



SURAT TUGAS

Nomor : 1134/UW-PPs/UR-03/VII/2023

Menunjuk surat Institute Of business Excellence (IBE) Universiti Teknologi Mara Malaysia Nomor: IBE-INT/2023-002 Perihal Permohonan peserta pelatihan dalam kegiatan *Benchmarking* dan *Summer Program* untuk mahasiswa dan staf Magister Manajemen Universitas Warmadewa, dengan ini Direktur Program Pascasarjana Universitas Warmadewa menugaskan saudara :

1. Nama : Dr. Putu Ngurah Suyatna Yasa, S.E.,M.Si

NIK : 230 340 073

Jabatan : Wakil Direktur II Program Pascasarjana Universitas Warmadewa

Untuk melakukan *benchmarking* dan sebagai peserta *International Community Service*

2. Nama : I Nyoman Wahyu Ariartha, S.H

NIK : 230 990 358

Jabatan : Staf Umum, SDM dan Sarpras PPs Unwar

Untuk mengikuti pelatihan *digital office administration Summer Program*

Yang akan diselenggarakan pada hari Jumat, 21 Juli s.d Selasa 25 Juli 2023 di Institute Of business Excellence (IBE) Universiti Teknologi Mara Malaysia dengan jadwal terlampir.

Demikian surat tugas ini dibuat untuk dapat dilaksanakan sebagaimana mestinya.

Denpasar, 12 Juli 2023

Universitas Warmadewa

Program Pascasarjana

Direktur,



Dr. Dra. A. W. Raj Sita Laksmi, M.Si

NIDN. 0808085901

Tembusan dengan hormat disampaikan kepada :

1. Wadir I Program Pascasarjana Universitas Warmadewa untuk diketahui
2. Yang bersangkutan untuk melaksanakan tugas
3. Arsip.



Nomor : 71/Unwar-MM/PD-10/VII/2023

Lamp : 1 (satu) gabung

Hal : **Permohonan Ijin Mengadakan *Benchmarking* ke Universiti Teknologi MARA
Malaysia**

Kepada

Yth. **Direktur Program Pascasarjana Univ. Warmadewa**
di -

Tempat

TERIMA TGL : 11 Juli 2023

NOMOR : 604

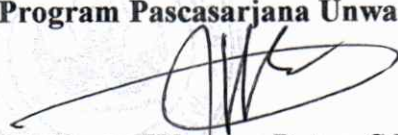
Dengan hormat,

Dalam rangka merealisasikan program kerja sesuai dengan RKA Prodi Magister Manajemen (MM) Program Pascasarjana Unwar tahun 2023, bersama ini, kami mohon ijin untuk mengadakan kegiatan *Benchmarking* ke Institute of Business Excellence, Universiti Teknologi MARA, Malaysia dari tanggal 21-25 Juli 2023. Adapun kegiatan *Benchmarking* tersebut akan dirangkaikan dengan penyelenggaraan kegiatan sebagai berikut.

1. *International Community Service*.
2. *Student Exchange*.
3. *Visiting Professor*. Daftar Peserta dan *Term of Reference* terlampir.

Demikian surat permohonan ini kami sampaikan, atas perhatian dan ijin dari Ibu Direktur, kami haturkan terima kasih.

Denpasar, 10 Juli 2023

**Kaprodi Magister Magister
Program Pascasarjana Unwar**
Dr. Ida Bagus Udayana Putra, S.E.,M.M.
NIDN. 0028086213

Tembusan: Arsip.



Daftar Peserta
Benchmarking ke Universiti Teknologi MARA Malaysia
21-25 Juli 2023

1. Putu Ngurah Suyatna Yasa (Wadir II).
2. Ida Bagus Udayana Putra (Kaprod MM).
3. I Made Suniastha Amerta (Sekprodi MM).
4. I Nyoman Wahyu Ariartha (Staf Tendik).
5. I Wayan Sana (Mahasiswa).
6. I Wayan Santhi Artana (Mahasiswa).
7. Ni Nyoman Trisnayanthi (Mahasiswa).
8. I Ketut Endranata (Mahasiswa).
9. Anak Agung Gede Rai Darmawan (Mahasiswa).
10. I.G.A. Panca Dewi (Mahasiswa).
11. I Kadek Teja Atmajaya (Mahasiswa).
12. I Made Sugita (Mahasiswa).

Denpasar, 10 Juli 2023
Kaprod Magister Magister
Program Pascasarjana Unwar


Dr. Ida Bagus Udayana Putra, S.E., M.M.
NIDN. 0028086213



Dr. I.B. Udayana Putra, S.E., M.M.
Head of Program
Program Study Master of Management
Universitas Warmadewa
Bali, INDONESIA

REF: IBE-INT/2023-002

Date: 10 July 2023

**INTERNATIONAL COMMUNITY SERVICE, SUMMER PROGRAM AND
BENCHMARKING FOR MASTER OF MANAGEMENT STUDENTS AND STAFFS
OF UNIVERSITAS WARMADewa**

Institute of Business Excellence (IBE), Universiti Teknologi MARA (UiTM) is pleased to organize the “ International Community Service, Summer Program And Benchmarking For Master Of Management Students and Staffs of Universitas Warmadewa” from July 21st – 22nd, 2023.

2. The information about the program is summarized in the Term of Reference as attached to the letter. The tentative of the program is also listed in the term of reference.
3. We hope you can reply with the Letter of Acceptance if you agree with the Term of Reference.

Best Regards,

Dr Mohd Raziff Bin Jamaluddin
Head of Corporate Communication and Event Management
Institute of Business Excellence
Universiti Teknologi MARA
Shah Alam, Selangor

cc. Director
Institute of Business Excellence, UiTM Shah Alam, Malaysia

TERM OF REFERENCE

INTERNATIONAL COMMUNITY SERVICE, SUMMER PROGRAM AND BENCHMARKING FOR MASTER OF MANAGEMENT, UNIVERSITAS WARMADEWA IN MALAYSIA

1.0 Program Information

The program is conducted in collaboration between the Master of Management (Universitas Warmadewa) and the Institute of Business Excellence (Universiti Teknologi MARA).

2.0 Program Objective

The program aims to achieve the following objectives:

- i. To expose postgraduate students and academic staff of Master of Management to international community service.
- ii. To offer knowledge transfer from community engagement in Bali perspective into Malaysia's local community
- iii. To expose students and academic staff in Master of Management to the international classroom in Malaysia
- iv. To measure the effectiveness of postgraduate programs and extracurricular activities in Master of Management compared to Universiti Teknologi MARA.

3.0 Details Of Participant

The participants will comprise:

Details	Number of Pax
Academic Staffs	3
Students	10

4.0 DURATION

The date for the program will be:

July 21st – 25th (5 days 4 nights)

**including arrival in Malaysia and departure to Bali*

5.0 ITINERARY

Day	Program	Venue
Day 1 July 21 st	<p>Arrival in Malaysia (Kuala Lumpur International Airport) Airport transfer to Hotel UiTM</p> <p>Free and Easy in Shah Alam (Masjid Shah Alam, Visit UiTM Puncak Alam *Subject to arrival time</p> <p>Dinner at Hotel UiTM</p>	<p>KLIA Hotel UiTM Shah Alam</p>
Day 2 July 22 nd	<p><u>Morning</u> Breakfast at Hotel UiTM Depart to the Institute of Business Excellence for international lectures, <i>International classroom:</i></p> <ul style="list-style-type: none"> • Community business and entrepreneur • Tourism and hospitality industry in Malaysia • The local event and its impact on the community <p><u>Afternoon</u> Lunch at the Institute of Business Excellence</p> <p>Depart to Taman Botani Negara, Shah Alam</p> <ul style="list-style-type: none"> • Knowledge transfer program • CSR activities in Taman Botani Negara, Shah Alam <p><u>Evening</u> Dinner</p>	<p>UiTM Puncak Alam</p>
Day 3 July 23 rd	<p><u>Morning</u> Breakfast at Hotel UiTM</p> <p>Depart to Putrajaya</p> <ul style="list-style-type: none"> • Half-day tour at Putrajaya (Administrative City of Malaysia) 	<p>Putrajaya</p>

	<p><u>Afternoon</u> Lunch</p> <ul style="list-style-type: none"> • Knowledge transfer program with Banghuris Homestay, Sepang • Community service in Homestay <p><u>Evening</u> Return to Hotel UiTM</p>	Banghuris Homestay, Sepang
Day 4 July 24 th	<p><u>Morning</u> Breakfast at Hotel UiTM</p> <ul style="list-style-type: none"> • Depart Batu Caves for Religious Tourism <p><u>Afternoon</u> Lunch at KL (Nasi Ayam Che Meng)</p> <ul style="list-style-type: none"> • Treasure Hunt @ KL City Center (Central Market, Merdeka Square, I Love KL, KL Twin Tower) • KL Hop On Hop Off <p><u>Evening</u> Dinner at Jalan Alor, KL (*Durian Musang King optional - chargeable)</p> <p>Return to Hotel UiTM</p>	Kuala Lumpur
Day 5 July 25 th	<p><u>Morning</u> Breakfast at Hotel UiTM</p> <ul style="list-style-type: none"> • Closing Ceremony • Certificate & Award • Tea Break <p><u>Check Out</u> Depart to KLIA</p>	Institute of Business Excellence

	Mitsui Outlet <i>(*Subject to departure time)</i>	
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**Subject to change based on availability and weather forecast*

6.0 COST PER PARTICIPANTS

Cost per participant: **RM1,600**

Total Cost for the program: **RM20,800**

Include:

- Return airport transfer
- Transportation during activities
- Accommodation - Hotel UiTM Shah Alam (**subject to availability*)
- Lunch and Dinner (Breakfast provided by Hotel UiTM)
- Certificates of Participation
- Entrance Fees (Taman Botani Negara Bukit Cerakah, KL HOHO, Batu Caves)
- Welcoming and Program Banner

Exclude:

- Return flight Bali – Kuala Lumpur
- Travel Insurance (**Arranged by Unwar, Required*)
- Publication and promotional materials
- Souvenirs to trainers and program hosts
- Entrance Fees other than those mentioned above

7.0 PAYMENT

Payment should be transferred to:

Account Holder: BENDAHARI UiTM

Bank: Bank Islam Malaysia Berhad

Account Number: 1217 701 000 5698

Swift Code: BIMBMYKL

8.0 CONTACT PERSON

Dr Mohd Raziff Bin Jamaluddin

Head of Corporate Communication and Event Management

Institute of Business Excellence

Universiti Teknologi MARA

Shah Alam, Selangor

Contact Number: +6012-2767220

Email: raziff@uitm.edu.my

9.0 CLOSING

This Term of Reference will serve as the program's reference. If you agree with the terms of the Terms of Reference, please respond to the acceptance form.

