Management model of Belumbang Tourism Village: Stakeholder perspective

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ABSTRACT

Tourist villages in Bali require a management model that accommodates the interests of all parties to ensure resources are allocated toward the shared goals of economic, socio-cultural, and environmental sustainability. Weaknesses in existing management models and foundational values prompted this study, which aims to explain stakeholder perceptions of the current management model in Belumbang Tourist Village and analyze and propose a management model relevant to the needs of all stakeholders. This research employs a qualitative approach, using in-depth interviews with purposively selected participants until data saturation was achieved. The collected data were analyzed using Stakeholder Analysis and Interpretative Phenomenological Analysis (IPA). The results show that the eight identified key stakeholders primarily need a formal tourism village management body. This body should be professionally managed, guided by a value system that is reinforced by mutual agreements and collective adherence. Consequently, the proposed management model for Belumbang Tourist Village is one guided by customary village rules (perarem). These rules are founded upon a system of values built from the collective interests of all stakeholders. The model is designed to be implemented by a managing institution dedicated to achieving economic, socio-cultural, and environmental benefits and long-term sustainability. Therefore, it is recommended that the Belumbang Customary Village and the Administrative Village coordinate to evaluate the village's tourism performance and establish a professional management body. Further research is suggested to develop technical guidelines for the implementation of this management model.

1. INTRODUCTION

Tourism villages in Indonesia are considered as a potential alternative to develop the tourism sector (Sugiwinata & Suryawan, 2018). These villages are expected to become community-based tourism locomotives, which can fulfill the triple track strategy of tourism development, namely economic growth, poverty alleviation, and job creation (Wijayati, 2019) The central government has encouraged the construction of homestays with a target of

reaching 100,000 units by 2019 to support this strategy. This support can also be seen from the policy of the second-level local government that establishes tourist villages in their respective areas (Rahman et al., 2025).

Bali Province, for example, actively supports the policy by issuing 238 tourist village titles in eight districts and one city. However, many tourist villages have not experienced significant development, and Ida Bagus Adi Laksana, Head of Tourism Destinations from the Bali Provincial Tourism Office, stated that the lack of innovation, cooperation, and motivation that leads to getting government assistance is an obstacle (CNN, 2023) A systematic evaluation is required to identify problems and find appropriate solutions.

A similar phenomenon occurred in Yogyakarta and Central Java, where internal and external conflicts further complicated the situation. Kurnia et al. (2021) found that conflicts between managers and village governments, as well as conflicts between BUMDes (Badan Usaha Milik Desa, or village-owned businesses for local prosperity) and villagers, are serious challenges. Another phenomenon is that not all conflicts come to the surface due to the apathy or indifference of the community towards the actions of groups that tend to utilize social and cultural capital for certain interests (Nurohman, 2017).

The Belumbang Tourism Village, which was only established in 2022, faces challenges in its management. The obstacles faced include the public's lack of understanding of the concept of tourism, concerns about the penetration of large financiers, and the lack of socialization programs from village officials (Solopos, 2012) . Limited understanding of *the intangible aspects* of tourism, such as experience, is also an obstacle in the management of tourism villages. Wayan Sudartayana, Chairman of Pokdarwis Belumbang Lestari, highlighted that there is no holistic strategic plan from the village government and Pokdarwis in the short, medium, and long term to guide the development of the tourism village. This happens because the right model has not been found in the management of tourist villages.

Previous research findings highlight the importance of a structured model to guide such development. Popular frameworks like Community-Based Tourism (CBT) and the "Green Village" or ecotourism concept have been widely discussed (Andalecio & Martin, 2023). CBT, for instance, is praised for its potential to empower local communities and ensure economic benefits are retained locally. Similarly, "green" models prioritize environmental sustainability (Wang et al., 2021). However, a significant critique of these models is that they are often too general (Anggratyas, 2024; Suharti et al., 2023). They can fail to adequately address the unique socio-cultural fabric and deep-seated institutional structures of a specific locale. For a typical Balinese tourism village, which is intricately woven with philosophies like *Tri Hita Karana* (harmony with God, people, and nature) and governed by traditional institutions such as the *banjar* and *subak*, a generic "one-size-fits-all" model is insufficient. The application of such broad models often overlooks these critical local nuances, resulting in a framework that

does not fit the community's reality and cannot be authentically duplicated in other villages with similarly rich cultural contexts.

