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**BARRIERS TO THE INVOLVEMENT OF TOURISM ACTORS
IN THE IMPLEMENTATION OF SUSTAINABLE TOURISM: A STUDY
ON TOURISM ACCOMMODATION SECTOR OF BALI**

Iswara Agus Made Yoga*

International Institute of Tourism and Business (IPB International), Bali, Indonesia

Astawa I Nengah Dasi

Universitas Pendidikan Nasional, Denpasar, Bali, Indonesia

Suyasa Darma, Diana Wira

International Institute of Tourism and Business (IPB International), Bali, Indonesia

*E-mail: agus.iswara@hotmail.com

ABSTRACT

Sustainable tourism is the dream of every destination by harmonizing economic, social and environmental aspects in every strategic tourism activity, especially after the COVID-19 pandemic hit almost two years ago. The concept of sustainability is not as easy as it is echoed both in theory and practice in the field. Sustainability is seen as difficult to measure and operationalize due to authority barriers and the term sustainability, which is used in various contexts and situations, means different things to different people. The purpose of this study is to identify and evaluate barriers to the implementation of sustainable tourism in the tourism accommodation sector in Bali. This research is a qualitative approach. Data collection methods in this research are literature, observation, interview, and Focus Group Discussion. This research is supported by experts, namely the government, the tourism industry, especially hotel general managers, academics and the community using purposive sampling techniques. The result of this research is that 4 main reasons hinder the implementation of sustainable tourism in the accommodation sector in Bali, namely 1) Companies only focus on profit or profit, 2) There is a conflict of interest that occurs between investors and tourism accommodation managers, 3) Running the concept of sustainability just to get legitimacy, and 4) Competition in room rental prices has implications for the cheapening of tour package offers. Suggestions that can be proposed are the awareness and commitment of tourism accommodation actors to be critical so that companies do not make a profit as the ultimate goal in business, but actively participate in efforts to realize sustainable tourism development in Bali.

KEY WORDS

Barriers, sustainable tourism, development, Bali.

Tourism was initially seen as an environmentally friendly and pollution-free industry compared to manufacturing, mining, wood processing, garment, and other industries that tend to cause pollution. In fact, since the 1990s this assumption began to be questioned in Bali, when tourism began to grow massively and uncontrollably. In 2023, the number of tourism accommodations recorded by one of the online travel agents in Bali reached more than 450,000 accommodation rooms, this figure is different from the number shown by BPS which is 150,000 rooms in Bali. The increasingly massive development of accommodation in Bali is certainly due to the selling value and profits obtained by investors and managers of tourism accommodation. After the Covid-19 pandemic, Bali's economic growth skyrocketed again to 5.35% in the third quarter of 2023, with the achievement of foreign tourist visits until October 2023 reaching 4,399,525 or 97.76% of the target set by the government for 2023. (Bali Epicentrum Tourism Data 2023). This rapid recovery certainly adds to the attractiveness



of investors to build more hotels or villas in Bali. High economic growth causes some economic sectors to grow quickly so these sectors require more land.

Rice fields located close to economic sources will experience a shift in use to other forms such as settlements, manufacturing industries and infrastructure facilities. Changes in land use change from rice fields to tourism land are very significant; this can affect the balance of the environmental ecosystem and also affect the pattern of life of the community who used to be farmers to become tourism actors and spectators of tourism changes. On the other hand, the condition of Bali in one of the most popular tourism districts, namely Badung, has entered a saturation point in the provision of rooms, and also affects social problems such as congestion, limited availability of clean water, increased crime, significant changes in land use change intended to support the tourism sector, and the problem that cannot be avoided is the occurrence of tariff wars among the tourism industry itself. This uncontrolled condition encourages tourism actors to focus on achieving economic aspects and ignore the concept of sustainability in running their businesses.

This problem is exacerbated by the pressure from owners or investors related to the achievement of certain profits which become annual targets that must be achieved by managers as a form of return on investment. Most tourism actors who manage accommodation are not owners or direct investors, but professionals appointed by the owner to run the accommodation business with the aim of profit. These accommodation managers carry out every plan and strategy with the approval of the owner, so sometimes when the manager wants to carry out the concept of sustainability, but is hampered by the interests of the owner who focuses more on the economic aspect or has a different understanding related to the concept of sustainability. Camouflage in carrying out the concept of sustainability can occur only to gain legitimacy by carrying out programs that have not had a significant impact on maintaining and preserving social and environmental aspects. The situation worsens when regulatory rules are violated only for the sake of profit so that the goal of making tourism a means of realizing the UN 2023 sustainable development goals (SDGs) agenda is increasingly difficult and far from expectations.