Best Regards,

A handwritten signature in black ink, appearing to read 'Raziff', written in a cursive style.

Dr Mohd Raziff Bin Jamaluddin
Head of Corporate Communication and Event Management
Institute of Business Excellence
Universiti Teknologi MARA
Shah Alam, Selangor



UNIVERSITI
TEKNOLOGI
MARA



CERTIFICATE OF RECOGNITION

This is to certify that

Dr. Putu Ngurah Suyatna Yasa

Has actively participated in the International Exchange Program that is organized by the
Institute of Business Excellence as a

GUEST SPEAKER

Given the date 24 July 2023

The module covered in the program:

- International Tourism Development (Malaysia, Indonesia and China)
- Community-based Tourism Development

Assoc. Prof. Dr. Wan Edura Wan Rashid
Director
Institute of Business Excellence
Universiti Teknologi MARA

Dr Mohd Raziff Jamaluddin
Vice President (Education)
Asian Hospitality Human Resource
Association





INTERNATIONAL SEMINAR AT UITM MALAYSIA 24 JULY 2023



TOURISM ECOSYSTEM DEVELOPMENT MODEL

Dr. Putu Ngurah Suyatna Yasa,
S.E., M.Si

Warmadewa University

BACKGROUND

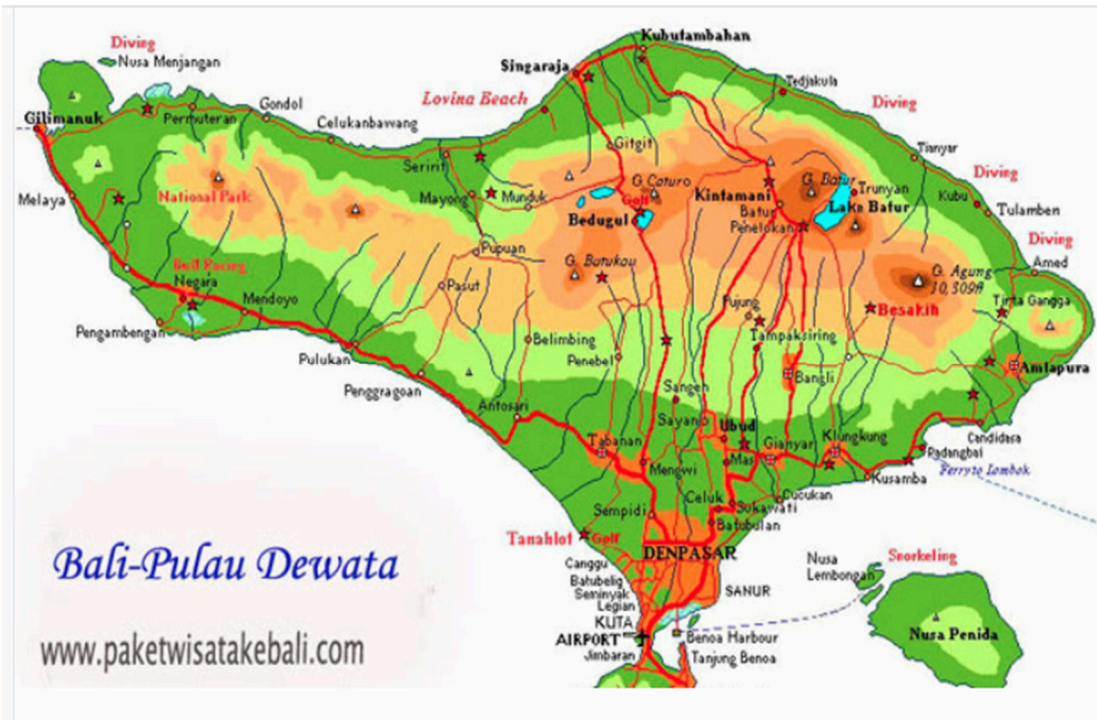


- ❖ The importance of changing the paradigm of planning and development from an import substitution industry strategy to a resource based industry, to maximize the use of available resources to reduce inequality.
- ❖ In normal times before COVID-19, Bali's economy was marked by development imbalances.
- ❖ Data released by BPS Bali, GRDP in 2017, 68% sourced from the tertiary sector and the remaining 32% from the primary and secondary sector outside of tourism.
- ❖ The development of Bali uses at least three main elements, namely: nature, human resources and culture that cannot be separated, which is called genuine Bali.
- ❖ The direction of policy and development of Bali tourism in the future must be quality-oriented, which includes aspects: development of tourist destinations, tourism products and industry, promotion and marketing, facilities and infrastructure, services, and types of tourists who come to Bali.



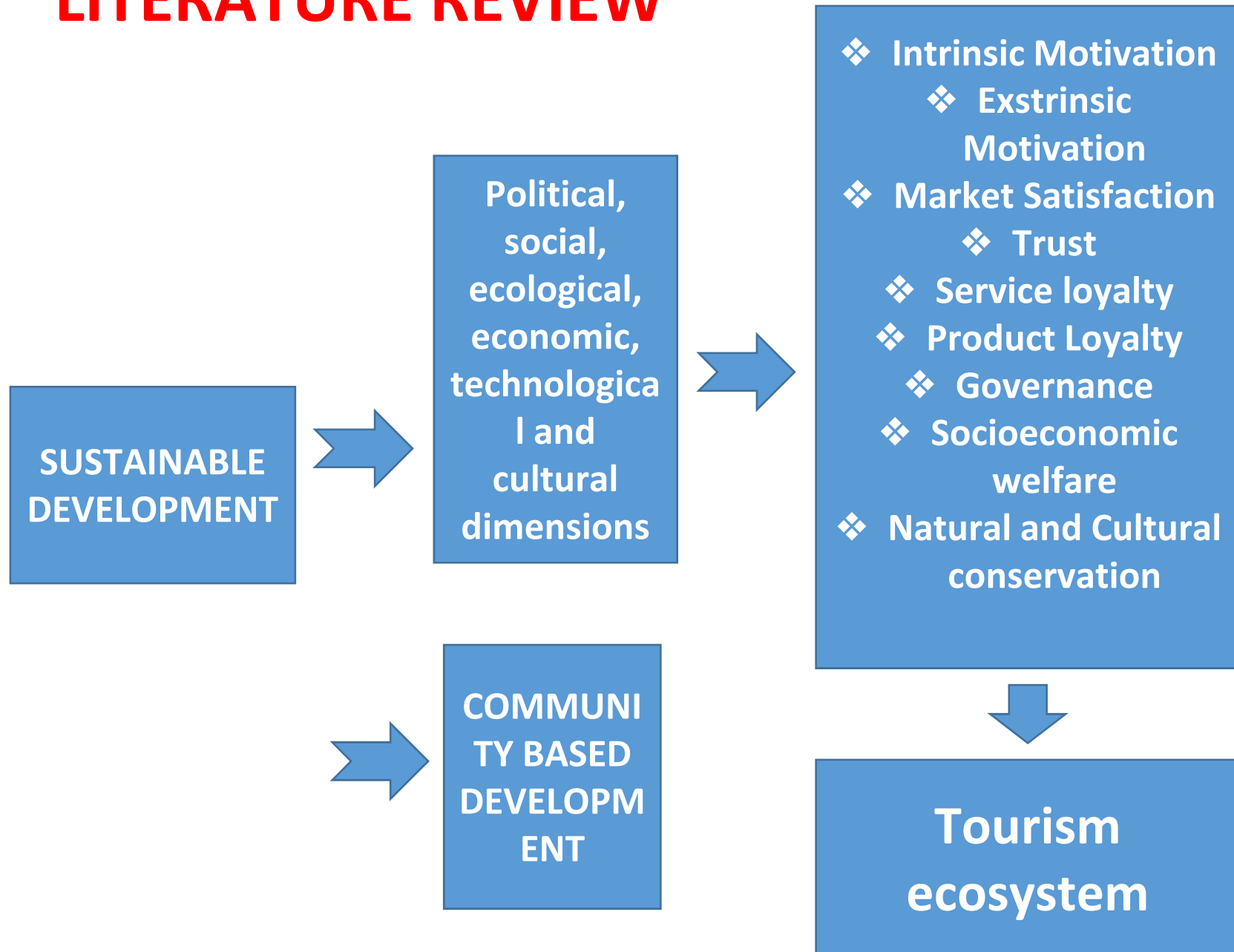
- ❖ To ensure the function of resources, it is necessary to have a concept and design of an appropriate management and exploitation system so that it can provide optimal benefits for regional development.
- ❖ The design of this resource management system is an ecosystem engineering study based on a dynamic systems approach.
- ❖ This approach is based on a feedback system between population subsystems, the environment, and the exploitation of economic zones.
- ❖ The target of this research is that tourism development is able to reduce poverty, especially in local communities, help market MSME products, provide directions for the development of Balinese tourism based on customs, religion and people's economy, so that there is a new mindset in developing Bali tourism that is able to minimize inequality and is resistant to various disturbances.