In this context, a management model based on the needs of stakeholders is needed (Darmawijaya et al., 2022) This study focuses on stakeholders' *analysis* to identify the interests of each party and formulate an effective management model (Nooyi, Indra K; Govindarajan, 2022) The significance of this research lies in the effort to formulate synergy among all stakeholders, forming a management model desired by stakeholders to support the development of the Belumbang tourism village.

2. METHODOLOGY

This research uses a qualitative approach with stakeholder analysis techniques. The analysis technique used is stakeholder analysis (MindTool, 2021; Susilowati et al., 2020) . This analysis technique consists of three steps, namely identifying stakeholders, understanding the needs of stakeholders with *the Interpretative Phenomenological Analysis* (IPA) technique (Alase, 2017; Hutagalung et al., 2022). and formulating the interests of stakeholders in the management model of the Belumbang Tourism Village. The analysis is supported by data obtained through interviews. Interviews were conducted with nine stakeholders consisting of Formal Village Officials, *Prajuru* or Customary Village administrators, Pekaseh or irrigation managers of rice fields and moors, *Sulinggih*/Priest; tourism/homestay businessmen; tourism workers; youth/women; Pokdarwis; and the general public.

This research employed a qualitative approach to gain a deep and nuanced understanding of stakeholder perceptions and needs in the Belumbang Tourism Village. The methodology was designed to be systematic and rigorous, ensuring the trustworthiness of the findings.

The primary analytical framework used was Stakeholder Analysis, a process that involves three main steps analysis (MindTool, 2021; Susilowati et al., 2020). First, the key stakeholders of the Belumbang Tourism Village were identified. This was achieved through initial consultations and a review of village documentation. Second, to understand the needs and perspectives of these identified stakeholders, the Interpretative Phenomenological Analysis (IPA) technique was utilized technique (Alase, 2017). IPA is particularly suited for exploring how individuals make sense of their personal and social world, allowing for a deep dive into their lived experiences and perceptions regarding the village's tourism management. The final step involved synthesizing these insights to formulate a management model that aligns with the collective interests of the stakeholders.

Data were collected through in-depth, semi-structured interviews. This method was chosen to allow flexibility while ensuring that key topics were covered, enabling a rich and

detailed exploration of each participant's viewpoint. Participants were selected using a purposive sampling method. This non-probability technique involves intentionally selecting individuals who possess specific knowledge or experience relevant to the research topic. In this study, representatives from each identified stakeholder group were chosen based on their roles and involvement in the tourism village. The interview process continued until data saturation was reached, which is the point at which no new themes or significant information emerged from subsequent interviews, indicating that the data collection was comprehensive.

A total of nineteen individuals participated in this study. They represented nine distinct stakeholder groups: administrative village officials (*aparat desa dinas*), customary village administrators (*prajuru desa*), irrigation manager of rice fields (*pekaseh*), priest (*sulinggih*), tourism business/homestay, tourism workers, youth/young women, tourism awareness group (*Pokdarwis*), and community (people do not belong to above group). Using the term "participants" rather than "informants" acknowledges their active role in contributing knowledge and shaping the research findings.

3. RESULTS AND DISCUSSION

Data Description

Stakeholder perception in the Management of Belumbang Tourism Village Based on the results of an interview with the Chairman of the Belumbang Tourism Village Pokdarwis, it was found that the internal stakeholders of the Belumbang Tourism Village were identified as follows: formal village officials (*aparat desa dinas*), customary village administrators (*prajuru desa*), irrigation manager of rice fields (*pekaseh*), priest (*sulinggih*), tourism business/homestay, tourism workers, youth/young women, tourism awareness group (*Pokdarwis*), and community (people do not belong to above group). The number of resource persons was 19, with an average of two resource persons from each stakeholder. In general, the perception of stakeholders towards the management of Belumbang Tourism Village can be seen in Table 1.