LITERATURE REVIEW

Tourism actors are expected not only to focus on quantitative achievements, namely the number of foreign tourist arrivals as a parameter of the success of a destination but also on the impact on the environment and society that can be managed properly and responsibly. Gray, et al. (1995) state that social and environmental responsibility is the responsibility of the business world to be accountable to all stakeholders, not just to stockholders. By reporting the implementation of social and environmental responsibility in the company's annual report, it is hoped that the company will gain legitimacy for the social role and environmental concerns that have been carried out by the company, so that the company will gain support from the community, and the company's survival can be obtained.

Iswara (2022) in a study entitled "Sustainability Marketing: Supporting Sustainable Tourism in Bali" outlines that hotel development can have a positive impact in the form of increased employment. But, on the other hand, the tourism sector is also one of the sources of environmental pollution and social impacts on society. One of the impacts of pollution arising from the high number of domestic and foreign tourists visiting the island of Bali is the increase in wastewater production. The availability of clean water in accommodation facilities is a basic thing that must be met in addition to other needs. Therefore, the development of the tourism sector should be guided by the concept of sustainable development.

Jamrozy (2007) states that when alternative approaches to tourism marketing include social considerations such as the impact of tourism and environmental-based segmentation strategies, three fundamental aspects become the goal of tourism to be more sustainable by adopting an integrated tourism marketing perspective. The innovative development of the marketing concept strengthens the importance of consumers or customers in marketing activities. Producers previously applied the concept of production, and sales products then changed to use the concept of customer satisfaction consisting of marketing concepts, social



marketing and holistic marketing. In the concept of holistic marketing it is understood that everything is very important in marketing, be it the products produced, employees, competitors, or even the surrounding environment becomes important and therefore a broader and integrated perspective is needed in seeing all of this.

So far, the role of marketing is also rarely taken into account in the context of discussing sustainable tourism development. This is because marketing is still narrowly understood as an effort to get as many tourists as possible, to increase market share. Marketing professionals also assume that their main task is to sell products, while the task of preparing products for sale is the task of other parties or people. If examined more deeply, the role of marketers is not only to sell and sell products but to be responsible for making and maintaining product quality. If viewed more macro, marketers must participate in making the products they sell and Bali tourist destinations, in general, to remain qualified and sustainable. Marketing cannot just fulfil the expectations and desires of tourists just to make a profit and satisfy tourists, at the cost of social, cultural, and environmental costs borne by the community in the destination. Professional marketing ideally negotiates with customers to invite customers to participate in preserving the nature and culture of the destinations where they visit (Bramwell et. al 2009).

Rahmawati, Jiang, Law, Wiranatha, and DeLacy in their article "Spirituality and Corporate Social Responsibility: An Empirical Narrative from the Balinese Tourism Industry" (2018) discuss the importance of spiritual approaches and social responsibility in Bali's Sustainable Tourism Development. In their study, Rahmawati et.al. analyzed spiritual-based social responsibility in the context of Tri Hita Karana in building sustainable tourism. In their research, they interviewed 20 resource persons qualitatively and conducted two focus discussions involving entrepreneurs, government, and non-governmental organizations (NGOs). Analyzing opinions and literature, they concluded that corporate social responsibility assistance that is spiritually based by directing assistance to spiritual, religious, and cultural aspects is very important in building sustainable tourism. The relevance of Rahmawati et.al.'s research shows the importance of Bali's sustainable tourism development by paying attention to spiritual aspects, something that is rarely discussed by researchers.

METHODS OF RESEARCH

Research on barriers to the involvement of tourism actors in the implementation of sustainable tourism was carried out with a qualitative approach. According to Maleong (2007), the qualitative method is scientific research that aims to understand a phenomenon in natural social contact by prioritizing the process of in-depth communication interaction between researchers and the phenomenon to be discussed. Qualitative research aims to find detailed information. The more in-depth the data obtained, the better the quality of the research. The information obtained is processed and presented critically in the form of descriptions. The theoretical foundation rests fundamentally on phenomenology and exploring meaning in research. Data collection was carried out by observation, in-depth interviews and focus group discussions, as well as using references from the views of previous researchers who played an important role in providing a stronger and clearer picture and understanding. This research was conducted in Bali, specifically in Badung Regency, Denpasar City, Gianyar Regency and Bangli Regency, four regions that are the centre of Bali's tourism development and growth.