Formulation of the problem

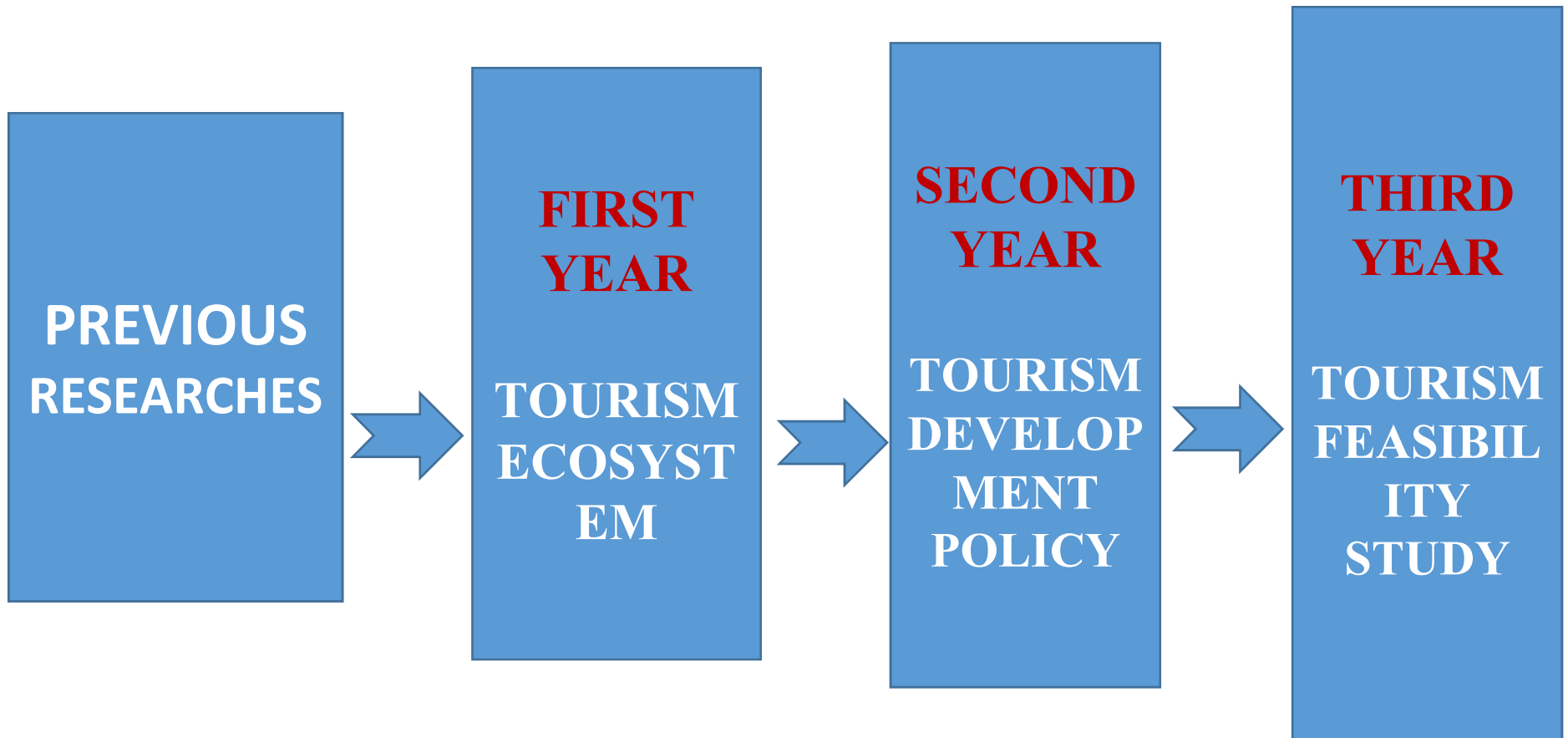


What is the dynamic model of Bali tourism development and how is it different from Malaysia?

LITERATURE REVIEW



Research Roadmap





RESEARCH OBJECTIVES AND BENEFITS

OBJECTIVES

- ❖ **Designing a dynamic model of Bali tourism development as a whole and analyzing the differences with Penang – Malaysia.**

BENEFITS

- ❖ **For the local governments of Bali and Penang, it is a consideration in making sustainable tourism development decisions.**
- ❖ **Contribute to the development of concepts and theories of sustainable tourism .**
- ❖ **For practitioners, it can be a reference in providing various needs for tourism development,**



RESEARCH METHODS

Research Locations and Objects

- ❖ This research was conducted in the Provinces of Bali and Penang.
- ❖ The research objects are: intrinsic motivation, extrinsic motivation, market satisfaction, trust, loyalty services, loyalty product, governance, socio-economic, nature and cultural preservation.
- The target population is tourists who have visited (demand) and tourism stakeholders (supply).

Analysis method

- Dynamic model with PLS-based SEM analysis from the demand and supply side.



RESEARCH METHODS....

DATA USED

- ❖ The data used in this study are primary data sourced from field surveys using questionnaires to the target population.
- ❖ The number of respondents each is 100 respondents for the supply and demand sides, which is 5 times the number of indicators (Hair, 2010).
- ❖ The method of determining the target population is purposive, while the determination of respondents is accidental sampling by distributing online questionnaires.

ANALYSIS METHOD

- ❖ Dynamic model with PLS-based SEM analysis.



Bali Respondent Profile From (Supply View Point)

District	%	Gender	%	Age (Year)	%	Education	%	Profession	%
Denpasar	29,5	Male	68,9	17 -26	44,3	Senior High School	13,1	Businessman	13,1
Badung	11,5	Female	31,1	27 - 36	16,4	University	86,9	Government Employees	29,5
Gianyar	9,8			37 -46	24,6			Retired	1,6
Tabanan	3,3			47 -56	11,5			Student	18
Bangli	9,8			> 56	3,3			Private Employees	37,7
Klungkung	4,9								
Karangasem	16,4								
Buleleng	9,8								
Jemberana	4,9								
Total	100		100		100		100		100



DESCRIPTIVE ANALYSIS OF BALI

DEMAND VIEW POINT		
CONSTRUCTS	AVERAGE SCORE	LOWEST SCORE INDICATOR
INTRINSIC MOTIVATION	3,49	KNOWING DIFFERENT PLACES
EXTRINSIC MOTIVATION	3,54	THE POPULARITY OF BALI
MARKET SATISFACTION	3,54	TOP CHOICE DESTINATIONS
TRUST	3,60	EXPECTATIONS AT THE COST
SERVICE LOYALTY	3,49	SERVICES ARE NOT BORING AND WILL STORY MY EXPERIENCE WITH OTHERS
PRODUCT LOYALTY	3,51	VARIOUS TOURISM SERVICES
SUPPLY VIEW POINT		
CONSTRUCTS	AVERAGE SCORE	LOWEST SCORE INDICATOR
GOVERNANCE	3,86	INSTITUTION HAS PERFORMED RESPONSIBLE TASKS
SOCIOECONOMIC	4,12	TOURISM IS ABLE TO INCREASE HEALTH LEVEL
NATURE AND CULTURE CONSERVATION	3,75	Bali tourism is able to preserve the physical environment



Penang Respondent Profile From (Supply View Point)

District	%	Gender	%	Age (Year)	%	Education	%	Profession	%
Kualalumpur	50,8	Male	67,8	17 -26	45,8	Senior High School	30,5	Entrepreneur	13,6
Penang	49,2	Female	32,2	27 - 36	16,9	University	69,5	Government Employees	27,1
				37 -46	25,4			Retired	5,1
				47 -56	8,5			Student	18,6
				> 56	3,4			Private Employees	35,6
Total	100		100		100		100		100



DESCRIPTIVE ANALYSIS OF PENANG

DEMAND VIEW POINT		
CONSTRUCTS	AVERAGE SCORE	LOWEST SCORE INDICATOR
INTRINSIC MOTIVATION	3,68	SEEKING PEACE AND TRANQUILITY
EXTRINSIC MOTIVATION	3,87	THE POPULARITY OF MALAYSIA
MARKET SATISFACTION	3,58	TOP CHOICE DESTINATION TOURISM IN THE WORLD
TRUST	3,70	HONESTY OF SERVICE CAN BE GUARANTEED
SERVICE LOYALTY	3,66	DON'T WANT TO SWITCH PROVIDER SERVICES
PRODUCT LOYALTY	3,64	TOURISM POLICIES CAN BETTER SUPPORT ENVIRONMENTAL CONCERNS, EMPLOYEES AND CUSTOMERS
SUPPLY VIEW POINT		
CONSTRUCTS	AVERAGE SCORE	LOWEST SCORE INDICATOR
GOVERNANCE	3,85	INSTITUTION HAS PERFORMED RESPONSIBLE TASKS
SOCIOECONOMIC	4,15	TOURISM IS ABLE TO INCREASE HEALTH LEVEL
NATURE AND CULTURE CONSERVATION	3,76	TOURISM IS ABLE TO PRESERVE THE PHYSICAL ENVIRONMENT



VALIDITY AND RELIABILITY TEST OF BALI AND PENANG

- ❖ The reliability test for both supply and demand shows that all constructs are reliable with $CR > 0.70$.
- ❖ The validity test of all indicators shows that all indicators are valid with a correlation value > 0.30 and significant.

INFERENTIAL ANALYSIS OF BALI AND PENANG

Outer Loading Measurement

- ❖ The convergent validity test shows that all indicators are valid with outer loading > 0.50 and statistically significant at the 0.05 level.



INFERENCEAL ANALYSIS OF BALI-PENANG

- ❖ The discriminant validity test also shows that all indicators of each construct have shown a measurement index that is greater than the index of other constructs in each block, so that it meets the valid requirements.
- ❖ Likewise for the composite reliability test and Cronbach alpha, all constructs have a value greater than 0.70 or reliable from the Composite Reliability side and the Cronbach Alpha.



