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The Role Of Community Based Tourism (CBT) In Mitigating Overtourism Towards Realizing Sustainable Tourism In Penglipuran Village, Bali

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ABSTRACT

The Penglipuran Village is a leading cultural tourism destination in Bali that is currently facing a serious challenge in the form of overtourism. The uncontrolled surge in tourist visits risks damaging the physical environment, disrupting the social comfort of the local community, and threatening the sustainability of the village's cultural values. This research aims to analyze the role of Community-Based Tourism (CBT) in mitigating the negative impacts of overtourism to achieve sustainable tourism. This research uses a descriptive qualitative approach, where data is collected through field observations, documentation studies, and in-depth interviews with ten key informants representing managers, government officials, residents, and tourists. Data analysis was conducted using NVivo 12 Pro software to ensure the accuracy of the findings. The results show that through the CBT model, the Penglipuran Village community has full control as the main manager in implementing independent mitigation strategies. The strategic steps taken include regulating the flow of crowds by pecalang (traditional security officers), diversifying attractions to the Bamboo Forest area to disperse tourist concentrations, and strengthening customary rules (awig-awig) related to environmental preservation. This research concludes that active community involvement is highly effective in maintaining a balance between economic benefits and nature conservation. Recommendations include the need for visitor management digitization and strengthening collaboration among stakeholders to ensure the sustainability of Penglipuran Village as a resilient destination in the future.

Keywords: *Community Based Tourism (CBT), Overtourism, Sustainable Tourism, Penglipuran Village*

1. INTRODUCTION

The tourism sector is a global economic driver that plays a vital role in increasing national income and creating widespread employment opportunities. In the aftermath of the Covid-19 pandemic, the industry has shown remarkable resilience, with international tourist arrivals projected to reach 1.45 billion in 2024. However, this massive recovery has brought about the phenomenon of overtourism [1]. This occurs when the number of visitors exceeds the carrying capacity of a destination, which in turn triggers environmental degradation, disturbs the social comfort of local communities, and threatens the preservation of cultural values.

At the national level, Bali remains the main magnet for Indonesian tourism, with foreign tourist arrivals exceeding 6.3 million in 2024. One destination that has become the center of attention is Penglipuran Tourism Village in Bangli Regency. As a destination that has been named one of the cleanest villages in the world by UNESCO, Penglipuran faces major challenges due to its rapidly increasing popularity. Data shows that throughout 2024, the number of visitors reached

1,023,143 people, an escalation that raises concerns about “overcapacity” in the limited residential area.

This extreme density is beginning to show negative impacts in the field, ranging from damage to the physical ecosystem due to the large mass load to an increase in the volume of waste. Furthermore, uncontrolled tourist interaction has the potential to disrupt the privacy of residents and shift the application of the *Tri Hita Karana* philosophy as the spiritual foundation of Balinese society. Therefore, a comprehensive mitigation strategy is needed to maintain the synergy between the economic benefits of tourism and the preservation of destinations in realizing sustainable tourism.

The concept of Community-Based Tourism (CBT) presents a strategic solution through a management model that gives full rights to the local community as the main owners and managers. In Penglipuran Village, the implementation of CBT allows residents to exercise independent control, ranging from the regulation of tourist flows by pecalang to the diversification of activities to the Bamboo Forest area to break up mass concentrations. This study aims to analyze the effectiveness of the CBT model in mitigating the impact of overtourism in Penglipuran Village. Using a qualitative approach and NVivo 12 Pro software, this study is expected to contribute to the development of community-based tourism villages and serve as a practical reference for future tourism management.

2. LITERATURE REVIEW

Community-Based Tourism (CBT) is a sustainable tourism management model that empowers local communities as primary owners and managers to achieve the Sustainable Development Goals (SDGs) [2], [3], [4]. Unlike mass tourism, CBT emphasizes active participation, equitable economic distribution, and the preservation of cultural and environmental assets as authentic attractions [5], [6], [7]. Through multi-stakeholder collaboration, the implementation of CBT serves as a strategic instrument to enhance community welfare while safeguarding the destination's carrying capacity from the negative impacts of tourism [8], [9].

Overtourism occurs when visitor volumes surpass a destination's carrying capacity, causing environmental, infrastructural, and socio-cultural degradation that exceeds local tolerance [10], [11]. This phenomenon involves both physical impacts, such as ecosystem depletion, and socio-psychological pressures, including cultural commodification and resident dissatisfaction (Raharjo & Wirahayu, 2025). Key drivers include low-cost travel, social media influence, and inadequate regulatory frameworks (Wahyono & Setiawan, 2025; Wahyuni et al., 2022). Consequently, sustainable destination management requires integrated mitigation through access controls, visitor redistribution, and density-monitoring technologies to balance economic growth with ecological integrity [15], [16], [17].