RESULTS AND DISCUSSION

The biggest challenge in implementing the concept of sustainability tourism is the gap between strategic planning and implementation. Connell et al. (2009) explained that there are several inhibiting factors such as pressure from investors, weak regulations, lack of supporting facilities, and conflicts of interest between visitors, developers and local communities. These barriers are also experienced by managers of the tourism accommodation sector in Bali. There are several main reasons, namely (1) Companies only



focus on profit. Bali's tourism development is more focused on the economic aspect or profit alone, so there is a gap between the economic aspect and the other two aspects, namely the environment and socio-culture. The current view of business people in Bali refers more to conventional economic principles, namely the desire to obtain the maximum profit at the smallest sacrifice, thus encouraging business people to carry out business practices that do not consider other aspects such as the planet and people. Handoko in Iswara (2022) states that the marketing model of hotel accommodation in Bali is still oriented and focused on profit, meaning that every effort made is still limited to meet agreed targets and volumes. A profit-oriented marketing model is a reasonable practice in business, but if it is solely focused on profit, this will be very detrimental to Bali in the long run. Marketing in Bali should not make a profit as the ultimate goal or only focus on profit but go beyond it (goes beyond) which in this case is called post profit, which is by the concept of Tri Hita Karana which is the breath of life in Bali. The solution for the future in Bali is to balance the achievement of economic, environmental and socio-cultural performance to avoid conditions where future generations experience problems in meeting their needs.

Reason (2) is the conflict of interest that occurs between investors and tourism accommodation managers. Investors are shareholders or owners while managers are people who are authorized by investors, namely management to manage companies consisting of a board of commissioners and a board of directors. The separation of ownership by the principal and control by the agent in an organization tends to cause agency conflicts between the principal and the agent. The manager, in this case, management, always tries and prioritizes to fulfil the contract or profit expected by the principal. The identity of the owner (principal) determines the priority of the company's social goals. Makapagal in Iswara (2022) said that in running a business, managers are required to return the amount of funds invested by investors through sales targets. In simple terms, return on investment becomes a work contract between investors and managers. When the owner supports, for example, the concept of sustainability, it will be very easy for managers to implement sustainability policies from the operational side. Companies are established with the main objective of making a profit by obtaining maximum profit so that the survival of the company can be maintained. Darma Suyasa in Iswara (2022) states that "hotels with the characteristics of this direct profit-oriented model generally have a strategic location, a relatively large number of rooms (above 50 rooms), the target market is targeted at all segments, and promotions are carried out massively for the benefit of market share and profits. This is by stakeholder theory that companies are not entities that only operate for their interests, but can provide benefits to stakeholders (shareholders, creditors, consumers, suppliers, government, society, analysts and other parties). Thus, managers must consider the interests of stakeholder groups that can influence corporate strategy. This consideration has power because stakeholders are part of the company that influences the use of economic resources in company activities. (Ghozali & Chariri 2007).

Reason (3) is to implement the concept of sustainability just to get legitimacy from the government and local communities. In the community environment, social values always evolve, so companies are expected to adjust their values to the values of the community environment so that there is no legitimacy gap between the two. Legitimacy gaps can occur for three reasons. First: there is a change in the company's performance but public expectations of the company's performance do not change, second: the company's performance changes but public expectations do not change, third: the company's performance and public expectations of the company's performance change in different directions (Ghozali and Chariri 2007). Legitimacy should be able to provide a basis that the company must comply with the rules that apply in the community related to the business activities carried out by the company so that it can run well without any conflict in the community or the environment in which it operates. The legitimacy of the company will be obtained, if there is a similarity between the results and what the community expects from the company, so that there are no demands from the community. The company can make social sacrifices as a reflection of the company's attention to society. Legitimacy is a company management system that is oriented towards alignment with society, individual governments



and community groups. For this reason, as a system that prioritizes the alignment or interests of society, the company's operations must be by the expectations of society. However, when owners and managers agree to only prioritize economic aspects (profit) as their business objectives, all activities related to corporate social responsibility become not an urgent priority. If they succeed in meeting the target, the corporate social responsibility program run but, ironically, the corporate social responsibility program may be difficult to run and even not run if they do not meet the expected target (profit) achievement. In reality, the operation of these businesses, whether they generate profits or not, has contributed to negative impacts on socio-cultural and environmental aspects. Therefore, this research is presented to internalize external costs such as CSR programs as costs or internal costs and recovery of negative impacts can still be done and minimized regardless of the profit or loss of the company.