INNER MEASUREMENT MODEL OF BALI

- ❖ The R2 test shows that the constructs of **destination loyalty, service loyalty, and trust are included in the moderate model**, meaning that the exogenous construct has a moderate effect on the endogenous construct. While the **market demand construct** is a weak model, meaning that the exogenous variable has a weak influence on the endogenous construct.
- ❖ Furthermore, the Q2 test shows a value of 0.84, or includes a strong model, meaning that the exogenous construct has a strong effect on the endogenous construct.
- ❖ Likewise, the Goodness of Fit test shows a value of 0.45 including the measurement model is strong, meaning that the variation of the exogenous construct has a strong influence on the variation of the endogenous construct. All these measurements indicate that the estimation model is a fit model.



INNER MEASUREMENT MODEL OF PENANG

- ❖ The R2 test shows that the **destination loyalty and service loyalty** constructs are strong models, meaning that the exogenous variables in the constructs have a strong influence on the endogenous constructs. Meanwhile, the **market demand and trust constructs** are moderate models, meaning that the exogenous variables in these constructs have a moderate influence on the endogenous constructs.
- ❖ Furthermore, the Q2 test shows a value of 0.99, or includes a strong model, meaning that the exogenous construct has a strong effect on the endogenous construct.
- ❖ Likewise, the Goodness of Fit test shows a value of 0.48, the measurement model is strong, meaning that the variation of the exogenous construct has a strong influence on the variation of the endogenous construct. The overall demand-side measurement shows that the estimation model is a fit model



COMPARISON OF CONSTRUCTS SCORES

No	Konstruk Demand	Bali	Penang
1.	Intrinsic motivation	3,49	3,68
2.	Extrinsic motivation	3,54	3,87
3.	Market Demand	3,54	3,58
4.	Trust	3,60	3,70
5.	Service loyalty	3,50	3,66
6.	Destination loyalty	3,51	3,64

No	Konstruk Supply	Bali	Penang
1.	Governance	3,86	3,85
2.	Socioeconomic (welfare)	4,13	4,15
3.	Nature and Cultural Preservation	3,74	3,75

Path Analysis Comparison



No	Konstruk	Bali	Penang
1.	Extrinsic motivation -> market demand	0,36 Non Sig	0,64 Sig
2.	Intrinsik motivation -> destination loyalty	0,14 Non Sig	-0,17 Sig
3.	Intrinsik motivation -> market demand	0,14 Non Sig	0,02 Non Sig
4.	Market demand -> destination loyalty	0,06 Non Sig	0,14 Non Sig
5.	Market demand -> service loyalty	0,29 Sig	0,52 Sig
6.	Market demand -> trust	0,60 Sig	0,70 Sig
7.	Service loyalty -> destination loyalty	0,20 Non Sig	0,65 Sig
8.	Trust -> destination loyalty	0,44 Sig	0,26 Sig
9.	Trust -> service loyalty	0,45 Sig	0,43 Sig

OUTCOME PLAN



No.	Outer Type	Outer Address	Achievement Period
			TS 1
1.	Scientific Publications	Reputable International: Dinasti International Journal of Education Management and Social Science (DIJEMSS) ISSN: 2686-6331 (Online), ISSN: 2686-6358 (Print) https://dinastipub.org/DIJEMSS . Publish year 2022.	Draft
			TS 3
2.	Intellectual property rights (HKI)	Copyright	Draft
3.	Textbooks (ISBN)	Bali Tourism Development Model	Draft



CONCLUSION

- ❖ Descriptive analysis shows that the average value of respondents' perceptions of construct scores for the overall demand side shows an advantage for Penang-Malaysia compared to Bali-Indonesia.
- ❖ From the supply side, Bali's governance score is slightly higher than that of Penang, while the score for Socio-economic and nature cultural conservation is slightly higher than that of Bali.
- ❖ The results of the inferential analysis show that from the demand side for Bali, Extrinsic motivation has a positive and insignificant effect on market demand, as well as Intrinsic motivation has an insignificant positive effect on destination loyalty.
- ❖ Furthermore, intrinsic motivation also has an insignificant positive effect on market demand.
- ❖ Market demand has no significant positive effect on destination loyalty. Market demand also has a significant positive effect on service loyalty.



CONCLUTION

- ❖ Market demand has a significant positive effect on trust. Service loyalty has no significant positive effect on destination loyalty.
- ❖ Trust has a significant positive effect on destination loyalty. Trust also has a positive effect on service loyalty.
- ❖ Meanwhile, from the supply side, governance has a significant positive effect on the cultural nature conservation impact. Governance also has a significant positive effect on the socioeconomic impact.
- ❖ Socioeconomic impact has a significant positive effect on the cultural nature conservation impact.



CONCLUTION

- The results of the inferential analysis for Penang-Malaysia from the demand side show that Extrinsic motivation has a significant positive effect on market demand.
- Intrinsic motivation has a significant negative effect on destination loyalty.
- Intrinsic motivation also has an insignificant positive effect on market demand.
- Market demand has no significant positive effect on destination loyalty.



CONCLUSION

- Market demand has a significant positive effect on service loyalty.
- Market demand also has a significant positive effect on trust.
- Service loyalty has a significant positive effect on destination loyalty.
- Trust has a significant positive effect on destination loyalty.
- Trust also has a significant positive effect on service loyalty.



CONCLUSION

- ❖ Meanwhile, from the supply side, Governance has a significant positive effect on Cultural Nature Conservation.
- ❖ Governance also has a significant positive effect on the socioeconomic impact.
- ❖ Socioeconomic impact has a significant positive effect on Cultural Nature Conservation

An aerial photograph of a tropical resort. The scene features a white sandy beach with rows of lounge chairs and umbrellas. In the background, there are several buildings with red-tiled roofs nestled among lush green trees. The water is a vibrant turquoise color, and a small island with a red-roofed structure is visible in the lower part of the frame. A red banner is overlaid across the center of the image.

THANK YOU

DYNAMIC MODEL OF TOURISM ECOSYSTEM DEVELOPMENT

PRESENTED BY

Dr. Putu Ngurah Suyatna Yasa, S.E., M.Sc

**WARMADEWA UNIVERSITY
DENPASAR**

ABSTRACT

The aim of this research is to design a dynamic model of overall Bali-Indonesia tourism development and analyze the differences with Penang, Malaysia. This research design is quantitative using a sample size of 100 each from the demand and supply side for both Bali and Penang. The sampling method was purposive, namely for tourists who had visited Bali and Penang tourist destinations from the demand side and towards stakeholders from the supply side. The data used is primary data obtained based on a field survey using a questionnaire distributed online via Google Form, while data analysis uses the partial least squares (PLS) method. The results of research on the demand side for Bali show that Bali's dynamic model is greatly influenced by the role of market demand in increasing service loyalty and tourist trust. Apart from market demand, Trust's role is very important in increasing destination loyalty and service loyalty. Meanwhile, the supply side shows the important role of governance in increasing cultural nature conservation impact and socioeconomic impact. Furthermore, socioeconomic impact has a real influence in maintaining cultural nature conservation impact. For the Penang-Malaysia dynamic model, the demand side is strongly influenced by extrinsic motivation factors in increasing market demand. Apart from that, market demand has a real role in increasing service loyalty and trust of visiting tourists. Apart from that, the role of service loyalty is also very real in increasing destination loyalty. The analysis results also show that Trust has a real effect on destination loyalty and service loyalty. Meanwhile, the dynamic model from the supply side shows that the role of Governance is very important in maintaining Cultural Nature Conservation and socioeconomic impact. On the other hand, the role of socioeconomic impact is also very important in maintaining Cultural Nature Conservation. The fundamental difference between the Bali and Penang dynamic models is on the demand side where the role of extrinsic motivation is very important in Penang in increasing market demand, but not in Bali.

Keywords: Dynamic Model, Sustainable Tourism and Empowerment.

1. INTRODUCTION

1.1 Background

The paradigm in planning and managing tourism development in the future should change from an import substitution industrial strategy orientation to an industry based on resources and collaboration, by making maximum use of the resources of a region to increase maximum benefits for local communities, also in the face of declining growth. current economy caused by the development of the Covid-19 outbreak.

The development of tourism in Bali since 1967 has left an imbalance that continues to this day. Tourism development does not yet have significant integration with the destination aspect as the first pillar of the tourism ecosystem. Data on the structure and fundamentals of the Bali economy in 2021 (Koster, 2021:20) shows that 56.68% comes from the tourism sector and its supporters,

the agricultural sector only contributes 9.24%, the marine and fisheries sector 4.21%, and the industrial sector amounting to 14.63% and other sectors amounting to 15.14%. The contribution of sectors outside tourism also tends to decline. This means that development does not yet have significant integration with the main supporting sectors, especially agriculture and MSMEs. The imbalance in tourism development in Bali also has an impact on the marketing aspect which has not yet reached the optimal point, Bali tourism has not shown a meeting between expectations and tourist satisfaction. This condition is shown by the number of tourists coming to Bali which is still less than other destinations in ASEAN, such as Malaysia which has a much higher number of visits than Bali.

This inequality shows that Bali tourism has not shown optimal integration in the institutional aspect, namely the existence of optimal integration between the business sector, government, local community, academics and media, so that this inequality cannot be overcome over time and still leaves poverty in all districts. which is in Bali. To guarantee the function of resources, an appropriate concept and design of a management and exploitation system is needed. This design is an ecosystem engineering study based on a dynamic systems approach. This approach is based on a feedback system between population subsystems, environmental subsystems, as well as the economic area business subsystem. There are 4 aspects that need to be implemented, namely: 1) destination aspect: ensuring that tourism resources (natural/environmental resources, cultural heritage and host communities) benefit; 2) industrial aspect: a strong tourism industry structure produces linkages & value chains; 3) marketing aspect: creating experiences by matching expectations and satisfaction, and 4) institutional aspect: creating orchestration through optimizing the roles of business, government, community, academic, and media (BGCAM).

The target of this research is that tourism development can reduce poverty, especially in local communities, help market MSME products, provide direction for the development of Bali tourism based on customs, religion and community economy, so that there is a new mindset in developing Bali tourism that is able to minimize gaps and be resistant to various disturbances.

1.2 Problem Formulation

The problem formulation in this research is: What is the dynamic model of tourism development in Bali from the demand and supply side and how is it different from Penang, Malaysia?

