage of development. This can be done by increasing the capacity of the community to manage and develop tourism in a sustainable manner. Thus, the active role of local communities in the tourism sector not only enhances their well-being but also provides a more authentic and immersive tourist experience, which in turn will benefit the tourism industry itself.

## **Discussion**

### **The Importance of Local Community Involvement in Hotel Management in the Southern Region of Bali**

#### **a) The Context and Importance of Local Communities**

As the main tourism hub area in Bali, Badung and Denpasar contribute greatly to regional revenue. However, although the tourism sector provides significant

economic benefits, less inclusive management has led to inequality in the distribution of benefits, especially for local communities (Suparwoko, 2012; Rini & Hasim, 2021). Therefore, the involvement of local communities is very important to create more sustainable and equitable tourism. The Role of Local Communities in Hotel Management, as seen in the practice of some community-based hotels in Bali, such as those carried out by the Bali Community-Based Tourism Association (CoBTA), the involvement of local communities in hotel operations is essential to maintain a balance between economy, culture, and the environment (Dolezal, 2013). The involvement of the local community not only provides them with immediate benefits, but also allows tourists to experience a more authentic experience, as happened in the village of Pererenan with the concept of a "diffused hotel" (Schalkx, 2025).

#### **b) The Impact of Local Community Engagement on the Traveller Experience**

A travel experience is a complex interaction between tourists and various elements within a destination (Pine & Gilmore, 1998). Direct interaction with the local people and their culture greatly affects the satisfaction and emotional engagement of tourists. Therefore, the active role of the community in creating this experience greatly determines the quality of the tourist experience.

Hotels in areas such as Pererenan that adopt the concept of "diffused hotels" provide opportunities for tourists to interact more closely with the local community through activities such as cooking classes and art workshops (Schalkx, 2025). These interactions enrich the traveler's experience, creating a deeper impression of authentic Balinese culture. This proves that the involvement of local communities can improve the quality of the tourist experience and create a stronger connection between tourists and destinations.

#### **c) Challenges and Barriers to Local Community Engagement**

Despite the great potential to empower local communities through community-based tourism, its implementation is often hampered by a lack of understanding and coordination between stakeholders (Dolezal, 2013). In many cases, large businessmen and foreign investors have greater control over strategic decisions, leading to a limited role of the community in the planning and management stages.

Research by Suparwoko (2012) shows that although major hotels in Bali such as Pelangi Bali Hotel have tried to involve the community in their projects, the participation of the local community is still very limited, only on the technical aspects and fieldwork. This creates an imbalance in the distribution of economic benefits received by developers and local communities. Therefore, a more inclusive approach is needed so that the benefits of tourism can be enjoyed more equally by all parties.

#### **d) Solutions to Increase Local Community Involvement in Tourism Management**

A More Inclusive and Participatory Approach (Introduction and Literature Review). One of the solutions that can be applied is to strengthen the bottom-up approach in tourism management. Involving the community in the planning, management, and supervision of hotel development can create a sense of ownership and responsibility for their natural and cultural resources (Dolezal, 2013). It can

also strengthen social ties between tourists and the community, which in turn improves the quality of the tourists' experience.

Local Community Training and Empowerment (Results). Research by Rini & Hasim (2021) shows that training programs that focus on the skills needed by the tourism industry can strengthen community capacity in managing the tourism sector in a sustainable manner. Through partnerships with community-based hotels, communities can play a role in providing local products and cultural experiences that appeal to tourists, while reaping greater economic benefits.

#### **e) Sustainability of Community-Based Tourism in Bali**

The Importance of Sustainability in the CBT Model (Theoretical and Theoretical Foundations): The community-based tourism (CBT) model not only aims to provide economic benefits to local communities, but also to maintain cultural and environmental sustainability (Permatasari, 2022). Therefore, sustainability is a key principle in the development of CBT, which includes social, economic, and environmental aspects.

The Role of Government and the Private Sector in Supporting CBT (Results): As explained in the study of Dolezal (2013), close cooperation between the government, the private sector, and local communities is essential to support the sustainability of community-based tourism. The development of more inclusive policies and well-regulated sustainability can increase the success of CBT implementation and have a positive impact on all parties involved.

#### **Conclusion**

The involvement of local communities in tourism management, especially in hotels in the southern region of Bali, can provide significant benefits both in terms of economy and tourist experience. However, major challenges such as lack of coordination between various stakeholders, as well as limitations in community participation, remain major obstacles to the implementation of effective CBT models. To achieve sustainable and inclusive tourism, it takes a concerted effort from governments, the private sector, and local communities to create policies that support greater community involvement in every stage of tourism development.

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