Reason (4) is that the emergence of competition in room rental prices has implications for the cheaper tour package offers offered by travel agencies, especially now that travel agencies easily offer their products via the Internet. With such conditions, it strengthens Bali as a cheap destination so that tourists who come to Bali are not what many people expect, namely quality tourists but still leads to mass tourism. In 2019, the average total occupancy of hotel rooms in Bali was 59.56% and this figure decreased compared to the previous year. This decline in occupancy rates certainly increases the competition that occurs between accommodation providers excluding the Pondok Wisata, Jasmine, villas and homestay hotel classes. The atmosphere of competition can be uncontrolled and price war conditions are inevitable between accommodation business providers. Competition does not only occur in accommodation entrepreneurs, the online room booking service business is also a trigger for price wars. Various ways are offered by online travel business companies, providing as complete information as possible about the hotels offered, including the location of the hotel, the physical form of the hotel, facilities to the prices offered. Competition occurs when they offer the lowest price by pressuring the hotel to provide a more competitive price. If the company's profits are minimal and even experiences losses, the enthusiasm and participation in running and supporting sustainable tourism development will be weakened.

The data in this study are taken from interviews with accommodation service managers, promotional and marketing materials that they circulate such as printed brochures or digital formats, focused group discussions (FGDs), and virtual tourist responses, which include Trip Advisor and other related internet sites. Data were analyzed using the Marketing Mix theory (Ghozali and Chariri 2007), Agency Theory (Jansen & Meckling 1976), and Triple Bottom Line. Triple Bottom Line theory emphasizes the importance of balancing three things in marketing, namely people, planet, and profit to realize sustainability or business sustainability (Jamrozy 2007). With this theory, the data collected was used to map the barriers faced by accommodation business services in Bali in realizing sustainable tourism. Problems are made based on the emphasis of the three or each aspect of the Triple Bottom Line in the marketing of accommodation services that are the object of research. From the description above, it is clear that the journey of Bali's tourism industry in the accommodation sector with all its successes and problems faced in realizing sustainable tourism. The role of managers and investors can make a major contribution to supporting the achievement of sustainable tourism. In this context, managers and investors in the tourism accommodation sector need to carry out business strategies that not only focus on economic aspects but also harmonize social and environmental aspects to realize Bali as a cultural, quality and sustainable tourism destination.

The Forum Group Discussion in this study also suggested several easy and measurable programs to be implemented in the tourism accommodation sector in Bali in supporting the realization of sustainable tourism such as 1) reducing the use of disposable plastic materials, for example plastic mineral water packaging has been replaced with glass bottle packaging, 2) Hotel efforts in reducing the use of underground water, 3) Using a safe and integrated hotel waste management system, 4) Strengthening local culture in hotel operations to avoid cultural degradation, 5) Empowering local human resources and products



to reduce hegemonic pressure on residents and 6) Planning business flow and capacity well to reduce the impact of congestion.

CONCLUSION

The importance of the role and participation of tourism stakeholders in the accommodation sector in supporting the realization of sustainable tourism in Bali by reducing the gap between planning and implementation strategies. Several factors hinder the implementation of sustainable concepts in the accommodation sector in Bali such as 1) Companies only focus on profit or profit, 2) There is a conflict of interest that occurs between investors and tourism accommodation managers, 3) Implementing the concept of sustainability just to get legitimacy, and 4) Competition in room rental prices has implications for the cheapening of tour package offers. The awareness and commitment of managers as well as investors are critical in the importance and urgency of implementing the concept of sustainable tourism where companies do not make profit as the ultimate goal in business but also harmonize social and environmental aspects. With a simple understanding that every business process has created a negative impact on social and environmental aspects, we must actively participate in reducing and minimizing these impacts sustainably. This research also provides advice to tourism accommodation players to immediately implement an easy and measurable social and environmental impact reduction program. By committing to support sustainable tourism development programs in Bali, the benefits will come sustainably, otherwise, the benefits will not be sustainable if Bali tourism has decreased or been abandoned by tourists due to uncontrolled social and environmental impacts.

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