1.3 Urgency/Priority of Research

This research is expected to produce a dynamic model that can be used as a reference for decision making for stakeholders, as well as providing integration and linkages that should be built dynamically for sustainable tourism development.

This research is a comparative study between tourism development in Bali and Malaysia, that the number of tourists visiting Indonesia is still far below the number of tourist visits to Malaysia (Figure 1.1), so through a comparison of dynamic models between the two destinations, it is hoped that there will be a common thread that can be developed to improve integration of tourism with other sectors.

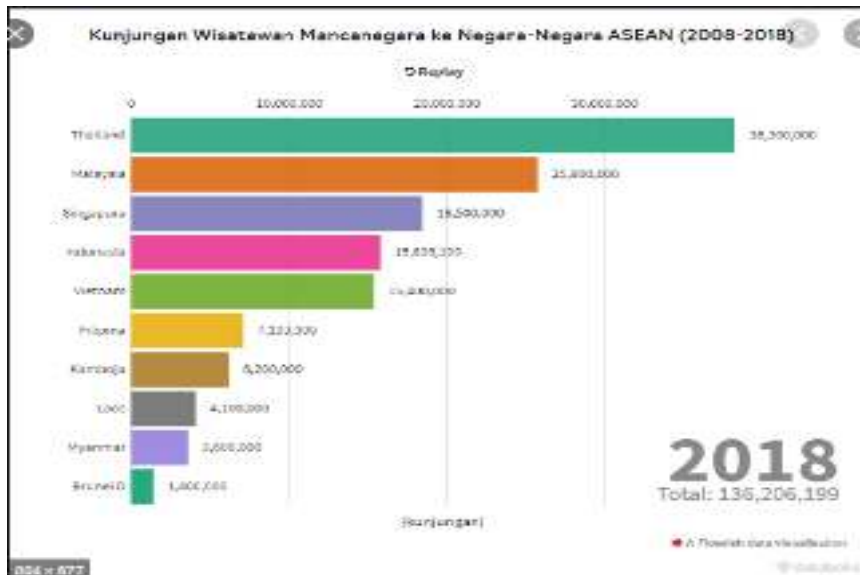


Figure 1-1

2. LITERATURE REVIEW

2.1 Concept of Sustainable Development

Sustainable tourism is part of sustainable development, currently the very rapid development of tourism has brought great benefits to the development of tourist destination areas, but behind the benefits provided, it also leaves behind various serious problems, such as the problem of damage to natural resources, environmental issues and weak management of tourism industry management. Generally, tourist destinations only concentrate on travel activities in an effective network, which has a vital impact on tourism activities. However, attention to sustainable development in tourist destination areas has not received serious and comprehensive attention. Various research has been carried out generally related to the concept of sustainable tourism, such as Hunter (2002), through an approach to the relationship between tourist destinations and the tourism environment, Saarinen (2006) and Aall (2014) that sustainable tourism must be built between environmental, economic and social dimensions. . In principle, there is a real difference between the concepts of sustainable tourism and sustainable development. The principles and goals of sustainable development cannot be included in the specific context of tourism (Sharpley, 2000). Hardy (2002) states that sustainable tourism has traditionally focused on aspects related to the environment and economic development, especially community empowerment. Giana (2014) stated that there is a need to distinguish between the concept of sustainable tourism and the idea of tourism as a tool to support sustainability at all levels. Saarinen (2014) stated that the resource-based tradition perspective and the community-based tradition perspective each have advantages in different contexts of use, but in terms of the idea of sustainability and humanitarian challenges, each has limitations that focus on the local scale.

Moyle and McLennan (2014) stated that the frequency of the concept of sustainability tends to experience a sharp increase in strategies in the past, at the same time there has been a change in the concept of sustainability, which started from a mindset based on natural, social conditions

and three basic concept lines. focus on weather changes, responsibility, adaptation and transformation (Moyle, 2014).

2.2 Sustainable Tourism Indicators

McElroy (1998) uses a study model with the construction of a composite tourism penetration index, based on visitor spending per capita, number of visitors per 1000 residents and hotel rooms per square kilometer. McCool and Moisey (2001) provide a tourism industry perspective in the form of items that must be continued and indicators that must be used to monitor sustainable policies. Meanwhile, Wang (2001) analyzed the principles of sustainable tourism indicators as well as comprehensive evaluation methods.

Twining and Butler (2002) conducted an investigation into how to monitor sustainable tourism development in Samoa, and also explained the importance of the role of multi-disciplinary knowledge and the importance of effective and flexible design in implementing networks using indicators in action management. Chris and Sirakaya (2006) used a modification of the Delphi technique to construct indicators for political, social, ecological, economic, technological and cultural dimensions for community-based tourism development. Schianetz and Kavanagh (2008) proposed a methodology for selecting and evaluating sustainability indicators for tourist destinations, known as the systemic indicator system (SIS). Reddy (2008) used regional development indicators and feasibility evaluation with a bottom-up approach based on local knowledge for rapid calculations on tourism development in India's Andaman and Nicobar Islands. Blancas and Gonzalez (2011) introduced an indicator system for evaluating sustainability in the development of coastal tourism destinations, including the development of new synthetic indicators to simplify sustainability measurements and facilitate comparative analysis of destination rankings.

Buckley (2012) suggests that indicators of sustainable tourism should include the following indicators: population, security, prosperity, pollution and protection. Oyola and Blancas (2012) presented an indicator system for carrying out sustainable tourism evaluations in cultural tourism destinations and suggested a method based on program objectives to construct composite indicators, then they proposed three practical principles to be used for these indicators, namely planning formulation general actions at regional level, definition of short-term destination strategies and building practical benchmarking for tourist destinations. Delgado and Saarinenc (2014) have tested indicators based on a literature review in tourism planning and management.

Based on the results of previous studies, this research uses the following constructs and indicators:

1. Indicators of Intrinsic Motivation Variables: exploring various cultures, seeking peace/tranquility, getting to know different places and building relationships.
2. Indicators of the Extrinsic Motivation Variable: beautiful Balinese nature, unique Balinese culture, adequate infrastructure/accessibility, friendly Balinese manners, and Bali popularity/Bali tourism branding.
3. Indicators of Market Satisfaction/Demand Variables: Bali as the main choice destination, meaningful travel experience, natural environment as expected, cultural uniqueness as expected, "warm" Balinese people as expected, overall service as expected, overall needs while traveling are met and overall "happy" traveling in Bali.

4. Indicators of the Trust Variable: honesty of the service provider can be ensured, integrity of the service provider can be ensured, responsibility of the service provider can be ensured, competence of the service provider can be ensured, overall safety and comfort, and overall value for money.

5. Indicators of the Service Loyalty Variable: not bored with Bali tourism provider services, do not want to switch to other service providers, and voluntarily tell positive things about the provider's services to friends (other people), will recommend to other people who want to travel, and will always give positive answers to all questions about this destination.

6. Indicators of the Destination loyalty variable: attractions that are not boring, all services are better than other areas, tourism policies can protect the environment for workers and customers, types of services are different from other places and provide visitor satisfaction, and the prices provide satisfaction according to expectations.

7. Indicators of the Governance Variable: tourism policies are in accordance with development, tourism regulations support all tourism activities, accountability of tourism institutions to work according to their responsibilities, implementation of destination management that attracts tourists, and tourism involves the community and stakeholders.

8. Indicators of the Socio-Economic Welfare Variable: tourism provides benefits for local workers and reduces unemployment, tourism is able to increase people's income, tourism is able to improve the local/regional economy, tourism is able to increase the level of education, tourism is able to improve the level of public health, tourism provides forward & backward linkage effects (related sectors), tourism is able to increase people's self-confidence, tourism revenues are fully used to support regional development, and tourism increases inflation.

9. Indicators of Natural and Cultural Sustainability Variables: tourism is able to preserve ecosystems/biodiversity, tourism is able to preserve the physical environment (soil, water and air), tourism is able to preserve cultural landscapes (such as subak and agricultural land), tourism able to preserve tangible cultural heritage (cultural heritage), tourism provides the benefit of maintaining the preservation of intangible cultural heritage (traditional arts, traditions/rituals, traditional knowledge, traditional technology, etc.), and tourism provides the benefit of maintaining the preservation of social norms, customs and customs.

2.3 Ecological and Environmental Security of Tourism

The ecological and environmental security capacity of tourism is a framework for analyzing and providing information regarding changes in sustainable tourism processes on a regional scale. It can also be used to determine community behavior in tourism development, through the type of tourist services, local community conditions and perceptions if changes occur as a result of tourism development (Ahn, 2002). Gossling (2002) provides a working methodology for calculating the ecological footprint associated with tourists' recreational activities. Hunter (2002) conceptually links the realities of sustainable tourism and the ecological footprint, including bringing another dimension to understanding the actual demands of ecological tourism.

2.4 Tourism Ecosystem

A tourism ecosystem is a particular type of ecosystem where there is strong interaction between the tourist destination community and foreign tourists and the complex natural, economic and

social environment becomes a tourism activity (Qinghui, 2005). The main problem is that the tourism ecosystem often creates an imbalance between the environment, local communities and tourists, namely: a decrease in the ecological quality of the environment, including a decrease in the quality of the travel experience.

The question of the health of the tourism ecosystem is one of the main issues in any tourism economic development (Zhang Jiaen, 2005). However, the real conditions currently visible are indications of serious environmental imbalance, where tourism activities and the environment and ecology create contradictory conditions.

Various ecological and travel studies emphasize the carrying capacity of tourism (Wenjun, et al, 2006; Tiancheng & Lan, 2006; LiChaohui & WeiGuichen, 2005; Gossling, 2002). Studies on tourism ecosystems have been carried out by Zhili (2002); JiaXiuhai, (2005); Yuquan, (2000) and sustainable development studies by Zhanxi, (2001); (Li Na, 2007), as well as tourism safety evaluation by Xiangxin, (2006), but there are not many studies that focus on analysis and evaluation of tourism ecosystems.

