



## Management Strategy For Goa Garba Cultural Heritage Site As A Special Interest Tourism Attraction in Gianyar Regency

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**Abstract.** Goa Garba is a historical heritage tourism site located in Pejeng Village, Gianyar Regency. This site was built in the 12th century during the reign of King Jayapangus. The site's potential as a tourism attraction includes stone stairways, niches, the Waja spring, and a pristine natural landscape. Activities that can be undertaken at this site include meditation and melukat (a Balinese spiritual cleansing ritual). The management of Goa Garba began in 2023 under the Gianyar Regency Tourism Office in collaboration with the local customary village (Desa Adat). This management effort aims to preserve historical heritage while enhancing the local community's economy. However, the development of the Goa Garba Tourism Attraction (DTW Goa Garba) faces several challenges, including relatively low tourist visits compared to other destinations. Although the Tourism Office has carried out promotional and branding efforts, these have yet to significantly increase visitor interest. This issue prompted the authors to conduct an in-depth study. The objectives of this research are to describe the potential of the Goa Garba Cultural Heritage Site, analyze its strengths, weaknesses, opportunities, and threats, and formulate management strategies for its development. The research uses both qualitative and quantitative data. Data were collected through observation, interviews, and documentation, and analyzed using qualitative descriptive techniques. The findings are as follows: First, Goa Garba's tourism potential consists of natural, cultural, and limited artificial elements. The natural potential includes forested areas, a waterfall in front of the niche, and the Pakerisan River. Artificial tourism development is limited since Goa Garba focuses on special interest tourism, particularly wellness tourism. Cultural tourism potentials include the stone staircase, ancient gateway, Goa Garba cave, and niches. One of the main strengths of DTW Goa Garba lies in its historical value, particularly the footprint of Kebo Iwa found on one of the stone steps. Financial constraints are a key weakness, as they hinder the ability to repair damaged facilities. Nevertheless, Goa Garba holds potential as a unique and unspoiled site and has the opportunity to collaborate with yoga companies. Based on SWOT analysis, the position of Goa Garba falls in Quadrant II, indicating that the appropriate management strategy is diversification, which involves expanding products and services. The management of DTW Goa Garba also implements a collaborative strategy by involving the five key elements of the pentahelix model and applying community-based tourism (CBT) principles.

**Keywords:** Management Strategy, POAC, Special Interest Tourism, SWOT, Tourism Attraction

### 1. BACKGROUND

Indonesia depicts a richness of diverse cultural heritage, and one of the most significant aspects is cultural heritage. Cultural heritage includes locations or objects with high value in terms of history, architecture, or socio-culture. They not only act as markers of community identity, but also become silent witnesses to the undeniable journey of history. Cultural heritage involves various types, ranging from historical buildings, archaeological sites, art objects, local traditions, to natural environments that have cultural value.

Bali has become a global tourist destination that is famous throughout the world because it has a heterogeneous cultural heritage. This shows the annual increase in the number of tourists

to Bali, both from abroad and domestically. However, the increase in tourist visits is not only because of holidays, but also because international events are often held in Bali, which is one of the factors that drives the increase in tourist visits. One of the advantages of Bali that is difficult to find is that the government has done some real things to help preserve and advance Bali, such as establishing art studios. Gianyar Regency is one of the few areas in Bali that still has traditions and customs that make it a very interesting tourist spot with cultural elements.

Bali cannot be separated from tourism. The government has agreed that tourism is the mainstay sector of the island of Bali besides the agricultural, trade and fisheries sectors. Bali tourism is famous for its beautiful natural scenery such as tourist attractions, unique culture such as dance, painting, fine arts, sculpture, traditional music and art performances both traditional and contemporary. The natural beauty of Bali varies from mountains, beaches, lakes, rivers, caves which are very potential to be used as famous tourist attractions. Cultural tourism objects that are no less interesting are the cultures seen in the lives of the Balinese people who are very close to religious ceremonies. In addition, cultural tourism objects in the form of buildings are often found, such as the largest and highest statue in Bali, the Garuda Wisnu Kencana statue, as well as other statues that tourists can find in almost every corner of the island of Bali as a cultural heritage passed down from generation to generation.

