ANALYSIS OF THE PENTAHELIX MODEL AND ITS IMPLICATIONS IN THE DEVELOPMENT OF SUSTAINABLE TOURISM IN GOA GIRI PUTRI TEMPLE, NUSA PENIDA

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ABSTRACT

This research aims to identify and analyze key actors in the implementation of sustainable tourism at Goa Giri Putri Temple, Nusa Penida. As a religious tourism destination that continues to grow, Goa Giri Putri Temple faces challenges in maintaining a balance between tourist needs and preserving culture and the environment. A qualitative approach was used in this research, with data collection through in-depth interviews and observation. Several key actors involved in managing sustainable tourism in this area include local governments, temple managers, local communities and tourism industry players. The research results show that the role of local governments is very important in establishing regulations and building environmentally friendly infrastructure. Temple managers play a role in maintaining spiritual and cultural values, so that tourists can understand the importance of preserving local culture. Local communities play a role in supporting the tourism economy while protecting the environment, while tourism industry players assist in destination promotion and services to tourists by paying attention to sustainable practices. Strong collaboration and coordination between these actors is the main key in achieving sustainable tourism. This research concludes that a collaborative approach between the government, managers, community and tourism industry players is a determining factor in maintaining the sustainability of tourism at Goa Giri Putri Temple. It is hoped that this study can become a reference in developing sustainable tourism policies and practices in similar tourist destinations.

Keywords: Sustainable Tourism, Key Actors, Goa Giri Putri Temple, Nusa Penida, Collaboration, Local Culture.

I. INTRODUCTION

The initial steps of tourism in Bali began in 1924 when Koninklijke Paketvaart Maatschappij (KPM) initiated a weekly shipping route between Singapore, Batavia, Semarang, Surabaya, and Buleleng (Singaraja Port), as well as to Makassar. The shipping routes that previously transported copra, coffee, cattle, and pigs to Buleleng transformed into tourist transportation under the official name "Bali Express." As a result, many artists began publishing books about Bali, making the island's beauty and unique culture known worldwide. The increasing number of visitors led KPM to establish Bali Hotel in Denpasar and develop guesthouses in Buyan, Kintamani, and Padang Bay Port.

After Indonesia's independence under President Soekarno, two major projects were approved: the expansion of Ngurah Rai International Airport and the construction of Bali Beach Hotel in 1963. These projects marked the beginning of Bali's large-scale tourism development, turning it into a central tourism hub in Indonesia. However, tourism

development worldwide has impacted multiple dimensions of human life—not only socio-economic but also cultural and environmental aspects. Tourism has both positive and negative impacts. According to Spillane (1994), positive impacts include job creation, foreign exchange earnings, and balanced economic distribution, while negative impacts include economic vulnerability, income leakage, spatial polarization, seasonal employment, and misallocation of economic resources. Spillane (1996) further argued that tourism can lead to major environmental issues such as air and water pollution, traffic congestion, and the destruction of traditional landscapes.

One of the growing tourist attractions in Bali is Nusa Penida Island, which is the largest island after Bali itself. Nusa Penida has natural biodiversity, pristine beaches, and diverse marine life. Additionally, it is rich in culture and handicrafts. The island is home to nature conservation areas, bird sanctuaries, turtle hatcheries, and unique diving spots that serve as a habitat for the Mola-Mola fish, making it a significant tourism asset. However, current tourism development in Nusa Penida is largely dominated by mass tourism. Many tourists visit only for a day without staying overnight. They depart from Sanur Port in the morning, visit several beaches in Nusa Penida, and return in the evening. This short stay reduces the economic benefits for the local community while leading to problems like overcrowding and traffic congestion at popular beaches. Measures need to be taken to control the negative effects of mass tourism to prevent environmental and social degradation.

Goa Giri Putri Temple is a unique religious site in Nusa Penida, distinct from those on mainland Bali. It serves as a major destination for Hindu religious tourism. Given this context, this research examines the role of key actors in the development of sustainable tourism at Goa Giri Putri Temple by mapping stakeholders and analyzing sustainable tourism based on the Triple Bottom Line theory..

II. RESULT AND DISCUSSION
1. Overview of Goa Giri Putri Temple

Goa Giri Putri Temple is located in Karangsari, Suana Village, Nusa Penida, Klungkung, Bali. It serves as a Hindu place of worship. According to the traditional text "Babad Nusa Penida" written by Jero Mangku Made Buda, Dewi Kwan Im and Hindu gods descended to Nusa Penida, where Dewi Kwan Im resided in a cave now known as Goa Giri Putri Temple. The name derives from "Goa" (cave), "Giri" (hill/mountain), and "Putri" (princess), symbolizing divine feminine power in Hindu belief.

Tourists and devotees must ascend steep stairs to reach the temple entrance. Inside the cave, there are five prayer areas. The temple's architectural orientation follows a west-to-east layout, with shrines dedicated to Tri Purusa (Paramasiwa, Sadasiwa, and Siwatma) representing divine power in Shaivism.