From the results of this research, there is still a research gap that needs to be researched, namely that it has never been researched on the Bali tourism ecosystem, nor has it been researched on a comparative study of the tourism ecosystem between Bali-Indonesia and Penang-Malaysia. Apart from that, the results of various other studies described in Chapter II show different results with the same variables. Previous research also used different indicators, methods and concepts as well as different recommendations. Therefore, it is necessary to carry out research using more comprehensive variables/indicators for the Bali Province region regarding the Bali tourism ecosystem, so that the results of this research can become a reference in developing sustainable tourism that is integrated with other supporting sectors.

3. RESEARCH OBJECTIVES AND BENEFITS

3.1 Research Objectives

The objectives of this research are:

Designing a dynamic model of Bali tourism development from the demand and supply side and analyzing the differences with Penang-Malaysia.

3.2 Benefits of Research

The benefits of this research are as follows.

1. For the regional governments of Bali and Penang, it is a consideration in making decisions on sustainable tourism development related to tourist demand and tourism stakeholders from the supply side in supporting tourism development.
2. For the academic world, it will contribute to the development of tourism development concepts and theories to create harmonious and sustainable tourism development that is supported by all tourism potential.
3. For tourism practitioners, it can be a reference in providing various tourism development needs, including investment in the tourism sector which is able to maintain a balance between nature, culture, humans and conservation.

4. RESEARCH METHODS

4.1 Location and Research Objects

This research was carried out in the Provinces of Bali-Indonesia and Penang-Malaysia, and the research objects were: the tourism sector and other sectors related and integrated with tourism development, namely: intrinsic and extrinsic motivation, attraction, support (infrastructure), market satisfaction, trust, service loyalty, governance, socio-economics, nature, culture and product/destination loyalty.

4.2 Research Data

The data used in this research is primary data sourced from field surveys using questionnaires on the target population, namely tourists who have visited (demand side) and tourism stakeholders (supply side) of each country. The number of respondents was 100 respondents each for the demand and supply sides, which is 5 times the number of indicators studied based on the Hair criteria (Ghozali, 2010). The method for determining the target population is purposive, while distributing questionnaires online via Google Form to respondents who have visited tourist destinations, both Bali and Penang, and tourism stakeholders.

4.3 Data Analysis Methods

Data analysis uses the partial least squares (PLS) method with a hierarchical model from the demand and supply sides seen in Figures 4-1 and 4-2 below.



Figure 4-1. Demand Side Model

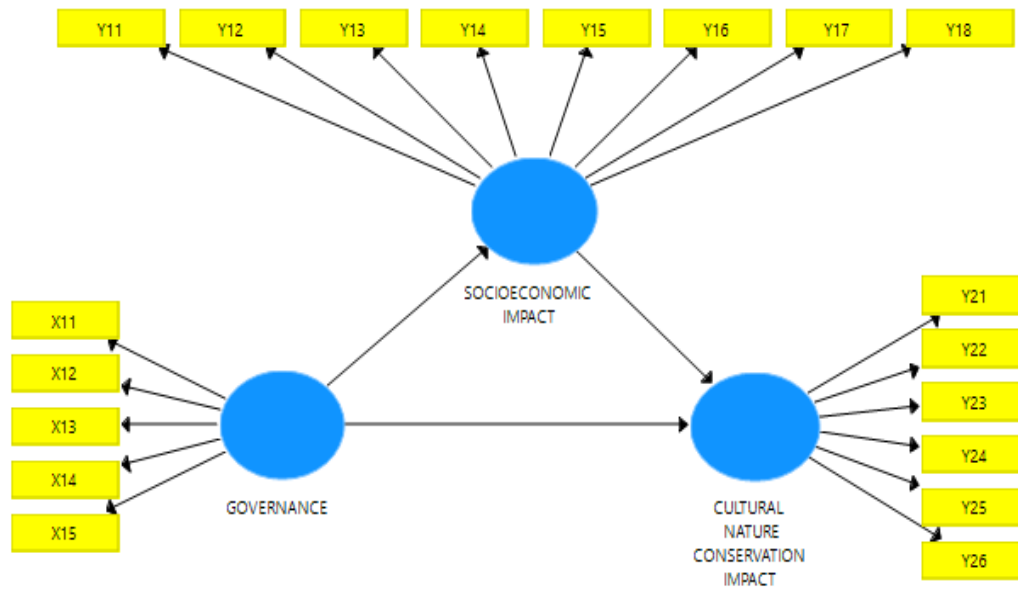


Figure 4-2 Supply Side Model

5. DATA ANALYSIS

5.1 Analysis Results for Bali-Indonesia

5.1.1 Respondent Profile for Bali Indonesia

From the demand side for Bali shows that respondents came from 10 countries of origin with the largest number of tourists being Australia, in terms of gender the majority were men, while in terms of age the largest number was the young age group between 17-26 years. The respondents' highest level of education was graduate or currently studying at a university, while the largest profession was currently studying at a university. Most of the respondents had visited Bali more than once.

From the supply side for Bali shows that the largest number of respondents came from Denpasar City, in terms of gender the majority were men, with the dominant age being 17-26 years, while the highest level of education was university graduates and the dominant occupation was private employees and government employees.

5.1.2 Descriptive Analysis of the Bali-Indonesia Demand and Supply Sides

From the demand side, based on the tabulation results of survey data (Table 5.3), it shows that the average score for construct X1 (intrinsic motivation) is 3.49 (agree), the score that has a value below the average construct is indicator X13, namely visiting Bali to get to know different places. For construct X2 (extrinsic motivation) the average score is 3.54 (agree), the indicator with a score below the average construct is Meanwhile, for the market demand construct (X3) the average score is 3.54 (agree), with a score below the construct average: X33 has a natural environment that meets tourists' expectations, , X37 all needs are met and X38 namely all tourist activities provide a sense of pleasure.

For construct X4, namely trust, the average score is 3.61 (agree) with scores that are below the average construct score: cost incurred. Meanwhile, for construct Y1, namely service loyalty of 3.49 (agree) with a score that is below the average, the construct is indicator Y11, namely the tourist provider's service is not boring and Y13, namely, I will tell about the tourist provider's services to friends or anyone in my country like it. willing. For construct Y2, namely product loyalty, it is 3.51 (agree) with a score below the average. The construct is indicator Y21, namely the types of tourism services offered in Bali are varied, Y22 the service meets expectations and Y23 government policy is able to support the preservation of the environment, employment and customers.

Table 5.1

Average Score of Constructs and Indicators for Bali-Indonesia Research from Demand Viewpoint

CONSTRUCTS	INDICATORS	SCORES
<i>Intrinsic Motivation</i> X1	<i>To explore culture (X11)</i>	3,49
	<i>To seek peace and tranquility (X12)</i>	3,62
	<i>To know different places (X13)</i>	3,35
	<i>to build relationships (X14)</i>	3,49
	<i>Average</i>	3,49
<i>Extrinsic Motivation</i> X2	<i>To enjoy the natural beauty (X21)</i>	3,60
	<i>Has a unique culture (X22)</i>	3,72
	<i>Has adequate accessibility and infrastructure (X23)</i>	3,57
	<i>Have a warm and welcoming characteristic (X24)</i>	3,74
	<i>Of the popularity of the name (X25)</i>	3,09
	<i>Average</i>	3,54
<i>Market Demand</i> X3	<i>The main choice destination for World tourism (X31)</i>	3,69
	<i>Had a meaningful travel experience while in Penang (X32)</i>	3,75
	<i>Has a natural environment that tourists expect (X33)</i>	3,47
	<i>Has a unique culture as expected by tourists (X34)</i>	3,45

	<i>People are very warm (X35)</i>	3,64
	<i>Services is according to the expectations (X36)</i>	3,39
	<i>Everything you need can be fulfilled (X37)</i>	3,45
	<i>All tourist activities give a sense of fun (X38)</i>	3,49
	Average	3,54
Trust X4	<i>The honesty of tour service providers (X41)</i>	3,57
	<i>Discipline and punctuality of tour service providers (X42)</i>	3,72
	<i>The responsibility of tourism service providers (X43)</i>	3,57
	<i>The competence of tourism service providers (X44)</i>	3,51
	<i>Activities provide a sense of security and comfort (X45)</i>	3,69
	<i>Activities meet expectations in accordance with the costs incurred (X46)</i>	3,58
	Average	3,61
Service Loyalty Y1	<i>Tour provider services in are not boring (Y11)</i>	3,32
	<i>I don't want to switch to a tour provider service (Y12)</i>	3,72
	<i>I will voluntarily tell the tour providers to friends or anyone (Y13)</i>	3,32
	<i>I recommend to others (Y14)</i>	3,49
	<i>I will give positive answers to everyone (Y15)</i>	3,64
	Average	3,49
Destination Loyalty Y2	<i>Has a variety of tourist attractions (Y21)</i>	3,49
	<i>The overall service can better meet expectation (Y21)</i>	3,38
	<i>Policy is more able to support environmental concerns, employees, and customers (Y23)</i>	3,47
	<i>Services offered in are diverse and provide satisfaction to customers (Y24)</i>	3,55
	<i>The prices applied can better meet the expectations (Y25)</i>	3,68
	Average	3,51

From the supply side (Table 5.2), the average score for construct X1 (governance) is 3.86 (agree) with a score below the average construct which is indicator according to responsibility, namely 3.72 (agree) and X15 that tourism has empowered all components of society and stakeholders. For construct Y1 (socioeconomic) it is 4.12 (agree) with a score below the construct average, namely indicator Y14, tourism development is able to increase the level of education, Y15, tourism development is able to increase the level of public health, namely 3.67 (agree) and Y19 is that tourism has an impact on increasing the prices of goods and services. Meanwhile, for construct Y2 (Nature and Culture Conservation) the average score is 3.75 (agree) with a score below the construct average for indicator Y21, Bali tourism development is able to maintain the biodiversity ecosystem at 3.64 (agree), indicator Y21 namely that tourism development can maintain the natural physical environment at 3.44 (Agree) and Y23 tourism development can maintain culture and landscape at 3.59 (agree).