Based on the Regional Regulation (Perda) of Bali Province Number 5 of 2020, it regulates the Standards for Organizing Balinese Cultural Tourism. This Perda aims to set standards in organizing tourism based on Balinese culture, with the philosophy of Tri Hita Karana and local wisdom of Sad Kerthi as the basis. The goal is to preserve the natural environment and culture of Bali, as well as improve the quality of destinations, industry, marketing, and tourism institutions in Bali. The discovery of archaeological remains throughout Bali, especially in the Pakerisan and Petanu watersheds in Gianyar Regency, is one sign of Balinese cultural civilization. In certain locations, cultural remains were found in both rivers. It seems that the ancestors of ancient times paid great attention to establishing religious shrines near water sources. According to the Bali Cultural Heritage Conservation Center (2021), many ancient remains were found in the Pakerisan and Petanu watersheds. These ancient remains are evidence of the existence of human life in the past.

In the context of the Pakerisan Watershed, water conservation can also be influenced by the existence of healthy forests around the watershed. Well-maintained forests can help regulate water flow, prevent erosion, and ensure adequate water supply for community needs and the tourism sector. Therefore, Wana Kerti, which teaches the importance of preserving forests, is an integral part of water conservation efforts through ecosystems that support the

sustainability of natural resources. One of the attractions that is currently developing is Goa Garba. Goa Garba is one of the potential historical tourism heritage sites that was established in the 12th century during the reign of the Bedahulu Kingdom, namely King Sri Maharaja Aji Jayapangus. There are stone stairs, niches and Pura Beji in the cave. This historical heritage has been managed by the Gianyar Regency Tourism Office since 2023, so a development strategy is needed to increase tourist visits to Goa Garba, Sintya Dewi et al, (2024).

Garba Cave is a historical heritage site located in Banjar Sawegunung, Pejeng Village, Tampaksiring District, Gianyar Regency, Bali Province. In ancient times, this place was a pesraman, namely a school or place used to study for the royal family. This place is also where Kebo Iwa meditated before becoming the Prime Minister of the Bedahulu Kingdom. In this place, there are also relics of Kebo Iwa's Footprints. Garba Cave was founded during the heyday of King Jayapangus, namely in 1116 Saka or 1196 AD, (Wikipedia, 2024). This place has an area of 200 square meters. Garba Cave is located under the Pengukur-ukuran Temple, this area is still authentic and surrounded by green forests and to the east of Garba Cave there is the Pakerisan River. The Pakerisan River has several archaeological sites such as Tirta Empul, Gunung Kawi, Mengening Temple to Tegalingsih Temple in Blahbatuh, (Wikipedia 2025).

Bali Provincial Regulation Number 16 of 2009 concerning the Spatial Planning of the Province of Bali, especially concerning the Distribution of Tourist Attractions outside, especially regarding the Goa Garba Tourism Area and the Ukur-ukuran Temple Link, and supported by Gianyar Regency Regulation Number 2 of 2023 concerning the Gianyar Regency Spatial Planning Plan for 2023-2043 refers to the decision or Decree which ratifies that the Realization of the Tukad Pakerisan Watershed Cultural Heritage Area as one of the tourist destinations that must be managed with the principles of sustainability, to support environmentally friendly and culture-based tourism. The determination of Goa Garba as a DTW is important because it not only provides legality to its status, but also facilitates more structured and sustainable management efforts. This determination also helps in attracting tourists, increasing visits, and simultaneously providing economic benefits to the local community.

The history of Goa Garba has deep historical value, especially in the context of Balinese culture. This cave is one of the sites rich in historical and cultural value, where its existence is often associated with spiritual and religious activities in the past. Goa Garba is a holy place for the Balinese people and is estimated to have existed for hundreds of years. Over time, this cave has become an important symbol in Balinese culture, which is often associated with ritual

activities and Balinese Hindu ceremonies. The existence of Goa Garba as a historical and cultural site must be well maintained to maintain the noble values contained therein.

Cultural Heritage Sites and Their Protection become very relevant in the context of managing tourist destinations. One question that often arises is whether cultural heritage sites will be preserved if they are not made into tourist destinations. In general, cultural heritage sites do require special attention so that they can be preserved and not lost due to time or the influence of modernization. Without proper management, sites such as Garba Cave can be threatened by damage due to lack of maintenance, theft of artifacts, or damage due to uncontrolled activities.

However, making a cultural heritage site a tourist destination is not an automatic solution for its preservation. Careful recording and management are essential to prevent the cultural heritage site from being damaged by excessive or uncontrolled tourism activities. If Garba Cave is not made a tourist destination, it is possible that the site will not receive enough attention in terms of preservation and protection.

