

# ADAPTIVE GOVERNANCE IN THE TRANSFORMATION PROCESS OF KINTAMANI TOURISM ATTRACTION MANAGEMENT BY BANGLI DISTRICT GOVERNMENT

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**Abstract.** This research discusses the implementation of adaptive governance in the management of Kintamani tourist attraction (DTW) in Bangli Regency. Tourism is an important sector that can boost the economy, where Bali has been recognized as one of the world's best tourist destinations. The main problems found were the lack of collaboration between village officials and the sub-district head, as well as challenges in accessibility and inadequate infrastructure. In addition, the lack of tourism training and education to the community as well as the unoptimal use of technology in tourism promotion are significant obstacles. This research used descriptive qualitative methods with interviews and field observations to collect data. Proposed solutions include increased collaboration between the district government and village-level agencies to bridge communication and tourism management. In addition, improving accessibility and road infrastructure needs to be prioritized to support sustainable tourism growth. Tourism training and education for the community as well as optimizing the use of technology, including reactivating the Sadia Bangli application, are also suggested to improve tourism promotion and management. The results show that the current collaboration has involved academics, the private sector, and non-profit organizations, but still needs to be improved, especially in fully involving village officials and communities. The government's flexibility in adjusting to changes is evident in the increase in business licenses and efforts to protect agricultural land. However, accessibility issues and road infrastructure still require special attention. On the learning aspect, although there has been training, it has not been sufficient and equitable.

**Keywords:** Adaptive Governance, Bangli Regency, Collaboration, Flexibility, Learning

## I. INTRODUCTION

Tourism is a sector that can build and improve the economy in Indonesia[1]. This is supported by the diversity of types of tourism in every region in Indonesia, not only about nature but also cultural, historical, religious and other ecotourism. In the aspect of tourism management, there are stages of tourism development known as the Tourism Area Life Cycle, which was coined by Butler in 1981. This theory discusses the development cycle of tourism which includes the flow of goods, services and the management involved in it. It is stated that the life cycle of a tourism area consists of six phases, namely discovery, involvement, development, consolidation, stagnation and the possibility of a rejuvenation or decline phase[2], where this cycle describes the development of tourism in a region in general.

According to President Jokowi, Indonesian tourism has received good recognition in the eyes of the world, where Bali was named The Best Destination in the World by TripAdvisor 2017, not only that, Indonesia's tourism ranking rose rapidly in 2022. In just 18 months, Indonesia's tourism ranking shot

up to 32nd, from previously 44th. By rising 12 places, for the first time Indonesia is among 117 countries in the 2021 Travel and Tourism Competitiveness Index (TTCI) published on Indonesia.go.id. In 2023, Bali will again be awarded by TripAdvisor through its annual award, namely the Travelers' Choice Award for Destinations, which has crowned the Island of the Gods as the second most popular destination in the world in 2023 ahead of London in third position and Paris in fifth position ([kemenparekraf.go.id](http://kemenparekraf.go.id)). A tourism sector that is moving forward is an advantage for regional managers, referring to the results of a World Bank study ([setneg.go.id](http://setneg.go.id)) which contains the important role of the tourism sector for sustainable development, increasing GDP (gross domestic product), increasing the intensity of international trade, increasing global investment and raising the name of the country and overall development of the country for low-income countries.

Bali is one of the most famous provinces as a tourist location in Indonesia, where Bali is very dependent on the sustainability of tourism in its area[3]. The number of foreign tourist visits to Bali was recorded at 894,667 visits from

January to August 2022 according to BPS. This number is considered high considering that the impact from previous years was low due to the pandemic. The increase in visits that occurred has had a lot of influence on the sustainability of tourism in Bali which is in line with Butler's tourism area life cycle theory in 1981, namely in the development phase where the tourist market is relatively patterned and tends to be mass in nature (mass tourism). In this case, mass tourism can be defined as tourism in large numbers in an area[4]. This mass tourism can have many impacts on the sustainability of tourism, where history records the impact of mass tourism which was first recorded in England where there was a cultural shift from an agrarian society to a post-industrial society which focused on the development of tourism and recreation.[4]. Not only does it have an impact on cultural shifts, but according to Choi and Murray's findings in 2010, mass tourism also has an impact on increasing crime rates, population density which also has an impact on traffic density, noise and also the loss of local culture and identity, which if this is left unchecked will reduce local residents' interest in the sustainable tourism sector[4].