Table 1. Stakeholder Perception of Management Needs Belumbang Tourism Village

No	Stakeholders	Perception of the Management of Belumbang Tourism Village	Management Needs of Belumbang Tourism Village
1	Administrative Village Officials (*Aparat Desa Dinas)*	• Management is carried out by Pokdarwis • Improvements will continue to be made • Support from the government and other external elements is needed • Willingness to contribute is required	• Professional management institution • Management with modern management • Internal motivation for the progress of tourism villages • Managers who pay attention to improving the competence of the community involved

No	Stakeholders	Perception of the Management of Belumbang Tourism Village	Management Needs of Belumbang Tourism Village
		• In general, basic competencies have been met, but the desire to learn and improve oneself needs to be increased • Need the support of external stakeholders	• External stakeholders who strengthen, not maintain the status quo
2	Customary Village administrators *(Prajuru Desa)*	• Management is good • Tourism villages are beneficial to the community • Subak water is reduced due to the use of fountains • Lack of socialization	• Placing all stakeholders in the tourism village management body • Comprehensive coordination among stakeholders • Socialization of tourism village management to all stakeholders to build a consensus on common goals
3	Irrigation manager of rice fields (*Pekaseh*)	• The use of subak water for the benefit of the fountain is a fatal mistake • Need coordination with stakeholders before doing something	• Involved in management • The manager pays attention to the aspirations of subak • Coordination with all stakeholders is a must
4	Priest (*Sulinggih*)	• Management is good • Management to continue to be improved to bring more benefits to the community	• Professional managers so that the performance of tourist villages can continue to be improved
5	Tourism business/homestay	• Managers need to be determined with the support of competent human resources • Clear rules are needed so that everyone obeys and implements the rules of the tourist village • Haven't understood travelers' preferences • The value for money of the community and tourists is still unequal	• Perarem customary village or rules that bind all residents related to the management of tourist villages • Need an official management body with reliable human resource support • Socialization or education to the community about the value of local kindness that is appreciated by tourists
6	Tourism workers;	• Satisfied with the management of the tourist village • Tourism village managers need a better structure with the right competencies • It is necessary to make more tour packages so that more tourists come	• Diversification of tourism products • Governing body • Professional manager • Branding of tourist villages
7	Youth/young women	• Tourism villages need managers • Tourism village managers need a better structure with the right competencies • It is necessary to make documentation of the number of tourists and their activities as well as comments to identify the desired value and preferences	• Diversification of tourism products • Governing body • Professional manager • Signature and Niche Branding of Tourism Villages

No	Stakeholders	Perception of the Management of Belumbang Tourism Village	Management Needs of Belumbang Tourism Village
8	Tourism Awareness Group (*Pokdarwis*)	• The root of the problem lies in the instant mindset, even though the development of a tourist village needs cooperation and takes time. • There is no common goal yet • There has been no continuous improvement action • There has been no honesty from the parties to express ideas for the progress of tourism villages • There is no courage to make a breakthrough yet • It is not clear the signature/brand of the Belumbang Tourism Village	• The management body builds the value system agreed upon by the customary village • A common goal that binds villagers • A professional institution with modern PDCA management practices so that there is continuous improvement • Break out of traditional bureaucratic thinking to make a breakthrough • Challenging the status quo
9	Community (People do not belong to above group)	• Overlapping management because it has not been properly coordinated • There are already benefits but in general they are not satisfied with the management of tourist villages • The management is not yet clear • Some feel the benefits	• Coordination of all stakeholders • Community solidity to build a tourist village • Governing body • The number of tourists is increased so that the benefits for the community are more

Source: Data by the researcher

Based on the information that has been categorized in Table 1, the aspects needed by stakeholders in the management of Belumbang Tourism Village are values, strong branding, professional management institutions, legal umbrellas, stakeholder collaboration, professional management, benefits for the community, and economic, socio-cultural and environmental sustainability. This finding is in line with Gao & Wu (2017) that an important issue in the management of tourism villages is the management body, marketing, and product image, as well as the need for economic, socio-cultural, and environmental sustainability to be the main objectives. Gabriel-Campos et al. (2021) also confirmed that the solidity of the village community with a strong common purpose is very important because they will continue to live in the village while outside stakeholders come and go. These aspects are summarized in Table 2.