The Gianyar Regency Government in managing Goa Garba has made efforts to create branding and promotion through social media, keeping the environment of Goa Garba clean has also been done to increase the number of visits, (Sintya Dewi et al, 2024). However, until now, tourists who visit the Goa Garba Tourist Attraction can be counted on the fingers. This phenomenon needs to be solved so that the number of visits is as expected.

Based on the observations made, it was found that Goa Garba is one of the historical tourist attractions in Pejeng Village which is used as a tourist attraction. Several types of tourism consist of cultural tourism, health tourism, sports tourism, commercial tourism, political tourism, convention tourism, social tourism, agricultural tourism, maritime tourism, nature reserve tourism, hunting tourism, pilgrim tourism, honeymoon tourism and adventure tourism, Pendit (2009). The type of tourism that is relevant to be developed in DTW Goa Garba is a special interest tourism type. Visitors can do melukat and meditation activities.

The phenomenon in Garba Cave is related to the management of natural resources, especially water, around the location. One phenomenon that attracts attention is the influence of PDAM (Regional Drinking Water Company) on the use of the fountain water source in Garba Cave. The fountain water source in Garba Cave is one of the natural attractions used by the local community for daily needs. However, with the presence of PDAM which manages the distribution of clean water, there is a change in the use of this water. On the one hand, PDAM plays a role in providing more regular and hygienic water for the community, but on the other hand, this can have an impact on the sustainability of the existence of water in the

fountain of Garba Cave which used to be more natural and part of the local cultural heritage and spirituality. Water management based on the commercial needs of the community must be considered carefully so as not to damage the local ecosystem around Garba Cave and reduce the authenticity of the site.

Tourism development is based on local wisdom or the local wisdom & the local genius that reflects the uniqueness of diverse cultures and natural beauty. Quoted from Ismayanti (2010), it is explained that special interest tourism is a tourism activity that offers activities that are not usually done by tourists in general. Special interest tourism provides a quality tourism experience. Tourists seek new experiences such as historical tourism, local food, customs and nature adventures. Garba Cave provides a new experience for tourists because it is a very authentic tourist attraction and is a historical heritage tourist attraction as a special interest tourism in Gianyar Regency.

## **2. RESEARCH METHODS**

This study uses a descriptive qualitative approach to comprehensively describe the management strategy of the Goa Garba Tourist Attraction in Gianyar Regency. This approach aims to understand the phenomenon holistically by describing information in the form of words and narratives that are rich in meaning. Data were collected through direct observation, in-depth interviews with key informants (such as managers, visitors, and the Tourism Office), and documentation from various written sources. The research location was chosen purposively in the Goa Garba Cultural Heritage because it has historical value and high special interest tourism potential, but the level of visits is still low compared to other DTWs in the Pakerisan and Petanu DAS areas (Moleong, 2007; Sugiyono, 2017; Bungin, 2011).

The types of data collected include qualitative and quantitative data, where qualitative data is in the form of non-numerical information such as organizational structure, policies, tourism potential, and interview results. Meanwhile, quantitative data supports the findings through the number of tourist visits and statistical data of the surrounding DTW. Data sources were obtained from primary data (field observations and direct interviews) and secondary data (archives, reports, books, and other official documents). Determination of informants was carried out using purposive and accidental sampling techniques, which included traditional figures, managers, pecalang, stakeholders, and tourists present at the location (Rianse & Abdi, 2012; Sinambela & Sinambela, 2021; Wardiyanta, 2020).

The data analysis technique uses the Miles and Huberman interactive model consisting of data reduction, data presentation, and drawing conclusions. The analysis was carried out

systematically to compile a valid and credible narrative of findings. The research instruments included structured and unstructured interview guides, as well as documentation tools such as voice recordings, field notes, and visual documentation. The results of the analysis were then presented using two methods: formal (numbers, tables, and charts) and informal (narrative descriptions), in order to provide a comprehensive and in-depth picture of the conditions and management strategies of Goa Garba as a special interest tourist destination (Miles & Huberman, 2019; Emzir, 2010 in Sutraningrum, 2024; Rijali, 2018).

### 3. RESULTS AND DISCUSSION

#### The Potential of Goa Garba Tourist Attraction

Goa Garba Tourist Attraction (DTW Goa Garba) is a destination that emphasizes uniqueness and richness in natural, cultural, and spiritual aspects, making it highly potential for development as a special interest tourism site. The classification of Goa Garba's tourism potential is as follows:

##### Natural Potential

Goa Garba is situated in a pristine natural environment, surrounded by lush tropical trees and located along the clear waters of the Pakerisan River. This serene setting provides a peaceful and tranquil atmosphere for visitors. The natural environment greatly supports spiritual tourism activities such as meditation, yoga, and *melukat* (a traditional Balinese purification ritual). This natural potential is the main appeal for tourists seeking tranquility and a closer connection with nature.