2. The Pentahelix Model in Sustainable Tourism Development at Goa Giri Putri Temple
2.1 The Role of the Public Sector in Sustainable Tourism Development

The public sector plays a crucial role in the development of sustainable tourism. The government is responsible for establishing regulations and policies that support sustainable tourism, including environmental protection and sustainable infrastructure. The government can also support sustainable tourism projects through funding and incentives, such as grants and tax incentives.

The development of infrastructure that supports sustainable tourism—such as efficient public transportation and proper waste management—is also a responsibility that involves the non-government sector, making it essential for the implementation of

sustainable tourism strategies. Additionally, the government needs to monitor and evaluate the impact of tourism activities to ensure environmental, economic, and social sustainability.

The Klungkung government has invested in basic infrastructure and promoted Goa Giri Putri Temple, increasing tourist interest in Bali's religious tourism routes. However, entrance fees for both domestic and international tourists remain a source of revenue.

2.2. The Role of the Tourism Industry

In the context of sustainable tourism, the private sector refers to businesses and companies operating within the tourism industry. This includes various commercial entities such as hotels, restaurants, travel agencies, tour operators, transportation companies, and others that provide services and products to tourists.

In sustainable tourism, the private sector has a significant responsibility to ensure that its business activities contribute to environmental, social, and economic sustainability in tourist destinations. One way to achieve this is by implementing business ethics and corporate social responsibility (CSR) policies.

The role of the tourism industry around Goa Giri Putri Temple includes:

1. Providing tourism packages
2. Offering accommodation facilities for tourists
3. Providing food and beverage services
4. Offering sea transportation, vehicle rentals, or tour guide services
5. Selling prayer equipment near the temple

2.3 Role of Local Communities

Local communities are actively involved in temple management. The temple is governed by Desa Adat Karangsari under traditional laws. Initially, families contributed financially, but now tourism revenue sustains the temple. Locals also engage in conservation efforts, collaborating with NGOs to protect unique cave fauna.

It appears that these renewal ideas have influenced the community's mindset. They have played a role as agents of change in spreading new ideas within society. These new ideas were then followed by other residents in the surrounding area. Through continued education, individuals can think critically and logically in considering various aspects of life.

This movement began with a visit from the Bali Provincial Government, led at the time by Governor Ida Bagus Mantra, to Nusa Penida. During the visit, the Governor stopped by Goa Giri Putri. Recognizing the site's uniqueness and its potential for development, he encouraged the people of Karangsari, Suana Village, to preserve the cave both as a place of worship and as a spiritual tourism destination. On this occasion, the Governor also provided stimulus funds as a form of appreciation for the local community's efforts and initiatives in establishing a sacred site within the cave.

As a tourist attraction, this temple is managed by the surrounding community according to their customary regulations. Although not all residents of Pakraman Karang Sari Village are responsible for managing Goa Giri Putri Temple as a tourist attraction, its management team is selected by the Bendesa (traditional village leader) through a general meeting (pesangkepan). The temple's management involves temple priests and several village leaders from Pakraman Karang Sari. The temple caretakers (pengempon pura) play a direct role in serving visitors, whether they are tourists or devotees coming to pray. The temple caretakers are appointed by the temple priests (known as "mangku"), with the chief priest being Mangku Gede Dharma, who serves as the main leader of the temple.

Community participation in managing the tourism attraction of Goa Giri Putri Temple began in 2007. During the temple festival (pujawali), each household was required to contribute a mandatory donation of IDR 500,000. However, since then, the residents of Pakraman Karang Sari Village have not been required to make further mandatory

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contributions, as the revenue generated from tourism has been sufficient to cover daily operational expenses as well as repairs and renovations. The community members who were not chosen in the general meeting still play an important role in the temple's management. Their responsibilities include ensuring the sustainability of the temple as a tourist attraction and serving as facilitators for visitors or worshippers coming to Goa Giri Putri.

Community participation is not limited to the organization and management of religious tourism activities but also extends to the conservation of the Goa Giri Putri environment itself. This effort is part of creating sustainable tourism by preserving and protecting the cave's physical environment and its unique fauna. The community collaborates with the FNPF Foundation, an organization dedicated to the protection of rare fauna, with the primary goal of turning Nusa Penida into a sanctuary for the endangered Bali Starling (Burung Jalak Bali). Researchers have identified unique cave-dwelling species within Goa Giri Putri, such as the Emdi Crab and the Bali Crab. Conservation efforts to protect these species began in 2016 in collaboration with the Indonesian Institute of Sciences (LIPI), FNPF, and Fauna & Flora International. Informational signs have been installed to educate visitors and worshippers about the importance of preserving these unique species together.