Table 2. Aspects of Stakeholder Needs in Management Belumbang Tourism Village

No	Aspects of Stakeholder Needs	Description of Aspects Stakeholder Needs
1	Values	Honesty, transparency, courage, cooperation, complementarity, mutual respect, upholding local wisdom, real work contribution, and leadership
2	*Branding*	Interpretation of Belumbang Tourism Village Tourism Products
3	Stakeholder Collaboration	Joint decision-making and involving different stakeholders in the organization
4	Legality	Government regulations, customary village regulations, and regulations of management agencies
5	Professional Management Institutions	The clarity of the owner of the management body, involving stakeholders, is determined based on customary village rules, the management mechanism is regulated in the customary village rules
6	Professional Management	Competent, modern management (PDCA), trusted, and transparent HR
7	Efficacy and Sustainability	Economically, socio-culturally, and environmentally sustainable benefits;

Source: Data by the researcher

The aspects needed by the stakeholders are *internally driven,* or the progress of tourism village management is determined by the internal strength of the village of Belumbang. Assistance from other stakeholders is followed by external interest in the evidence of success shown by the village internally (Wang et al., 2021). This condition will be easier to understand when associated with the concept of the iceberg model. At the top of the iceberg, what appears on the surface is the number of tourists, tourism products, and the role of the local or central government that helps the development of tourism village management. However, this phenomenon occurs because the internal strength of the village includes leadership, institutions, professionalism, collaborative work based on the same goals and mutually agreed values or the real value of the tourist village, which is the underwater part of the iceberg.

Discussion

The research was guided by two questions: (1) what are the stakeholders' perceptions of the existing management of Belumbang Tourist Village, and (2) what kind of management model would be relevant to their collective needs? The findings directly address these questions, revealing a clear consensus on the need for a more structured and value-driven approach.

Stakeholder Perceptions and Management Needs

An analysis of interview data from nine stakeholder groups revealed a complex set of perspectives. While some stakeholders recognized the benefits offered by the tourism village, there was a prevalent dissatisfaction with its current management. This finding is consistent with the research by Prasongthan et al. (2024), which notes that tourism can have both positive and negative impacts. Key issues included a lack of clear coordination, which led to overlapping and sometimes conflicting management efforts. For instance, the irrigation managers (*pekaseh*) pointed to the use of vital subak water for a fountain as a "fatal mistake" resulting from a lack of coordination. Similarly, tourism business owners highlighted the absence of clear rules, leading to inconsistent practices and an unequal value proposition for tourists and the community. This perspective is supported by Noviana et al. (2025). The Tourism Awareness Group (*Pokdarwis*) identified deeper issues, such as an "instant mindset," a lack of common goals, and an absence of honesty and courage to drive real progress.

From these perceptions, a set of core management needs was identified. Stakeholders universally called for the establishment of a professional management institution or governing body (Wijaya et al., 2025). This body would need to be supported by a clear legal framework, ideally in the form of a customary village regulation (*perarem*), to ensure all parties adhere to the agreed-upon rules. Other critical needs included professional management practices with competent human resources, a strong and distinct branding for the village, and robust collaboration among all stakeholders (Nugroho et al., 2020). The findings also confirm the good practice of tech giant, Infosys, which states that business entities are powered by the intellect and driven by values, *powered by intellect and driven by values* (Velamuri & Mitchell, 2011). Ultimately, the overarching goal expressed was to achieve sustainable benefits that are distributed equitably across the community—economically, socio-culturally, and environmentally. These needs are summarized in Table 2, which outlines seven key aspects: values, branding, stakeholder collaboration, legality, a professional management institution, professional management, and efficacy & sustainability.