Table 5.2

Average Score of Constructs and Indicators for Bali-Indonesia Research from Supply Viewpoint

Constructs	Indicators	Scores
Governance X1	<i>Policy is in accordance with the needs of tourism development (X11)</i>	3,84
	<i>Regulations issued by the local government are very supportive tourism activities (X12)</i>	3,89
	<i>Institutions have carried out their functions according to their responsibilities (X13)</i>	3,72
	<i>Has implemented destination management that is able to attract tourists (X14).</i>	4,05
	<i>Tourism has involved all components of society and stakeholders (X15)</i>	3,79
	Average	3,86
Socio-Economic Y1	<i>Has provided tangible benefits for the local workforce (Y11)</i>	4,15
	<i>Tourism development is able to increase people's income (Y12)</i>	4,38
	<i>Tourism development is able to improve the regional economy (Y13)</i>	4,38
	<i>Tourism development is able to increase the level of community education (Y14).</i>	4,08
	<i>Tourism development is able to improve the level of public health (Y15).</i>	3,67
	<i>Tourism development is able to drive other economic sectors (Y16)</i>	4,38
	<i>The development of tourism has given pride to the local people (Y17)</i>	4,34
	<i>Regional income from the tourism sector has been fully used to support regional development (Y18).</i>	3,77
	<i>Tourism has an impact on rising prices for goods and services (Y19)</i>	3,97
	Average	4,12
Nature and Cultural Conservation Y2	<i>Tourism development is able to preserve the ecosystem/biodiversity (Y21).</i>	3,64
	<i>Tourism development is able to preserve the physical environment (Y22)</i>	3,44
	<i>Tourism development is able to preserve cultural landscapes (Y23)</i>	3,59
	<i>Tourism development is able to maintain the sustainability of the tangible cultural heritage (Y24)</i>	3,85
	<i>Tourism development is able to preserve intangible cultural heritage (Y25)</i>	4,11
	<i>Tourism development is able to preserve social norms, customs, and traditions (Y25).</i>	3,84
	Average	3,75

5.1.3 Inferential Analysis of Bali-Indonesia

1) Measurement Outer Model

Outer model measurements include Convergent validity, Discriminant validity Composite reliability and Cronbach Alpha tests. The convergent validity test shows that all indicators are

valid with outer loading > 0.50 and statistically significant at the 0.05 level after model reconstruction.

The discriminant validity test also shows that all indicators for each construct have shown a measurement index that is greater than the index of other constructs in each block, so they meet the valid requirements.

Likewise, for the composite reliability and Cronbach alpha tests, all constructs have values greater than 0.70 or are reliable in terms of Composite Reliability, while in terms of Cronbach Alpha there are four constructs whose index values are lower than 0.70.

2) Measurement Inner Model

The R2 test shows that the destination loyalty, service loyalty and trust constructs are included in the moderate model, meaning that the exogenous constructs have a moderate (moderate) influence on the endogenous constructs. Meanwhile, the market demand construct is a weak model, meaning that exogenous variables have a weak influence on the endogenous construct. Furthermore, the Q2 test shows a value of 0.84, or including a strong model, meaning that the exogenous construct has a strong influence on the endogenous construct. Likewise, the Goodness of Fit test shows a value of 0.45, including that the measurement model is strong, meaning that exogenous construct variations have a strong influence on endogenous construct variations. All these measurements show that the estimated model is a fit model.

3) Path Coefficient and Statistical Test

The results of demand side calculations show the path coefficient and statistical tests as follows.

Table 5-3. Path Coefficients

Path Coefficients						
Mean, STDEV, T-Values, P-Val...	Confidence Intervals	Confidence Intervals Bias Cor...	Samples	Copy to Clipboard	Excel Format	R Format
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	
Extrinsic Motivation -> Market Demand	0.339	0.358	0.188	1.805	0.057	
Intrinsic Motivation -> Destination Loyalty	0.144	0.158	0.139	1.083	0.302	
Intrinsic Motivation -> Market Demand	0.089	0.100	0.224	0.396	0.691	
Market Demand -> Destination Loyalty	0.062	0.080	0.173	0.361	0.718	
Market Demand -> Service Loyalty	0.285	0.268	0.128	2.204	0.028	
Market Demand -> Trust	0.600	0.608	0.092	6.503	0.000	
Service Loyalty -> Destination Loyalty	0.197	0.158	0.243	0.811	0.418	
Trust -> Destination Loyalty	0.436	0.442	0.167	2.526	0.009	
Trust -> Service Loyalty	0.451	0.468	0.136	3.305	0.001	

Based on Table 5.3, the meaning of the relationship between the variables studied can be described as follows.

a. Extrinsic motivation has a positive effect of 0.36 on market demand, but this relationship is not significant. This means that increasing external motivation will increase market demand, but this effect is not statistically significant. Indicators of extrinsic motivation that received responses below the construct average from the respondents studied included: the popularity of the name Bali is not an important concern for tourists visiting Bali. Extrinsic motivation is not significant to market demand because in this world there are many countries that also have tourist attractions that are no less than Bali, such as natural beauty, cultural uniqueness, ease of access and infrastructure, warmth of the people and popularity so there are other choices for tourist destinations.

b. Intrinsic motivation has a positive effect of 0.14 on destination loyalty, but this relationship is not significant. This means that increasing intrinsic motivation will increase destination loyalty, but this relationship is not statistically significant. The research results show that the indicator that gets the lowest perception from tourists is tourists who visit Bali to find out about different destinations, this happens considering that in the world there are many countries that have attractions that are no less than Bali. So there are many choices of tourist destination countries besides Bali.

c. Intrinsic motivation has a positive effect of 0.14 on market demand, but this relationship is also not significant, meaning that increasing intrinsic motivation will increase market demand, but this relationship is not real. The indicator that has the lowest score for intrinsic motivation is tourists to Bali to get to know different places. The insignificance of intrinsic motivation is caused by the existence of various choices of tourist destinations in the world which also have beautiful nature supported by a peaceful and calm atmosphere of life among the people. For example, Thailand, Cambodia and Vietnam whose atmosphere is not much different from Bali.

d. Market demand has a positive effect of 0.06 on destination loyalty, but this relationship is not significant. The indicators that received the lowest perception were service as expected, everything needed can be fulfilled, all tourism activities provide a sense of pleasure, having a natural environment as expected, and having a unique culture as expected. These indicators are apparently still less competitive with other countries, causing the relationship to be insignificant.

e. Market demand has a positive effect of 0.29 on service loyalty and this relationship is significant. Indicators that encourage significant relationships are Bali as the main destination, tourism activities that provide deep meaning for tourists and the hospitality of the Balinese people. These indicators can be provided by tourism providers in Bali.

f. Market demand has a positive effect of 0.60 on trust and this relationship is significant. The results of the study show that Bali is the main destination, tourist activities provide deep

meaning for tourists and the hospitality of the Balinese people can be demonstrated by tour providers in Bali, thereby increasing trust among tourists.

g. Service loyalty has a positive effect of 0.20 on destination loyalty, but this relationship is not significant. This means that increasing service loyalty will increase destination loyalty, but the effect is not real. This happens because the provider's service while in Bali is boring, and there is also a reluctance to tell friends or family about the positive things experienced by tourists in their country.

h. Trust has a positive effect of 0.44 on destination loyalty and this relationship is significant. This means that increasing trust will significantly increase destination loyalty. This is due to tourists' perception that the provider's discipline and timeliness of service is very good while in Bali, thereby increasing destination loyalty.

i. Trust has a positive effect of 0.45 on service loyalty and this relationship is significant. This means that increasing trust will significantly increase service loyalty, this happens because the provider's excellent discipline and timeliness of service while in Bali is also able to increase service loyalty.

5.1.4 Inferential Analysis of Supply Viewpoint Bali-Indonesia

1) Measurement Outer Model

The results of the convergent validity test calculation show that all indicators are valid with outer loading > 0.50 and statistically significant at the 0.05 level.

For the discriminant validity test, shows that all indicators for each construct have shown a measurement index that is greater than the index of other constructs in each block, so they meet the valid requirements based on discriminant validity criteria.

Meanwhile, for measuring Cronbach alpha and composite reliability, shows that all constructs have shown reliability in terms of Composite Reliability, but in terms of Cronbach Alpha, only the destination loyalty construct has an index value slightly lower than 0.70. However, in general all constructs have shown valid index values.

2) Inner Measurement of the Bali-Indonesia Supply Side Model

The inner model analysis includes R², Q² and GoF, the results of the R² test show that for the cultural nature conservation impact and economic constructs, it is a moderate model, meaning that the exogenous variables in the construct have a moderate influence on the endogenous construct .

Furthermore, the Q² test shows a value of 0.67, or including a strong model, meaning that the exogenous construct has a strong influence on the endogenous construct. Likewise, the Goodness of Fit test shows a value of 0.48, the measurement model is strong, meaning that

exogenous construct variations have a strong influence on endogenous construct variations. Overall supply side measurements show that the estimated model is a fit model.

3) Path Coefficient and Statistical Test of the Bali-Indonesia Supply Side

The calculation results from the supply side show the following at Table 5-6.

a. Governance has a positive effect of 0.31 on Cultural Nature Conservation and this relationship is significant. This means that increasing Governance will increase Cultural Nature Conservation significantly. The indicators supporting this relationship are: Penang has implemented tourism destination management that is able to attract tourists.

b. Governance has a positive effect of 0.62 on socioeconomic impact significantly. This means that increasing governance will significantly increase the economic impact.

c. Socioeconomic impact has a positive effect of 0.44 on Cultural Nature Conservation significantly. This means that increasing Socioeconomic impact will increase Cultural Nature Conservation significantly.