Nature-based tourism activities that can be developed include river trekking, hiking, and educational tourism focused on conservation. This aligns with the concept of special interest tourism, which emphasizes unique and immersive experiences. The preservation of the area's authenticity and ecological integrity is a primary focus of management, as confirmed by local stakeholders who stated that tourists prefer the natural ambiance over artificial facilities that could disrupt the site's sacredness.

##### Man-Made Potential

Man-made tourism potential at Goa Garba has not been significantly developed, as the targeted market segment consists of tourists with a particular interest in spiritual tourism. The tourist attractions emphasized here are non-physical experiences such as *melukat*, meditation, and yoga—activities conducted in an authentic natural setting that enhances the site's quiet and sacred atmosphere.

According to DTW Goa Garba staff member Ida Bagus Alit Manuaba (aged 55), Goa Garba does not offer artificial attractions because its core focus is spiritual tourism rooted in historical and natural authenticity. This approach is maintained to preserve the site's sanctity and meet the expectations of visitors seeking profound spiritual experiences.

Although no artificial attractions currently exist, there are plans by the Department of Tourism to develop activities such as hiking and camping. These developments are being carefully considered in collaboration with the local community, ensuring alignment with local wisdom. The aim is to engage younger tourist segments, who have shown less interest in spiritual tourism.

### **Cultural Potential**

Cultural potential is the main strength of DTW Goa Garba, distinguishing it from other tourist destinations. Several cultural elements serve as key attractions:

- a. **Tangga Batu (Stone Steps):** These terraced stone steps are believed to have been constructed by Kebo Iwa, a legendary and powerful prime minister of the Bedahulu Kingdom. Comprising 32 steps, they not only provide access to the site but also serve as a strong historical symbol and are used as a setting for photography, theatrical performances, or meditation.
- b. **Cliff Niches of Goa Garba:** There are three niches carved into the cliff face, originally used as study spaces for the royal family and now serving as meditation spots. These niches are differentiated between the nobility and the general public, with symbols such as the Kadari script and the “SRI” emblem still visible today.
- c. **Kebo Iwa’s Footprint:** One of the stone steps bears what is believed to be the footprint of Kebo Iwa, created when he stomped to stabilize a shifting stone. The footprint is now fenced off as a form of preservation and reverence.
- d. **Telaga Waja and Petirtan (Sacred Springs):** This sacred pond is used for ritual bathing and purification. Nearby are Pancaka Tirta (five holy fountains), Telaga Sepih, and Goa Pasusu, which all play important roles in religious ceremonies. Goa Garba itself is a meditation cave believed to connect to the “womb of the earth” and holds high spiritual significance.

These cultural assets attract not only general tourists but also students and researchers interested in exploring Bali’s history. Cultural activities such as historical education tours and religious rituals including *melasti*, *mebejian*, and meditation have great potential for further development.

These three pillars—natural, man-made, and cultural—serve as a strong foundation for developing Goa Garba Tourist Attraction as a special interest tourism destination. Its development emphasizes preservation, spirituality, and immersive experiences not commonly found in mass tourism. Collaboration with local communities, sustainable management, and creative packaging of tourism activities are key strategies to maintain the attraction's appeal and increase tourist visitation.

### **Management Strategies Based on SWOT Analysis at Goa Garba Tourist Attraction**

The management strategies based on the SWOT analysis of Goa Garba Tourist Attraction can be described as follows:

#### **1. Strength–Opportunity (SO) Strategy**

This strategy aims to utilize all existing strengths to fully exploit available opportunities. The key strengths of Goa Garba Tourist Attraction lie in its natural and cultural potentials. The natural potential is reflected in its beautiful and pristine landscape, while the cultural potential includes historical heritage sites with inspirational stories of Kebo Iwa, who is still regarded as a nationalistic figure.

The management strategy employed is the *pentahelix* strategy—a collaborative approach involving five key elements: the government as policy makers, academics as sources of knowledge, innovation, and research; the business sector as partners who can provide resources; the community as participants and overseers; and the media as communicators, educators, and watchdogs (Vani et al., 2020). These five elements are expected to contribute to the sustainable management of Goa Garba as a high-quality special interest tourism destination. In the development of sustainable tourism destinations, implementing the *pentahelix* model is essential to ensure the success of long-term tourism development.