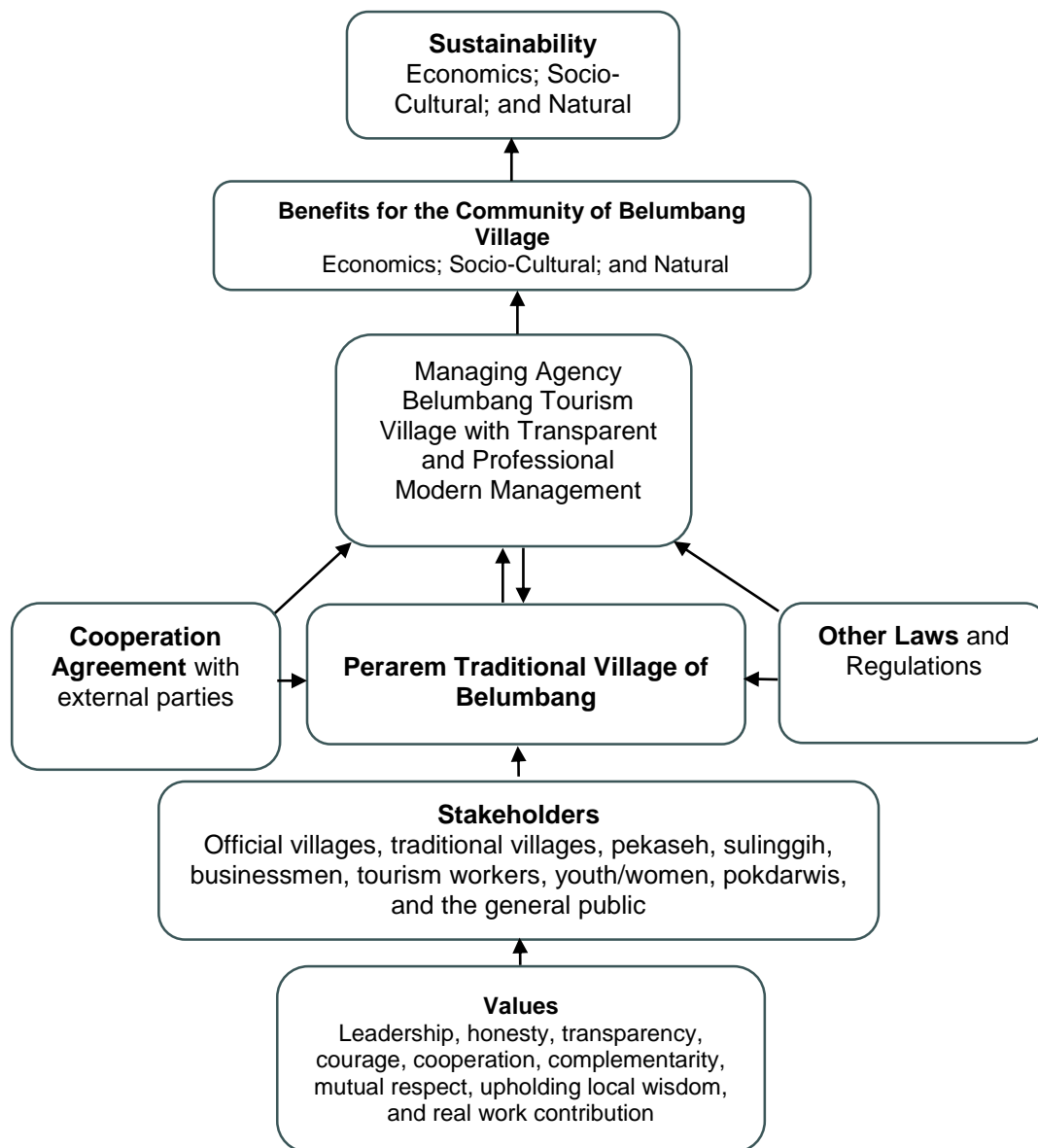**A Proposed Management Model Based on Stakeholder Needs**

In direct response to the second research question, and grounded in the principles of Stakeholder Theory, a management model was developed (see Figure 1). This model is not imposed but is built from the "internally driven" needs expressed by the participants themselves. It posits that the foundation of successful tourism management in Belumbang lies within the village's own internal strength and cohesion.

The model is founded on a shared value system. All stakeholders agreed that values such as honesty, transparency, cooperation, mutual respect, and leadership must be the bedrock of any management structure (Kontogeorgopoulos et al., 2014; Mundet et al., 2022). This aligns with Stakeholder Theory's emphasis on ethical management as a core component of value creation (Achmad et al., 2023). This value system would be established through a consensus-building process involving all stakeholders—from official and customary village leaders to business owners, workers, and the general public.

These agreed-upon values would then be formalized into a customary village regulation (*perarem*). This legal instrument provides the authority and legitimacy for a dedicated Managing Agency (a professional management institution) to operate. The *perarem* would define the agency's structure, its mechanisms for planning, organizing, and evaluation—mirroring modern management cycles like Plan-Do-Check-Act (PDCA)—and rules for conflict resolution and the equitable distribution of benefits. The creation of a formal body, such as a village-owned enterprise, under these rules would mitigate the risk of conflicts of interest and abuse of authority (Darmawijaya et al., 2022).