Conversely, Community-Based Tourism (CBT) provides a sustainable framework that empowers local residents as primary stakeholders to advance the Sustainable Development Goals (SDGs) [2], [4], [18]. Unlike conventional mass tourism, CBT prioritizes active participation, equitable wealth distribution, and the preservation of authentic cultural and natural assets [5], [6]. By fostering multi-stakeholder collaboration, CBT serves as a strategic mechanism to enhance community welfare while protecting a destination's carrying capacity from the detrimental effects of unregulated tourism [8], [9], [19].

Sustainable Tourism is a development model that comprehensively evaluates economic, social, and environmental impacts to meet the needs of visitors and host communities today without compromising the interests of future generations (Manurung & Purba, 2024; Wahyono & Setiawan, 2025; Srihadi et al., 2024). This concept seeks to balance profitability with ecosystem preservation and community well-being by adhering to global standards, such as those established by the Global Sustainable Tourism Council (GSTC) [22], [23]. The implementation of sustainable tourism is built upon four fundamental pillars:

a. Sustainable Destination Management: Focuses on effective planning, integrated policies, and authoritative oversight to manage risks and ensure regulatory compliance.

b. Socio-Economic Sustainability: Prioritizes the creation of decent employment, poverty alleviation, and active community participation with equitable profit distribution.

c. Cultural Preservation: Ensures the protection of cultural heritage and indigenous wisdom to prevent degradation caused by excessive commercialization.

d. Environmental Sustainability: Emphasizes resource efficiency (water and energy), waste management, and biodiversity conservation to maintain ecological integrity [24].

A Tourism Village is a destination that integrates natural attractions, local culture, and community creativity within a rural area (Yubianto & Putra, 2024; Rainanto, Jason, et al., 2023; V. Srihadi et al., 2023). In accordance with the Indonesian Ministry of Tourism and Creative Economy (*Kemenparekraf*) guidelines and Law No. 6 of 2014, tourism villages position the community as the primary stakeholders in planning and management. This structure aims to achieve socio-economic

independence by utilizing traditions, arts, gastronomy, and traditional architecture as core attractions [28], [29].

The development of tourism villages is characterized by a strong synergy with global sustainable tourism trends through two primary aspects:

a. Implementation of CBT Principles: Ensures active community participation so that economic benefits are distributed equitably and reinvested into the village [30].

b. Foundations of Conservation and Preservation: Facilitates ecosystem protection and the revitalization of local wisdom. This approach not only offers an authentic experience for visitors but also comprehensively enhances the quality of life and community welfare.

CBT as a Framework for Sustainable Tourism in Tourism Villages Conceptually, the development of tourism villages through Community-Based Tourism (CBT) serves as a primary mechanism for achieving sustainable tourism and a strategic solution to the challenges of overtourism. By leveraging local potential and indigenous wisdom, this model positions residents of villages like Penglipuran as the central stakeholders and beneficiaries, fostering local entrepreneurship and equitable wealth distribution. This participatory approach directly reinforces the socio-economic pillars of the Sustainable Development Goals (SDGs), particularly regarding poverty alleviation and the creation of decent work [2], [31]. By prioritizing the quality the visitor experience over mass volume, CBT utilizes authentic cultural and natural assets to strengthen social capital, ensuring that tourism growth does not compromise the destination's ecological or social integrity [32], [33].

Strategic Mitigation of Overtourism through Community-Led Sustainability As an overtourism mitigation strategy, CBT addresses systemic issues such as environmental degradation and resident dissatisfaction by shifting the focus from mass tourism to a controlled, sustainable model. Through spatial redistribution, CBT effectively disperses tourist flows toward rural destinations, thereby managing carrying capacity and reducing the pressure on mainstream hubs (Putri et al., 2025). This transition from a volume-oriented to a value-oriented system ensures that economic benefits remain

within the community, minimizing economic leakage and transforming tourism into a catalyst for local welfare rather than a social threat [31]. Ultimately, by integrating cultural and environmental preservation into the tourism product, CBT empowers local guardians to protect their heritage, creating a resilient and transformative framework that aligns long-term destination sustainability with the preservation of local community wisdom [2], [9].