#### **2. Strength–Threat (ST) Strategy**

This strategy is designed to identify and leverage strengths to address existing threats. Goa Garba, as a special interest tourist destination, possesses key strengths such as its well-preserved natural environment, semi-forested area with tropical vegetation, and the calming sound of the river—all of which form a strong basis for spiritual and nature-based tourism.

The appropriate strategic response is to enhance promotional efforts through social media. Activities such as yoga, meditation, *melukat*, and trekking at Goa Garba can be documented and used as promotional content to attract potential visitors.



### **3. Weakness–Opportunity (WO) Strategy**

The WO strategy is applied to take advantage of existing opportunities while minimizing current weaknesses. One strategic approach for the management is to innovate by creating new tourism trends that require minimal budget, such as trekking and camping. The Pakerisan River, with its calm and clear water, supports the livelihoods of the surrounding community and serves as an ideal setting for eco-based activities.

Developing trekking routes along the riverbank with the main entrance of Goa Garba as the iconic starting point would offer visitors a unique and memorable experience. This initiative also aligns with the principles of nature-based tourism development.

### **4. Weakness–Threat (WT) Strategy**

This strategy aims to minimize weaknesses while avoiding potential threats. The appropriate approach involves diversification, collaboration, and innovation. Diversification refers to expanding the range of products or services offered at the tourist attraction. In this context, the products and services at Goa Garba should be enhanced by adding special interest attractions such as trekking, camping, and outbound activities, which can attract a wider range of tourists.

Each tourism activity should have a scheduled implementation to ensure consistent visitor engagement. Collaboration is necessary to leverage others' strengths and mitigate internal limitations, while innovation should focus on improving visitor services.

The absence of regularly scheduled tourism activities and the lack of partnerships with wellness enterprises or other tourism services reduce the site's appeal among visitors seeking experiences beyond meditation or spiritual tourism. Addressing these gaps will be essential to enhance the competitiveness and sustainability of the destination.

## **Management Strategy of Goa Garba Cultural Heritage as a Special Interest Tourism Attraction in Gianyar Regency**

Management strategy is a tool used to achieve a goal effectively and efficiently. According to Terry (2005), there are four management processes which include planning, organizing, directing and controlling.

### **Planning(Planning) at Goa Garba Tourist Attraction**

Management of Goa Garba Tourist Attraction requires strategic and dynamic planning. Terry (2005) stated that at the planning stage (Planning) determines the work that must be carried out by the group to achieve the outlined goals, including decision-making activities including the selection of alternative decisions. Planning for the management of Goa Garba Tourist Attraction is based on Tri Hita Karana. Where there is a balance of harmonious relations with God (Parhyangan), increasing the prosperity and welfare of the local community (Pawongan), maintaining the environment of Goa Garba DTW as a forest area and water source (Palemahan).

The presentation delivered by the destination development division, Mrs. Ida Ayu Putu Okarini, that the Goa Garba Tourist Attraction is a historical heritage site that has a deep history, where it is a place used as a place to measure the strength and supernatural powers of Kebo Iwa before being made the Maha Patih of the Bedahulu Kingdom. The Goa Garba Tourist Attraction which is under the Dang Khayangan Pengukur-ukuran Temple requires tourists who have special interests. The first step in planning is to determine market segmentation. Where the market segmentation that is in accordance with the character of the Goa Garba Tourist Attraction is spiritual tourists. Spiritual tourists are not limited by a particular religion. Even though they adhere to different beliefs, tourists visit the Goa Garba Tourist Attraction for the reason of seeking peace.

The purpose of managing the Goa Garba Tourist Attraction is to increase the number of visits. The second planning that needs to be done is to add facilities and make repairs to damaged facilities. This is done to provide a sense of security and comfort to visitors. However, with budget constraints, this planning is hampered. For the time being, managers can only carry out preventive activities / prevention against things that make visitors feel unsafe and uncomfortable, such as cleaning the stairs from moss so that they are not slippery.

Promotion and publication planning is carried out by the marketing department continuously by making videos related to the Tourist Attraction of Goa Garba. Promotion efforts are carried out in two ways, namely, the first is direct promotion and promotion through social media. Direct promotion is carried out through participation in exhibitions and table tops and brochures. The second promotion effort is through digital media (internet and social media) such as Instagram, Facebook and YouTube. The most effective type of promotion is digital marketing. To get a wide reach or more viewers, the marketing field uses the Google Ads feature by optimizing location points / maps.