This Managing Agency would be responsible for implementing professional, transparent, and modern management practices. Its primary objective would be to deliver benefits to the community and ensure the long-term sustainability of the village's economic, socio-cultural, and natural environments. This structure directly reflects the core tenets of Stakeholder Theory, which argues that managing for the interests of all stakeholders—employees, the community, suppliers (in this case, the environment and culture)—ultimately leads to more resilient and successful outcomes. Leadership is the critical element that binds

this model together, providing the direction, influence, and integrity needed to drive the organization based on these shared values (Suno Wu et al., 2021; Wilson et al., 2001).

Sustainability
Economics; Socio-Cultural; and Natural

Benefits for the Community of Belumbang Village
Economics; Socio-Cultural; and Natural

Managing Agency Belumbang Tourism Village with Transparent and Professional Modern Management

Cooperation Agreement with external parties

Perarem Traditional Village of Belumbang

Other Laws and Regulations

Stakeholders
Official villages, traditional villages, pekaseh, sulinggih, businessmen, tourism workers, youth/women, pokdarwis, and the general public

Values
Leadership, honesty, transparency, courage, cooperation, complementarity, mutual respect, upholding local wisdom, and real work contribution

Figure 1. The Management Model of Belumbang Tourism Village by Stakeholder Needs
Source: Data processed by researchers

4. CONCLUSION

This study concludes that the stakeholders of Belumbang Tourism Village perceive the current management as lacking coordination, clear rules, and a unified vision. Based on these perceptions, the primary need is for the establishment of a formal and professional tourism village management body. This body must be guided by a strong, mutually agreed-upon value system that is legally reinforced through customary village regulations. The research culminates in a proposed management model where these shared values—such as honesty,

transparency, and cooperation—form the foundation for all decision-making. This value system, in turn, informs the creation of a perarem (customary village regulation) that empowers a professional managing agency. The ultimate goal of this management structure is to ensure that tourism development provides equitable and sustainable economic, socio-cultural, and environmental benefits for the entire community. The success of this model is critically dependent on committed local leadership and the collective will of the villagers to move forward together.

Theoretical Implications

This research contributes to the application of Stakeholder Theory in the specific context of community-based tourism in Bali. It empirically demonstrates that in such settings, stakeholder interests are not purely economic but are deeply intertwined with socio-cultural values and environmental stewardship. The findings reinforce the theory's proposition that long-term value creation is dependent on balancing the needs of a diverse group of stakeholders. Furthermore, the study highlights the critical role of a shared value system and local leadership as a precursor to formal governance structures, adding a nuanced layer to the theory. It suggests that in community-centric enterprises, the "social contract" between the organization and its stakeholders must be explicitly codified through culturally relevant instruments like the perarem to be effective.

Practical Implications

The findings offer clear, actionable recommendations for the Belumbang community. The Dinas Village (Administrative Village) and the Adat Village (Customary Village) should initiate a coordinated effort to formally evaluate the current state of tourism development. This evaluation should serve as the basis for formulating a shared vision and strategy. Following this, the establishment of a formal tourism village management institution, which includes representation from all internal stakeholder groups, is a crucial next step. This inclusive approach will help guarantee active participation and broad support. This model can also serve as a blueprint for other tourism villages in Bali and beyond that face similar challenges in balancing community interests with sustainable tourism development.

Limitations and Suggestions for Further Research

This study's qualitative nature, while providing depth, means its findings are specific to the context of Belumbang Tourism Village and may not be directly generalizable. The research relies on the reported perceptions of participants, which are subjective by nature. Future research could build upon these findings through quantitative methods to measure the impact of stakeholder collaboration on tourism performance across a larger sample of villages.

Moreover, this study proposes a management model; the next logical step is to investigate its implementation. Therefore, it is strongly recommended that future research focus on developing detailed technical and operational guidelines for the proposed management body. Such research would provide a practical toolkit for the new institution, covering aspects like marketing, product development, financial management, and performance monitoring, thereby translating the conceptual model into tangible, successful practice.

5. ACKNOWLEDGEMENTS

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