Bali Province has many tourist destinations spread across nine districts. Bangli Regency is one of them where Bangli Regency has a superior tourist attraction, namely it is located in Kintamani District. The Bangli Regency Tourism and Culture Office recorded the number of tourist visits to Kintamani reaching 7000 people (Balipost.com). This figure of course provides a large benefit to regional income in Bangli Regency, where in June 2022 the Bangli Regency Government received an award for realizing the highest increase in PAD in 2021.

This achievement was achieved based on intensive mapping, development and monitoring of potential taxes and levies. As well as providing rewards and punishments to taxpayers according to the Regent of Bangli Sang Nyoman Sedana Artha (NusaBali.com). The development of this tourist attraction certainly provides good news to Bangli residents as one of the districts with the lowest UMR (Regional Minimum Wage) in Bali Province. In this case, Kintamani plays a major role as the largest tax contributor in Bangli Regency by relying on its tourism sector. Not to mention the multiplier effect resulting from tourism development in terms of providing employment opportunities[5], where according to BPS, the working age in Bangli Regency in 2022 will be 181,363 people. Of course, this tourism development can provide hope for employment in Bangli Regency in terms of managing the tourism industry, which is essentially a collection of tourism businesses producing goods and/services to fulfill the needs of tourists as stated in Law Number 10 of 2009.

Implementation of development at the lowest level (autonomous regions) is no longer the domain of the Regional Government one hundred percent[6]. Likewise, the handling of tourist visits and the tourism transformation that occurs in Bangli Regency cannot be separated from regulations or innovative breakthroughs issued by the Bangli Regency Government together with stakeholders and the community. Tourism innovations must continue to be carried out in Bangli

Regency in order to support tourism growth, both in increasing the number of tourist visits, types of tourist attractions and public facilities that support tourism in Bangli Regency so that it can become a sustainable tourism area, especially in Kintamani which is currently This has received the highest position as the sub-district with the highest level of tourist visits in Bangli Regency based on the data in table 1.2. The increase in the number of tourist visits also has an impact on the tourism industry in Kintamani, this can be seen from the increase in business development in Kintamani District, especially in strategic tourism locations.

Based on data from the Bangli Regency Investment and One Stop Integrated Services Service, it can be said that there has been an increase in the number of businesses in Kintamani District over the last 5 years from 2019 to 2023, which is also what is driving the transformation in tourism management in Bangli Regency, the number of which increasingly increasing every year will certainly bring changes (shifting) in tourism governance and the community's mindset towards the tourism sector. Thus, researchers are interested in seeing the phenomena that occur through the lens of implementing adaptive governance in Bangli Regency, namely how an agency, especially the Bangli Regency government, can adapt to developments and changes that occur in the current tourism environment, because adaptive governance can map government actions to redefine their role in facilitating government objectives in natural resource policy and organizations in the process of collaboration, adaptation and learning in the tourism management environment[7].

Judging from the increase in the number of visits and business development in the Kintamani tourist attraction area, of course this can be classified as a practice of mass tourism in the Kintamani area. This reflects that there has been a change in community behavior in the Kintamani area as well as tourism management by the regional government of Bangli Regency together with stakeholders and the community, this is in line with what Made Putra (2024) said that there has been a change in land function from land for farming, to land tourism industry in the Kintamani area. The development of business practices on a large scale also means that the transformation of tourism has changed people's mindset from farming livelihoods, to shifting to other types of business in the tourism sector. Based on this, in practice it will certainly have many impacts on the sustainability of tourism in Kintamani caused by the practice of mass tourism, such as environmental impacts, cultural impacts and impacts on the identity of indigenous people [4]. According to the Central Statistics Agency (BPS) of Bali Province, Bangli Regency is the second Regency as the largest producer of oranges in Bali Province, where in the last three years (2020-2022) it produced 323,126 tons of the total 867,081 tons of oranges produced by Bali Province or Bangli Regency. produces as much as 37.27% of the total oranges produced. Thus, it can be seen that agricultural business is also a business that is of great interest to the people of Kintamani, where in this case of course agricultural business requires land to carry out its production process, changes in the function of this land will certainly become a polemic in the midst of land use for the

development of the tourism industry with land as community agricultural production media in Kintamani. Not only that, in 2012 UNESCO designated the Mount Batur caldera in the Kintamani area as a Geopark (earth park) whose sustainability is directly monitored by UNESCO.