The marketing field involves content creators in making promotional videos. They post promotional videos regularly, namely twice a week. Posting promotional videos is done during lunch or afternoon breaks, because the estimation of people holding cellphones is during break time. This is done in order to get more views and reach of promotional videos to be wider.

**Figure 1. Greeting Card Using the Garba Cave Icon**



Source: Doc. Ni Wayan Sutariani, 2025

Figure 1 explains that the marketing sector creates promotional players in the form of holiday greeting cards by providing a picture of the Goa Garba Tourist Attraction as an icon. The promotional efforts for the Goa Garba Tourist Attraction involve Jegeg Bagus, Gianyar Regency. The marketing sector collaborates with the Jegeg Bagus Ambassador (Jebag) of Gianyar Regency to make videos related to the potential of the Goa Garba Tourist Attraction.

The management of the Goa Garba Tourist Attraction cannot be separated from the role of the Traditional Village. As a community that is aware of the existence of tourism and is one of the important sectors in their area, they behave very well and friendly. Changes in behavior are also seen in maintaining environmental cleanliness and maintaining the Goa Garba site. The mutual cooperation activity of cleaning the Pura Pengukur area - the size and the Goa Garba DTW area is carried out by the community. When passing through Goa Garba towards the river, the community walks quietly, not making noise so that visitors are not disturbed.

Specifically, the Goa Garba Tourist Attraction does not yet have a master plan. The Destination and Special Interest Tourism sectors have not yet prepared a long-term program. The program implemented in 2025 is only for maintenance. The form of maintenance carried out is preparing facilities and infrastructure at the Goa Garba Tourist Attraction such as cleaning tools, fuel for lawn mowers and toilet paper. The program to repair damaged facilities cannot be carried out due to budget constraints.

Environmental management planning to maintain the sustainability of Goa Garba DTW by maintaining environmental cleanliness, especially not throwing away plastic boats, planting trees such as mangosteen trees, durian trees, coconut trees. Not carrying out tree cutting

activities, not building artificial tourism so that the condition of Goa Garba remains natural and original.

### **Organizing(Organizing) at the Garba Cave Tourist Attraction**

The Goa Garba Tourist Attraction is managed by the Gianyar Regency Tourism Office in collaboration with the Traditional Village. The agreement to determine the Goa Garba Cultural Heritage as a Goa Garba Tourist Attraction is based on Decree No. 402 of 2008. The cooperation agreement between the Gianyar Regency Tourism Office and the Sawagunung Traditional Village regarding the management and distribution of entrance ticket revenue at the Goa Garba Tourist Attraction is based on Decree No. 21009/DIPARDA/2021. The Head of the Gianyar Regency Tourism Office based on the power of attorney of the Gianyar Regent as the first party and the Head of the Sawagunung Traditional Village acts as the second party. The agreement explains that the government receives 70% of the revenue and the Traditional Village receives 30%.

The tourist attractions in Gianyar which are included in the Pakerisan Watershed and Petanu Watershed are managed by the Head of Division I, Mr. I Gusti Ngurah Susantya (2025), he is responsible for all Objects. There are 8 tourist attractions that are the responsibility of the Head of Division I, namely Tirta Empul Waterfall, Gunung Kawi Tampaksiring Waterfall, Gunung Kawi Sebatu Waterfall, Mengening Waterfall, Goa Garba Waterfall, Goa Gajah Waterfall, Candi Tebing Waterfall, and Yeh Pulu Waterfall.

The role of stakeholders in the management and promotion of the Goa Garba Tourist Attraction, such as proposing a budget through the Regional Revenue and Expenditure Budget (APBD) or through the Daily Revenue and Expenditure Budget (APBH), providing guidance and training to staff and conducting promotions through digital media. The community has a role in maintaining cleanliness by not littering the Goa Garba Tourist Attraction area and reforestation along the Goa Garba road. Reforestation activities include planting coconut trees that are starting to become rare. Balinese people use coconut trees as one of the mandatory plants that must be present when holding ceremonies. Coconut trees provide many benefits for human life, so they are called the tree of life. Because almost all parts of the coconut tree can be used by humans. The types of coconuts that are planted include ivory coconuts, green coconuts and shrimp coconuts. The parts of the coconut tree that are most often used for ceremonies by the Balinese Hindu community are the leaves, coconuts, both young and old.

**Figure 2. Welcoming Tourists in a Friendly Manner**



Source: Doc. Ni Wayan Sutariani, 2025

The smiles of the visitors reflect their joy and satisfaction, which aligns with the training provided by the management to all staff to deliver friendly service to both domestic and international tourists. Effective human resource organization can significantly enhance the quality of service offered to visitors at the Goa Garba Tourist Attraction.