2.4 Role of Academics

In the context of sustainable tourism development, academic research serves as a reference for study. Academics and researchers collaborate with Goa Giri Putri Temple voluntarily, engaging in efforts to advance tourism while considering sustainability aspects, such as environmental, social, and economic factors. The findings from these researchers will serve as a reference and recommendations that can be used as guidelines for the development of tourism, particularly at Goa Giri Putri Temple.

2.5 Role of Media

Media often focuses on promoting popular destinations without considering their carrying capacity and environmental impact. This can lead to overtourism. To alleviate pressure on already crowded locations like those in Nusa Penida, media can play a role in promoting lesser-known alternative destinations.

In sustainable tourism literature, tourists are often mentioned only as contributors to problems, particularly in relation to environmental, economic, and social impacts. However, the author believes that to develop more sustainable tourism, we need to shift our perspective on the role of tourists and adopt a fairer approach toward them. This includes recognizing that without tourists' interest and commitment, government or industry efforts will be of limited use.

The role of media in the development of sustainable tourism at Goa Giri Putri Temple includes:

1. The government actively promoting Goa Giri Putri Temple as part of Bali's religious tourism route, attracting tourists interested in spiritual and cultural aspects.
2. Utilizing print, electronic, and digital media to promote Goa Giri Putri Temple in various domestic and international tourism exhibitions.

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3. Implementation of the Triple Bottom Line
- People: Local communities are involved in decision-making and management.
- Planet: Environmental policies protect the cave and its biodiversity.
- Profit: Collaboration between stakeholders ensures economic benefits

3. Stakeholder Mapping in Sustainable Tourism at Goa Giri Putri Temple

The analysis of stakeholder roles in this study uses four evaluation indicators based on Bryson's framework: stakeholder contest setter, stakeholder players, stakeholder subject, and stakeholder crowd. The research findings from field observations are as follows:

1. Contest Setter

   Stakeholder contest setters are those who have high influence but low direct interest. Therefore, they can pose a significant risk and need to be monitored. Based on interviews, observations, and documentation, it is concluded that NGOs and media serve as stakeholder contest setters in the development of sustainable tourism.

2. Key Players

   Stakeholder players are actively involved and have both high interest and influence in project/program development. Based on research findings, the Desa Adat Krangasari (Traditional Village) and Temple Priests (Pemangku Pura) are identified as key players in the sustainable tourism development of Goa Giri Putri Temple.

3. Subject

   Stakeholder subjects have a high interest but low influence. While they support tourism activities, their impact capacity may be limited. However, they can become more influential if they form alliances with other stakeholders. The research findings indicate that local communities, the tourism industry, and the government are stakeholder subjects in sustainable tourism development at Goa Giri Putri Temple. The government, bound by bureaucratic regulations, requires sufficient time to provide effective support.

4. Crowd

   Stakeholder crowds have minimal interest and influence on the desired outcomes, making their involvement in decision-making processes a secondary consideration. However, their influence and interest may change over time and should be continuously evaluated. Based on the findings, tourists are identified as stakeholder crowds in sustainable tourism development at Goa Giri Putri Temple.

Implementation of the Triple Bottom Line in Sustainable Tourism at Goa Giri Putri Temple

- People: The local community is actively involved in the planning, development, and management processes to ensure their needs and aspirations are met.
- Planet: Policies and regulations are developed to support sustainable tourism, including visitor codes of conduct, cultural preservation, environmental cleanliness, temple security, and the protection of Goa Giri Putri's unique fauna.
- Profit: Collaboration between the government, private sector, local communities, and non-governmental organizations (NGOs) is essential to achieving the common goal of economic benefits from tourism.

By prioritizing a balance between People, Profit, and Planet, sustainable tourism can provide significant benefits for local communities, tourists, and the environment, ensuring that the destination remains enjoyable for future generations.

III. CONCLUSIONS

Based on the above discussion, the following conclusions can be drawn:

1. Stakeholder Roles: The management of Goa Giri Putri Temple involves temple caretakers (pengempon pura) and several leaders from Desa Pakraman Karang Sari. The caretakers play a direct role in serving both tourists and worshippers. They are appointed by the temple priests (Pemangku, also known as Mangku), with Mangku Gede Dharma serving as the chief leader.

2. Key Stakeholders in Sustainable Tourism Development at Goa Giri Putri Temple: The main stakeholders include Desa Adat Karang Sari. Contest setters (influential but with limited direct interest) include NGOs and media. Stakeholder subjects (high interest but limited influence) include the local community, tourism industry, and government. Bureaucratic processes make government support take time. Stakeholder crowd (low interest and influence) includes tourists.

3. Implementation of the Triple Bottom Line Concept: The application of the Triple Bottom Line (TBL) at Goa Giri Putri Temple helps achieve a balance between economic benefits, social well-being, and environmental sustainability. By engaging various stakeholders—from local government to the community and tourists—this approach ensures that tourism at Goa Giri Putri Temple develops sustainably and provides long-term benefits for all parties involved.

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