Furthermore, this participatory approach fosters a sense of collective ownership, ensuring that tourism development evolves in harmony with local values rather than at their expense. By prioritizing these ethical foundations, destinations can cultivate authentic visitor experiences that reinforce, rather than erode, the socio-ecological integrity of the region. This strategic alignment is particularly vital for destinations like Penglipuran Village, where the traditional "*Tri Hita Karana*" philosophy provides a natural blueprint for balancing human activity with spiritual and environmental preservation. Consequently, the resilience of the community is bolstered against the volatile nature of global travel trends, as the tourism product remains deeply rooted in unique, irreplaceable cultural assets. By establishing a cap on visitor density and promoting high-value interactions, the CBT model effectively reverses the negative trajectory of overtourism. This paradigm shift ultimately positions Community-Based Tourism not merely as a niche alternative, but as a primary regenerative framework essential for the survival of global heritage sites in the modern era

3. METHOD

This research utilizes a descriptive qualitative approach based on postpositivism to analyze the function of Community-Based Tourism (CBT) in mitigating overtourism and fostering sustainable development in Penglipuran Village, Bali. Conducted between October and December 2025, the research follows a scientific methodology centered on rationality and empirical observation [35]. The research focus is categorized into strategic tourist management, community-driven preservation of cultural authenticity, and the assessment of local attractions. By designating the community, village officials, and local government as the primary research subjects, this research aims to provide a comprehensive understanding of how local agency maintains the ecological and social balance of the destination [35]. Penglipuran Village was specifically selected as the research site due to its global reputation for traditional cleanliness and its unique vulnerability to high-density tourism.

Data acquisition was performed through the triangulation of primary and secondary sources to ensure structural validity. Primary data was obtained via in-depth interviews with ten key informants—including the *Kelompok Sadar Wisata* (*Pokdarwis*), village *Pecalang*, management, and visitors—complemented by direct field observations and documentation. These techniques allowed the research to capture nuanced perspectives and real-time social dynamics within the village. Furthermore, secondary data such as village history, demographic profiles, and visitation statistics were gathered through a detailed literature review. This integrated collection strategy

ensures that all evidence within the research is contextually grounded and factually accurate.

The research utilized NVivo software to manage and analyze qualitative data, facilitating systematic coding, word frequency assessments, and data visualization. The implementation of NVivo increased the analytical rigor of the research by streamlining data organization and providing a formal environment for interpretation [36]. Following this, findings were presented through a combination of textual narratives, tables, and visual documentation to ensure clarity. The final phase of the research involved rigorous data verification, where field findings were cross-referenced with established theoretical frameworks. This process ensures that the resulting conclusions on overtourism mitigation and sustainability are academically valid and specific to the unique context of Penglipuran Village. Ultimately, this research serves as a strategic reference for other tourism villages attempting to balance rapid economic growth with long-term environmental and cultural preservation.

4. FINDINGS AND DISCUSSION

4.1 Hierarchy Charts



Figure 1. Hierarchy Chart from Nvivo 12 Pro

Based on the NVivo Hierarchy Chart analysis, the research identifies several dominant factors that define the structural relationship between community involvement and destination sustainability. The most significant finding is the community's role as the primary owner and actor (33 references), where residents serve as the fundamental drivers of tourism management and decision-making. This is closely integrated with a culture and custom-based approach (28 references) rooted in the *Tri Hita Karana* philosophy, which ensures that attractions remain authentic and aligned with local heritage. Furthermore, equitable economic distribution (32 references) emerges as a vital component of community participation, ensuring that incentives and entrepreneurial opportunities are shared fairly among all residents. While sustainable tourism efforts (48 references) represent the most extensively discussed theme, the research also highlights critical mitigation strategies (26 references) to address the threats of overtourism and various implementation challenges (21 references), such as the need for enhanced public awareness. Collectively, these findings underscore that active community participation is the essential catalyst for realizing sustainable tourism, and that strategic mitigation of overtourism is mandatory to preserve the village's long-term integrity. The high frequency of references toward sustainability efforts suggests that the community is deeply committed to adaptive management practices that evolve alongside changing tourism trends. This proactive stance ensures that Penglipuran Village remains a resilient model of how local governance can effectively harmonize high visitor volumes with the non-negotiable preservation of ancestral values.

4.2 Word Cloud



Figure 2. Word Cloud from Nvivo 12 Pro

The NVivo Word Cloud analysis reveals that the primary discourse of the research centers on the intersection of the village (2.81%), the community (2.21%), and tourism (2.08%), underscoring the fundamental role of community-led development at the local level. The frequent emergence of terms such as customary (0.98%), management (0.83%), and local (0.78%) further validates that governance and traditional customs are the essential frameworks through which the community navigates tourism dynamics. These linguistic patterns confirm that the effectiveness of local management is a decisive factor in integrating the tourism sector with customary traditions to ensure long-term sustainability. Ultimately, the focus of the analysis highlights how the local community in the Penglipuran area effectively manages the synergy between modern tourism requirements and ancestral values, demonstrating that localized governance is the critical

driver in responding to the complexities of village development. The prevalence of these terms suggests a high level of social cohesion, where the community perceives tourism management as a collective preservation of their cultural heritage. This alignment indicates that the village does not merely view tourism as a financial utility, but as a medium to reinforce their traditional identity in a globalized context. Consequently, these findings emphasize that the resilience of Penglipuran Village against the pressures of overtourism is rooted in the community's steadfast adherence to local wisdom and self-governance.