Training programs have been conducted for the coordinators and staff of the Goa Garba site to ensure excellent service and reduce visitor complaints. The training sessions included: how to operate an EDC machine, toilet cleaning procedures, traditional Balinese guest-welcoming practices (*menyarungkan tamu*), handling guest complaints, and providing excellent service. These training programs are designed to improve the competence and knowledge of staff in tourism services.

**The management of the Goa Garba site is carried out in collaboration with relevant stakeholders, such as the local customary village (Desa Adat).**

Its development is based on the Tri Hita Karana philosophy—three causes of well-being—which emphasizes harmonious relationships between humans and God, humans and fellow beings, and humans and nature. The community of Desa Adat Sawagunung plays an important role in maintaining spiritual harmony through rituals conducted at Pura Pengukur-ukuran and Goa Garba. Harmony with others is fostered by building good relationships, being friendly, and creating a safe and comfortable atmosphere. When all aspects are fulfilled to realize sustainable tourism, the local village receives a share of tourism retribution. Concrete actions such as maintaining cleanliness, avoiding littering, and planting greenery are part of the community's commitment to environmental stewardship.

## Actuating in the Management of Goa Garba

The Goa Garba Tourist Attraction is managed by the Gianyar Regency Tourism Office (Disparda), involving local government, Desa Adat Sawagunung, and the Department of Culture of Gianyar. Each party plays a significant role in the management of the site.

The government mobilizes all stakeholders according to their respective roles and responsibilities. Tasks are carried out effectively and efficiently to ensure programs run as planned. Observations reveal that the government provides motivation to staff, such as granting collective leave on religious holidays. Goa Garba staff include civil servants (PNS), contract-based government employees (PPPK), and non-permanent (honorary) staff.

The goal of managing Goa Garba is to stimulate the local economy and raise community awareness of the positive impact of tourism development. However, implementation can be challenging due to a lack of highly skilled human resources within the community.

An interview with Mr. Dewa Gede Raka Mahendra, S.S (46 years old), Head of the Tourist Attraction Division at the Gianyar Tourism Office, conducted on Monday at 1:30 PM WITA, provided the following insight:

*“The management of Goa Garba and other attractions in the Pakerisan watershed is around 90% under government control. The community receives contributions based on mutual agreements. The reason for government management is that the community has not yet been able to analyze and optimize their own resources. As a result, they accept the government’s decisions based on agreements and partnerships. With government management, the community does not have to worry about promotion strategies, budget allocation, or infrastructure provision. Although some community members work as guides, they prefer not to be too involved. Thus, the potential is managed by the government with profit-sharing agreements, which serves as a win-win solution.”* (Interview conducted on March 24, 2025)

From Mr. Dewa Gede Raka Mahendra's statement, it can be concluded that Goa Garba was previously undeveloped and unmanaged, serving only as a site for melasti or mebejian rituals during temple ceremonies at Pura Pengukur-ukuran. Consequently, the site was not as clean as it is now. Before official management, plastic waste was commonly found at the site. However, since Goa Garba was designated as a tourist attraction, community awareness has improved, and people have become more respectful of the site by refraining from littering. This aligns with one of the key indicators of a quality tourist destination: cleanliness and comfort.

## Controlling in the Management of Goa Garba

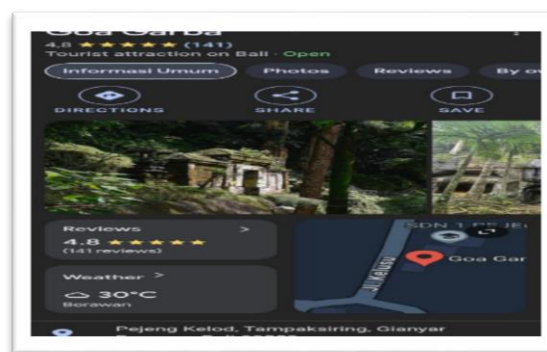
The management of Goa Garba requires a control mechanism to ensure that planned programs are executed effectively. Supervision is conducted directly by the Gianyar Regency Tourism Office, which appoints a site coordinator responsible for overseeing daily operations at the Goa Garba Tourist Attraction. The coordinator's responsibilities include monitoring the cleanliness and security of the site, the condition of the cultural features, and the surrounding environment.