Reflecting on the environmental, social and cultural impacts, the author wants to see how the Bangli Regency government responds to the impacts resulting from the transformation of tourism in the Kintamani area by looking from an adaptive governance perspective for the sustainability of tourism in the Kintamani area in the future. According to previous research regarding millennial tourists' perceptions of DTW Kintamani, it was stated that there were many shortcomings at DTW Kintamani, such as information centers, public toilets, street lighting, foreign money exchange places, public parking lots and the quality of roads in the Kintamani area [8], where this will provide an overview of the Bangli Regency Government's ability to manage the Kintamani DTW. In other research regarding community-based sustainable tourism in one of the villages in Kintamani, namely in Langgahan Village, Kintamani explained that in managing tourism in Langgahan Village, the community has not been able to involve the community regarding planning, development and management of tourism in Langgahan Village, organizing tourism training for local communities, developing promotional media, etc. [9] In essence, this research was created only to provide an overview of the involvement of the local community (Langgahan Village) in managing tourism in their area. Previous research has also produced conclusions regarding tourism problems that occur in the Kintamani area. Meanwhile, this research has research implications to see the response of the Bangli Regency government in handling the transformation of tourism management in the Kintamani area as well as changes in people's mindsets with the increase in tourist visits and development of the tourism industry in the Kintamani area. The aim of the research is to determine the implementation of Adaptive governance in the transformation process of managing the Kintamani tourist attraction by the Bangli Regency Government.

## II. RESEARCH METHOD

This research uses descriptive qualitative research. Qualitative research according to Bogdan and Taylor in Wardani (2020:39) is a type of research that produces descriptive data in the form of words, both written and spoken, from the behavior of people who can be observed, which in this research requires emphasizes the importance of closeness to people and research situations, so that researchers obtain a clear and complete understanding of reality and real conditions for researchers. This research uses a qualitative approach because this research describes and analyzes how Adaptive governance is implemented in the transformation process of managing the Kintamani tourist attraction.

This research was conducted at tourist attractions around Kintamani District, Bangli Regency. This area has 48 villages, which to the north directly borders Buleleng Regency, to the

east directly borders Karangasem Regency, to the south directly borders Bangli District and to the west directly borders Buleleng Regency and Badung Regency. Kintamani District itself has a population of 93,240 thousand people (Banglikab.bps.go.id). With an area stretching 366.92 km<sup>2</sup>. Kintamani District has superior tourism, namely natural tourism in the form of mountains (Mount Batur and Mount Abang) and Lake Batur which is the main tourist attraction.

Data sources refer to everything that can provide information about the data. Data can be divided into two types based on the source, namely primary data and secondary data. Here's the explanation: The primary data source in this research was obtained directly from the original source (not through intermediary media) which was collected directly by the researcher from the source which was carried out by interviewing parties related to the implementation of Adaptive governance in the transformation process of managing Kintamani tourist attractions such as The Head of Kintamani Subdistrict, the local Tourism Office and residents who experienced firsthand the transformation that occurred in the field. The primary data obtained will later be able to provide answers to the problem formulation that has been determined by the previous author. The data specifications sought in this research are related to the situation of the Kintamani DTW, both in terms of development efforts that have been carried out by the Government, obstacles and solutions related to current problems. takes place in tourism management in Kintamani and future management plans from the government's perspective, in this case the Bangli Regency Tourism and Culture Office and the Kintamani sub-district head as the main parties in managing the Kintamani DTW area in general. Apart from that, primary data was also obtained directly through statements from people living in Kintamani who specifically felt the benefits of the existence of DTW Kintamani. Primary data obtained directly will later become the main focus of researchers in discussing this matter, where this data can provide answers to the problem formulation described by the author above regarding the implementation of adaptive governance by the Bangli Regency Government.