4.3 *Project Map*

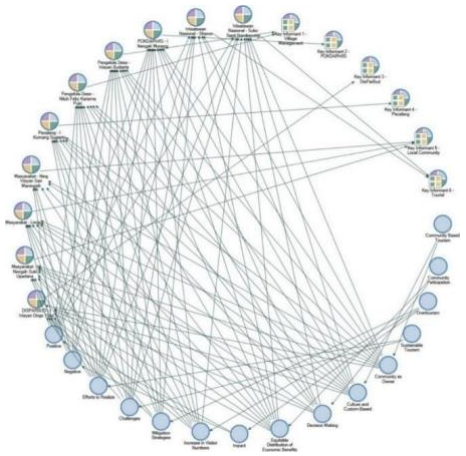


Figure 3 Project Map by Nvivo 12 Pro

The research results consistently demonstrate that Community-Based Tourism (CBT) in Penglipuran Village is built upon a foundation of deep-rooted community ownership and traditional values. Informants, ranging from traditional leaders to local residents and tourists, confirm that the community acts as the primary owner and decision-maker, with all development projects requiring consensus from the customary village council (Dewan Desa). This participatory model is intrinsically linked to the *Tri Hita Karana* philosophy, which dictates that tourism attractions—such as traditional architectural maintenance, cultural workshops, and the preservation of the 45-hectare bamboo forest—must remain authentic and custom-based. Furthermore, the governance structure ensures an equitable distribution of economic benefits, where 60% of ticket revenue is reinvested into the customary village to fund house renovations, social subsidies, and religious ceremonies, thereby fostering a high degree of social cohesion and preventing significant economic disparities among residents.

While government stakeholders view current visitor levels as manageable, local administrators and residents report a significant surge in arrivals that has periodically led to "overcapacity" rather than full-scale overtourism. Informants identified critical environmental impacts, such as the degradation of village grass paths and increased waste management burdens during peak holiday seasons. In response, the village has implemented several sophisticated mitigation strategies to safeguard the visitor experience and local comfort. These include a temporary "open-and-close" traffic system, the relocation and management of parking facilities by Pecalang, and the strategic dispersal of tourist concentrations toward the bamboo forest and neighboring Cekeng Village. Long-term solutions, such as the implementation of online reservation systems and potential price adjustments, are also being explored to transition from mass-oriented tourism to a high-quality, sustainable model.

The realization of sustainable tourism in Penglipuran Village faces various socio-cultural and operational challenges, primarily regarding the maintenance of community commitment amidst globalization and the shortage of specialized human resources. Informants highlighted the risk of cultural shifting and the potential for internal conflicts as the village navigates the pressures of a modern economy. Despite these obstacles, the research identifies a robust cross-sectoral effort to preserve the village's integrity through crisis management funds, integrated waste processing units (*Dewi Penglipuran*), and the strict enforcement of *awig-awig* (customary laws). By combining traditional heritage preservation—such as subsidizing the maintenance of ancestral house designs—with modern management tools like NVivo analysis and Pentahelix collaboration, the community remains dedicated to a resilient development path that ensures the village remains a vibrant cultural sanctuary for future generations.

5. CONCLUSIONS

The implementation of Community-Based Tourism (CBT) in Penglipuran Village serves as a highly effective model of participatory governance, where indigenous residents act as the primary owners and decision-makers across the entire tourism development cycle. Through regular deliberation within the Desa Pangarep (traditional village council), this framework ensures that strategic planning and evaluations remain rooted in collective interests rather than external commercial pressures. A cornerstone of this success is the equitable distribution of economic benefits; beyond individual earnings from homestays and MSMEs, the community receives regular cash incentives, subsidies for ancestral house maintenance, and exemptions from customary fees funded by the village's share

of ticket revenue. By reinvesting these profits into environmental protection and arts education for the younger generation, the village successfully balances economic independence with the non-negotiable preservation of its traditional identity and ecological health.

Despite its successes, Penglipuran faces periodic risks of overtourism during peak seasons, which threaten both the physical environment—evidenced by damaged landscape ecosystems and increased waste—and the socio-cultural tranquility of residential spaces. However, the community's active role through the CBT framework remains the primary instrument for mitigation, utilizing a collaborative approach between managers, youth, and Pecalang to implement visitor dispersal strategies and temporary access controls. By redirecting tourist flow toward the 45-hectare bamboo forest and maintaining strict adherence to Awig-awig (customary laws) regarding land use and environmental cleanliness, the village prevents the erosion of its authentic atmosphere. Ultimately, the resilience of this sustainable model is sustained by deep-seated community solidarity and a shared commitment to safeguarding the village's traditional roots, ensuring that Penglipuran remains a viable and authentic destination for the future.

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