In addition, the divisions responsible for destination management and special interest tourism conduct periodic inspections to ensure the site meets service standards for visitors. Success indicators are measured through the achievement of specific targets. Budget control is also under the jurisdiction of the Tourism Office.

Initially, visitor numbers at Goa Garba were recorded manually in a ledger. With technological advancements, ticket sales and visitor data are now tracked using an Electronic Data Capture (EDC) machine. At the end of each day, the site coordinator collects ticket revenue and submits it to the finance department of the Gianyar Tourism Office the following morning.

Monitoring is essential to ensure that visitor service standards are upheld. Any complaints raised during visits to Goa Garba are handled directly by the coordinator. Visitor feedback and suggestions are also gathered from online platforms such as Google Reviews, which are used as part of the evaluation process to further improve service delivery.

**Figure 3. Reviews of Goa Garba on Google**



Source: Google Map Doc, 2025

As shown in Figure 3, visitor reviews of Goa Garba have received a rating of 4.8 stars, classified as excellent. Visitors have described Goa Garba as a highly recommended historical heritage site, particularly appealing to those who seek tranquility. These reviews serve as

valuable input for monitoring and evaluation, guiding the implementation of corrective actions for the sustainable development and management of Goa Garba.

This perspective is supported by input from local residents, as revealed in an interview conducted by the researcher with Mrs. Ni Wayan Niara Putri (32 years old) on Saturday at 11:48 AM WITA. Her recommendation for the government is as follows:

*“The access roads should be improved, and the government must collaborate with the local community to preserve the site by forming a group dedicated to maintaining the tourism area and increasing promotion through social media. Additionally, the community must work together to promote the existence of Goa Garba.”* (Interview conducted on April 5, 2025)

From this interview with Mrs. Ni Wayan Niara Putri, it can be concluded that the management of the Goa Garba Tourism Attraction requires collaboration between the government and the customary village (Desa Adat) by forming a tourism awareness group (Kelompok Sadar Wisata). This group can collectively take part in maintaining, preserving, and developing Goa Garba as a tourist destination. This viewpoint aligns with Riyanto (2018), who emphasizes that sustainable tourism development requires the implementation of the pentahelix model, which advocates for collaboration among five key stakeholders: government, academia, practitioners, the community, and media.

Monitoring plays a crucial role as a performance indicator and as a means of improving destination management. Effective supervision serves as a basis for future evaluation and enhancement. The Goa Garba Tourism Attraction is directly monitored by the Gianyar Regency Tourism Office, which ensures that all tasks are carried out according to proper procedures. The marketing division also conducts control, monitoring, and evaluation of activities. Should any irregularities arise, corrective actions—such as increasing the advertising budget or creating more engaging promotional content—will be taken. Control or supervision represents the final stage in the management process, wherein human decision-making plays a key role in oversight and operational command.

#### 4. CONCLUSION

1. The types of potential identified at the Goa Garba tourist attraction include natural and cultural potentials. The natural potential of the Goa Garba Cultural Heritage Site comprises a pristine forest area, a waterfall in front of the niche, and the calming flow of the Pakerisan River. Artificial tourism potential has not been developed at this site, as its development focus is on spiritual tourism. The cultural tourism potential includes elements such as the Stone Stairs, the Footprint of Kebo Iwa, niches, an ancient gate,



Goa Garba itself, and the Telaga Waja spring. Currently, Telaga Waja is used for melasti (a Balinese Hindu purification ritual), and its spring water is utilized for melukat (spiritual cleansing). Available visitor facilities include sufficient parking space, relatively clean restrooms, a ticket booth, and gazebos.

2. The SWOT analysis conducted in this study reveals the following: the strengths of the Goa Garba Tourism Attraction lie in its natural and cultural potentials, as well as the attractiveness of activities for special interest tourism such as yoga, meditation, and melukat. Although the site is relatively accessible, road conditions with potholes, limited budget, and the lack of collaboration represent its weaknesses, which require special attention from the government. There are considerable opportunities in managing the Goa Garba site, particularly in establishing partnerships with wellness tourism businesses or yoga enterprises. However, the existence of similar destinations such as Goa Gajah, Gunung Kawi, and Tirta Empul Tampaksiring poses a challenge to Goa Garba, indicating the need for product or service diversification.
3. The appropriate management strategies for the Goa Garba Tourism Attraction are diversification and collaboration by involving the five key elements of the pentahelix model: government, academia, media, community, and business actors. Additionally, the implementation of community-based tourism (CBT) is essential to ensure sustainable and inclusive destination management.

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