Secondary data sources in this research were obtained indirectly and can strengthen or support primary data in the form of laws, related documents, and news or articles from print and electronic media. The data source here is needed as supporting data in presenting data that has been obtained by previous authors from the main data source, namely primary data. Supporting or secondary data in this case is related to documents or manuscripts containing DTW management in Kintamani, for example articles obtained from news sources, newspapers, etc. Which can contribute to supporting the arguments and data obtained later. Regarding law as a source of secondary data here, it can be in the form of laws related to tourism, Governor's Regulations, Regional Regulations, in this case specifically the Bangli Regency PERDA, as well as other legal bases such as village awig-awig relating to DTW management efforts in Kintamani. The contribution to this research is that it can provide information regarding the efforts made by the Bangli Regency Government in managing

the Kintamani DTW, which can be seen from legal grounds and publications that can be proven to be true.

The aim of interviewing is to obtain information and data that is up to date and credible. This research uses a purposive sampling technique to determine informants. This technique was chosen because it makes it easier to select sources who really understand and are related to the research being conducted so that they can provide precise and accurate information by considering the principles of subjects who master the problem, have data and are willing to provide complete and accurate information regarding the implementation of Adaptive governance in the transformation process of managing the Kintamani tourist attraction. More specifically, purposive sampling according to Sugiyono (2019) is a technique for determining samples with certain considerations[10]. This means that sampling is based on certain considerations or criteria that have been formulated in advance by the researcher. In this research, researchers interviewed several informants who were considered relevant regarding this research, including the following criteria:

Table 1. Informant Sources

No	Informant Source	Number of people)
1	Bangli Regency Tourism and Culture Office	2
2	Head of Kintamani District	1
3	Village Head in the Kintamani Environment	2
4	Public	5

Source: Processed by the Author, 2023

### III. RESULTS AND DISCUSSION

Collaboration in tourism management in Kintamani is an important effort involving various parties to achieve common goals. Based on the results of interviews, collaboration has involved academics, the private sector and non-profit institutions such as the Bintang Danu Foundation. However, the involvement of village and sub-district officials is still minimal, they are only informed without being fully involved. Private sector involvement in real action is also still limited despite an increase in business permits. Collaboration between agencies, such as the Department of Tourism and Culture and PDAM Bangli Regency, experienced problems in providing clean water in the public toilet area in Kintamani due to communication problems and payment arrears. Effective collaboration is needed to maximize tourism management in Kintamani.

The flexibility of the Bangli Regency government can be seen from the significant increase in processing business permits. However, there are still many unlicensed businesses that have a negative impact on tourism. The provision of roads and public facilities such as public toilets is also still a problem, with roads damaged by rain and land use that is not optimal. The Bangli Regency Government has also promoted

agriculture to maintain food security and reduce dependence on the tourism sector. However, monitoring and evaluation still needs to be improved, especially in receiving feedback from tourists and the public.

Learning in tourism management in Kintamani involves academics in making the Regional Tourism Development Master Plan (RIPPPDA). However, the tourism training provided is still minimal, both for the community and village officials. Many communities are not ready to receive guests and manage waste, which has a negative impact on tourism. The use of technology in tourism promotion is also not optimal. The Sadia Bangli application, which was previously used to promote tourist destinations, is now no longer accessible. In fact, the use of technology such as mobile applications and social media is very important to introduce tourist destinations to potential tourists.

#### *Supporting Factors for Tourism Transformation in Kintamani*

Supporting factors for tourism transformation in Kintamani include the government's designation of several areas as protected areas and awareness of village officials and the community in managing tourism. Increasing levy income also supports the management of tourism areas.

#### *Factors Inhibiting Tourism Transformation in Kintamani*

Factors inhibiting tourism transformation in Kintamani include lack of adequate facilities, damaged roads, and fly infestations due to the use of raw fertilizer. Apart from that, the lack of tourism training and community involvement in planning and decision making is also an obstacle in the transformation of tourism in Kintamani.

Hulbert (2018) in [11] explains that adaptive governance is government governance that aims to improve the community's ability to face and reduce their vulnerability to disasters. Apart from that, Adaptive governance functions to increase the adaptability of an institution, involvement and learning from stakeholders is an important aspect of the Adaptive governance process. Hulbert describes 3 (three) components or indicators of Adaptive governance, namely collaboration, flexibility and learning.

#### *Collaboration*

Collaboration is defined as a form of cooperation. According to Scharge, it is an effort to unite various parties, both individuals and organizations, to achieve the same goal. Looking at this definition, it means that collaboration requires parties or actors who come as individuals or group representatives, working together to achieve a common goal [12]. The collaboration aspect in tourism management in Kintamani has so far gone well. It can be seen from how the Department of Tourism and Culture involves many parties, in this case there is a pentahelix, including academics as assistants and the private sector in drafting regulations. The resulting product is the creation of a Regional Tourism Development Master Plan (RIPPPARDA) as well as collaboration with the non-profit institution Bintang Danu Foundation in tourism management since 2008. Collaboration is also carried out with the Natural Resources Conservation Agency (BKSDA) in managing protected forests in the Kintamani area as well as planting trees in several areas in



Kintamani. Of course, the aim of this collaboration is to preserve the Kintamani area in tandem with the development of tourism in Kintamani, which is contained in Bangli Regency Regional Regulation Number 2 of 2018 concerning the Master Plan for Regional Tourism Development in article 6, namely the vision of RIPPARDA is the realization of tourism development that is imbued with culture. regions in order to improve the community's economy based on Tri Hita Karana.

In a collaborative problem process, the Government of Canada (2008) stated that the obstacles to collaboration and participation were caused by several factors, including: (1) cultural factors; (2) institutional factors; and (3) political factors (Cornthassel & Cindy Holder, 2008). In terms of tourism management in Kintamani, the Kintamani sub-district head and village officials are not involved much. Based on the interview above, it can be seen that the sub-district head and village officials are only informed without involving their role in bridging communication, even though they feel that their full involvement is needed because Village officials feel they are the ones who best know the characteristics of their area, both in terms of culture and society. Apart from that, the private sector is also involved in drafting regulations, but private involvement in real action to develop tourism in the community is still minimal, even though in 2023 there will be 2,835 business permits administered in Kintamani. Not only that, the community's role is limited in contributing directly to tourism in Kintamani other than as business actors or joining tourism awareness groups in their village. Of course, this is an important note in terms of collaboration considering that developing tourism in Kintamani requires a lot of real action in the form of participation and aspirations.

Collaboration in creating a good tourism area is also needed not only with agencies above and below PEMKAB, but also with fellow PEMKAB agencies such as collaboration between the Department of Tourism and Culture and the Bangli Regency regional drinking water company (PDAM). in the public toilet area in Kintamani due to arrears in water payments due to poor communication between the two agencies. Where the PDAM explained that it had tried to contact the department but had not responded in 2022, whereas now after 2 years the Tourism Department admitted that it had paid off the payment for clean water but the PDAM was not responsive if the water did not flow properly around the main location of the public toilet in Kintamani.

We can see here that the collaboration carried out by the Bangli Regency Government, especially the Bangli Regency Tourism and Culture Office, has been good. However, several problems are still found in collaboration with parties at the sub-district and village level as well as with clean water providers to fulfill the function of public facilities in the form of public toilets, collaboration between the government and the community in developing tourism in existing forums which are still through tourism awareness groups. in his village and so far there is minimal awareness of the private sector in providing real benefits to the environment in Kintamani.

### *Flexible*

The concept of flexibility refers to an organization's ability to make key decisions so that it can operate quickly in an environment that is rapidly changing and very difficult to understand [13]. Where in the tourism transformation in Kintamani, the flexible indicators here play a role in knowing how the Bangli Regency Government can adjust its attitude regarding changes that occur in the field. Regarding the number of business permit management in Kintamani District in the last 5 years (2019-2023), there has been a very significant increase in business permit management in the Kintamani area. However, the department's strategy along with the sub-district head and village officials in making this permit management a success has encountered obstacles, namely that there are still several unlicensed businesses established in the Kintamani area. This of course creates problems for Kintamani tourism, this unlicensed business can be called an illegal business by elements of the community. In fact, the Tourism Office along with the DPMPSTP and other subordinate parties have encouraged the ease of processing business permits in the Kintamani area and even after the business building was erected the Village Head only received a report. The flexibility of the Bangli Regency government can also be seen from how it provides roads to facilitate the tourist boom, sidewalk repairs have been carried out but when heavy rain falls, it causes subsidence along the Penelokan highway, which of course can disrupt tourism around the main road, and the community also complains related to the unavailability of waterways during the construction of the sidewalk, so that rainwater pooled and entered residents' houses. This was explained by the Head of South Batur Village who repeatedly received protests from the community. The accessibility of tourism destinations in Kintamani has been regulated in Bangli Regency PERDA Number 2 of 2018 concerning the Regional Tourism Development Master Plan for 2019-2025 article 16 paragraph (5) regarding the accessibility of tourism destinations to create integrated and structured tourism.

Monitoring and evaluation in the field is carried out during major holidays such as Eid al-Fitr holidays and New Year to discuss levy leaks from tourists who enter Kintamani via rat roads and if problems are found in the field and they can be resolved immediately then the Department Bangli Regency Tourism and Culture will complete the report on the spot and if the problem requires a deeper study it will be reported to the head of the department so that a joint solution can be found. In receiving reports/feedback, there is no special method carried out by the Bangli Regency Tourism and Culture Office other than receiving reports through joint complaints (via telephone/Facebook) which is managed by the Bangli Regency Government and internal performance evaluations usually through meetings held once a year. Of course, this district government-based complaint system is very unfortunate because incoming reports are not directly received by the Bangli Regency Tourism and Culture Office but must go through the complaints body first. Of course this slightly affects the responsiveness of the relevant Department when handling a report. Apart from that, internal evaluations

are only carried out once a year and there are no forums to carry out joint monitoring and evaluation with the department, community and stakeholders.

In the flexibility aspect, we also see how tourism in Kintamani continues to run according to the *tri hita karana* aspect, which is the vision of the master plan for tourism development in the Bangli Regency area according to RIPPARDA 2019-2025. The *tri hita karana* concept encourages environmental maintenance as a form of *palemahan* manifestation, in its implementation the Kintamani community is required to continue to use the land as productive agricultural land, create a RTRW (regional spatial plan) for 2019-2025 and not turn all land into tourist attraction buildings. This has been encouraged by the Kintamani sub-district head and village officials to continue to promote agricultural programs in the Kintamani area, such as providing tree seedlings, using village-managed livestock and distributing fertilizer to village residents. By maintaining this culture, it certainly provides a second option for the community if in the future there is a pandemic like Covid-19 in 2020 which has paralyzed tourism throughout the world. Apart from that, tourism in Kintamani according to the Bali Province Central Statistics Agency (BPS), Bangli Regency is the second district as the largest producer of oranges in Bali Province where in the last three years (2020-2022) it produced 323,126 tons of the total 867,081 tons of oranges produced. by Bali Province or Bangli Regency produces 37.27% of the total oranges produced. With such large numbers, of course agriculture in Kintamani must be preserved along with the massive development of tourism in Kintamani.

It can be concluded here that in terms of accessibility, the Bangli Regency Government has well facilitated the development of tourism in Kintamani by facilitating the granting of business permits, publishing the RTRW (regional spatial plan) for 2019-2025 and continuing to promote agriculture at the community level. However, to realize the accessibility goals at RIPPARDA in the Kintamani area, it is still not good enough considering that there has been a surge in visitors, but access is not yet adequate because there are things like main roads that are broken and several roads are damaged due to the passage of loaded trucks and the monitoring and evaluation system is only carried out on holidays. only nationally with the agenda of collecting levies only and receiving official feedback only in one way, namely through joint complaints managed by the district government. Of course, this is very unfortunate considering that tourism development requires direct input so that the impact is felt more by the community in tourism transformation and monitoring and evaluation is not carried out with the agenda of listening to direct feedback from tourists but only focuses on retribution. In this case, we can see that the Department's focus is still on prosecuting tourists' obligations, not accompanied by fulfilling tourists' aspirations.

#### *Learning*

The learning indicator is how the Bangli Regency government can build tourism knowledge among all tourism actors (community, private and internal government) to advance the Kintamani DTW in a better direction.

Furthermore, Syaefudin (2008: 1), emphasized that education is an effort that can accelerate the development of human potential to be able to carry out the tasks assigned to him, because only humans can be educated and educated [14]. In managing tourism in Kintamani, academics have been involved as one of the actors in assisting management and in creating a master plan for tourism development in the Bangli Regency area (RIPPARDA) for 2019-2025. Apart from that, the tourism training received by all stakeholders is currently only being enjoyed internally by the Department where tourism training is held directly by the Province, while at the sub-district and village level in Kintamani there is no training targeted there. Meanwhile, tourism training in Bangli for the community as tourism actors is usually carried out 3-6 times a year with various types of training. This is certainly not optimal because the training carried out did not specifically target the Kintamani community, apart from that there were many complaints regarding the lack of training in the eyes of the Kintamani community as tourism actors. As well as village officials who must actively ask questions regarding the provision of tourism training.

To achieve the goal of good tourism transformation in Kintamani, the training held certainly aims to provide the knowledge, skills and attitudes needed to carry out work-related tasks. This aims to improve job performance directly (Truelove, 1992: 273 in Masadeh, 2012). Where in this case learning also functions in changing the attitudes and mentality of the community, because so far there are still individuals in the community who cannot manage their own waste, especially for small-scale business actors, apart from that, there are also many *acung* trades that are difficult to regulate in the Batur area, where this is the case. making tourists uncomfortable and giving the impression of being shabby so that village officials have received several complaints, and with the lack of training there are still some people who are still not ready to receive guests, as stated by the Head of the Government Section in Songan A Village.

The economic, social and cultural impact of tourism transformation on the lives of the Kintamani community has certainly had an impact so far. Many Kintamani residents have changed professions from being farmers to tourism, according to information from the sub-district head and village officials in Kintamani, and according to research by Wisnu Wardana in 2022, there has been a change in the appearance and language of the local community, not only that, along the main road in the Batur area there is also congestion. on every holiday. However, in another study in 2018, the community around the Batur Geopark did not feel the impact of tourism as a result of the lack of community participation in planning activities and making decisions.

Regarding the use of tourism innovation, according to the Kintamani sub-district head, there are already ideas for creating new tourism ideas, such as arranging *kuramba* on Lake Batur to create night tourism and the existence of tourist attractions that provide agro-educational tourism. Apart from that, in using technology, the Department of Tourism and Culture already uses e-ticketing, but its use can only be operated by the admin in one area. Apart from that, for the

tourism destination application in Kintamani, previously there was a Sadia Bnagli application which was managed by the department which contains global tourist destinations in Bangli Regency, but this application can no longer be downloaded on any platform. In fact, websites, mobile applications and social media have become important media for tourism actors to introduce the destinations they sell to potential tourists according to [15].

It can be concluded that the learning indicators of the Bangli Regency Government have not been able to fulfill this aspect optimally, even though they have involved Pentahelix, including academics, in designing tourism. However, tourism training is still very lacking, this has been conveyed by the community and the Head of the Tourism Promotion Division of the Bangli Regency Tourism and Culture Office. Apart from that, the government is still failing to educate the public regarding acung traders and regarding careless waste disposal by unscrupulous entrepreneurs in the Kintamani tourism area.

#### IV. CONCLUSIONS

The implementation of Adaptive Governance in the management of the Kintamani Tourist Attraction (DTW) shows that the collaboration that occurs is not optimal. However, there have been collaborative efforts by the Bangli Regency Government with various parties, including academics, the private sector and non-profit institutions such as the Bintang Danu Foundation. However, the involvement of village officials and the community in this process is still minimal. Coordination between agencies, such as with BKSDA and PDAM, also requires improvement to increase the effectiveness of tourism management. The government's flexibility in adapting to changes can be seen from the increase in processing business permits and efforts to protect agricultural land. However, accessibility and road infrastructure challenges are still obstacles. Monitoring and evaluation in the field needs to be improved to ensure effective problem solving. In the learning aspect, the Bangli Regency government has not been optimal in providing tourism training and education to the community. The use of technology in tourism promotion is also still lacking, with the Sadia Bangli application no longer being accessible. New innovations in tourism management also need to be improved. The research suggestion is that to improve tourism management in Kintamani, the Bangli Regency Government needs to strengthen collaboration with agencies at the village level to bridge communication and manage tourism. Collaboration with the private sector in CSR programs is important for environmental preservation and community empowerment. Collaboration with academics must be expanded to include tourism literacy education and training. The public must be more aware of managing business permits and acung traders need to be managed for the convenience of tourists. Accessibility needs to be improved by considering drainage and strong road materials. Making a development master plan with a zoning system and strict enforcement of regulations is needed to maintain the authenticity of the DTW.

Tourism training must be improved and the community must be involved in decision making and regulatory planning. Internal and external monitoring and evaluation needs to be carried out at least three times a year. Reactivating the Sadia Bangli application with features for reporting complaints and suggestions from tourists is very necessary. Finally, the fly problem can be solved by releasing fly predators such as birds and prohibiting the shooting of wild birds around DTW.

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