Table 5-4 Path Coefficient

Path Coefficients							
Mean, StDev, T-Value, P-Val.	Confidence Interval	Confidence Interval (as Loc.)	Sample	Copy to Clipboard	Excel Format	PDF Format	
			Original Sample	Sample Mean (M)	Standard Deviation (S)	T Statistics (t)	P-Value
GOVERNANCE -> CULTURAL NATURE CONSERVATION IMPACT			0.314	0.297	0.115	2.128	0.034
GOVERNANCE -> SOCIOECONOMIC IMPACT			0.614	0.552	0.065	7.115	0.000
SOCIOECONOMIC IMPACT -> CULTURAL NATURE CONSERVATION IMPACT			0.447	0.473	0.148	3.268	0.001

5.2 Analysis Results for Penang-Malaysia

5.2.1 Profile of Respondents from the Demand and Supply Sides

From the demand side, it shows that respondents came from 7 countries, the largest number of tourists came from Australia, in terms of gender, the majority were men, while in terms of age, the largest number was the young age group between 37-46 years. The respondents' highest level of education was graduate or currently studying at a university, while the largest profession was entrepreneurship, most of the respondents had visited more than once.

From the supply side shows that the largest number of respondents came from Kuala Lumpur City, in terms of gender, the majority were men, with the dominant age being 17-26 years, while the highest level of education was university graduates and the dominant job was private employees.

5.2.2 Descriptive Analysis of Demand and Supply Sides

From the demand side, based on the tabulation results of survey data in Table 5.5, it shows that the average score for construct X1 (intrinsic motivation) is 3.68 (agree), the lowest score is for indicator To explore culture. The highest is visiting Malaysia to find out different destinations. For construct X2 (extrinsic motivation) the average score is 3.87 (agree), the indicator with the lowest average is natural. For the market demand construct (X3) the average score is 3.58 (agree), with the lowest score being For construct Meanwhile, for construct X5, namely service loyalty of 3.66 (agree) with the lowest score on indicator For construct X6, namely product loyalty of 3.64 (agree) with the lowest score on indicator

Table 5.5

Average Score of Penang-Malaysia Research Constructs and Indicators from Demand Viewpoint

<i>Constructs</i>	<i>Indicators</i>	<i>Scores</i>
<i>Intrinsic Motivation</i>	<i>To explore culture</i>	3,72
	<i>To seek peace and tranquility</i>	3,89
	<i>To know different places</i>	4,00
	<i>Penang to build relationships</i>	3,61
	<i>Average</i>	3,68
<i>Extrinsic Motivation</i>	<i>To enjoy the natural beauty</i>	4,11
	<i>Has a unique culture</i>	3,72
	<i>Has adequate accessibility and infrastructure</i>	4,06
	<i>Have a warm and welcoming characteristic</i>	3,89
	<i>Of the popularity of the name</i>	3,56
	<i>Average</i>	3,87
<i>Market Demand</i>	<i>The main choice destination for World tourism</i>	3,06
	<i>Had a meaningful travel experience while in Penang</i>	3,72
	<i>Has a natural environment that tourists expect</i>	3,61
	<i>Has a unique culture as expected by tourists</i>	3,67
	<i>People are very warm</i>	3,61
	<i>Services is according to the expectations</i>	3,83
	<i>Everything you need can be fulfilled</i>	3,00
	<i>All tourist activities give a sense of fun</i>	3,61
	<i>Average</i>	3,58
<i>Trust</i>	<i>The honesty of tour service providers</i>	3,56
	<i>Discipline and punctuality of tour service providers</i>	3,61
	<i>The responsibility of tourism service providers</i>	3,78
	<i>The competence of tourism service providers</i>	3,78
	<i>Activities provide a sense of security and comfort</i>	3,67
	<i>Activities meet expectations in accordance with the costs incurred</i>	3,83

	<i>Average</i>	3,70
Service Loyalty	<i>Tour provider services in are not boring</i>	3,67
	<i>I don't want to switch to a tour provider service</i>	3,06
	<i>I will voluntarily tell the tour providers to friends or anyone</i>	3,72
	<i>I recommend to others</i>	3,89
	<i>I will give positive answers to everyone</i>	3,94
	<i>Average</i>	3,66
Destination Loyalty	<i>Has a variety of tourist attractions</i>	3,67
	<i>The overall service can better meet expectation</i>	3,61
	<i>Policy is more able to support environmental concerns, employees, and customers</i>	3,56
	<i>Services offered in are diverse and provide satisfaction to customers</i>	3,67
	<i>The prices applied can better meet the expectations</i>	3,72

From the supply side, Table 5.6 shows the average score for the governance construct is 3.85 (agree) with the lowest score being the indicator that tourism institutions have carried out functions according to their responsibilities, namely 3.71 (agree) while the highest score is the implementation of tourism destination management. able to attract tourist interest, namely 4.05. For the socioeconomic construct, it is 4.15 (agree) with the lowest score on the tourism development indicator being able to improve the level of public health, namely 3.67 (agree) while the highest score is tourism development being able to improve the regional economy by 4.42. For the Nature and Culture Conservation construct, it was 3.75 (agree) with the lowest score on the tourism development indicator being able to preserve the physical environment (land, water, air) of 3.42 (agree) while the highest score was tourism development being able to preserve intangible cultural heritage.

Table 5.6

Average Score of Penang-Malaysia Research Constructs and Indicators from Supply Viewpoint

Constructs	Indicators	Scores
Governance	<i>Policy is in accordance with the needs of tourism development</i>	3,83
	<i>Regulations issued by the local government are very supportive tourism activities.</i>	3,84
	<i>Institutions have carried out their functions according to their responsibilities</i>	3,71
	<i>Has implemented destination management that is able to attract tourists.</i>	4,05
	<i>Tourism has involved all components of society and stakeholders</i>	3,83
	<i>Average</i>	3,85
Socio-Economic	<i>Has provided tangible benefits for the local workforce</i>	4,15
	<i>Tourism development is able to increase people's income.</i>	4,39

	<i>Tourism development is able to improve the regional economy</i>	4,42
	<i>Tourism development is able to increase the level of community education.</i>	4,08
	<i>Tourism development is able to improve the level of public health.</i>	3,67
	<i>Tourism development is able to drive other economic sectors</i>	4,37
	<i>The development of tourism has given pride to the local people</i>	4,36
	<i>Regional income from the tourism sector has been fully used to support regional development.</i>	3,79
	<i>Tourism has an impact on rising prices for goods and services</i>	4,36
	<i>Average</i>	4,15
<i>Nature and Cultural Conservation</i>	<i>Tourism development is able to preserve the ecosystem/biodiversity.</i>	3,66
	<i>Tourism development is able to preserve the physical environment</i>	3,42
	<i>Tourism development is able to preserve cultural landscapes</i>	3,59
	<i>Tourism development is able to maintain the sustainability of the tangible cultural heritage</i>	3,88
	<i>Tourism development is able to preserve intangible cultural heritage</i>	4,10
	<i>Tourism development is able to preserve social norms, customs, and traditions.</i>	3,85
	<i>Average</i>	3,75

5.2.4 Inferential Analysis of Penang-Malaysia Demand Viewpoint

1) Measurement Outer Demand Side Model Penang-Malaysia

The convergent validity test from the demand side shows that all indicators are valid with outer loading > 0.50 and statistically significant at the 0.05 level after model reconstruction.

The discriminant validity test also shows that all indicators for each construct have shown a measurement index that is greater than the index of other constructs in each block, so they meet the valid requirements.

Likewise, for the composite reliability and Cronbach alpha tests, all constructs have a value greater than 0.70 or are reliable in terms of Composite Reliability. Likewise, in terms of Cronbach Alpha, all constructs have an index value higher than 0.70.

2) Inner Model Measurement of Penang-Malaysia Demand Side

The inner model analysis includes R2, Q2 and Goodness of Fit, the calculation results for the R2 analysis, show that the destination loyalty and service loyalty constructs are strong models with index values of 0.879 and 0.758 respectively, meaning that the exogenous variables in these constructs have strong influence on the endogenous construct. Meanwhile, the market demand and trust constructs are included in the moderate model with indices of 0.425 and 0.494, meaning that the exogenous variables in these constructs have a moderate influence on the endogenous construct.

The Q2 index value = $1 - (1-R21)(1-R22)(1-R23)(1-R24) = 1 - (1-0.879)(1-0.425)(1-0.758)(1-0.494) = 1 - 0.0085 = 0.99$, or including a strong model, meaning that the exogenous construct has a strong influence on the endogenous construct. Likewise, GoF is calculated using the GoF formula = $\sqrt{A.R2 * A.AVE} = \sqrt{0.36 * 0.63} = \sqrt{0.227} = 0.48$. Including a strong measurement model, meaning that variations in exogenous constructs have a strong influence on variations in endogenous constructs.

3) Path Coefficient and Statistical Test

Path coefficient analysis and statistical tests can be seen in Table 5.7 below.

Table 5.7

Path Coefficient and Statistical Test of the Malaysian Demand Side

Path Coefficients						
Mean, STDEV, T-Values, P-Val...	Confidence Intervals	Confidence Intervals Bias Cor...	Samples	Copy to Clipboard:	Excel Format	
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/(STDEV))	P Values	
Extrinsic Motivation -> Market Demand	0.639	0.621	0.104	6.137	0.000	
Intrinsic Motivation -> Destination Loyalty	-0.165	-0.164	0.059	2.802	0.005	
Intrinsic Motivation -> Market Demand	0.020	0.061	0.120	0.169	0.896	
Market Demand -> Destination Loyalty	0.136	0.167	0.122	1.109	0.268	
Market Demand -> Service Loyalty	0.516	0.534	0.104	4.967	0.000	
Market Demand -> Trust	0.703	0.705	0.064	11.057	0.000	
Service Loyalty -> Destination Loyalty	0.052	0.028	0.103	0.320	0.000	
Trust -> Destination Loyalty	0.261	0.256	0.070	3.720	0.000	
Trust -> Service Loyalty	0.427	0.409	0.107	4.007	0.000	

The interpretation of Table 5.7 can be explained as follows.

a. Extrinsic motivation has a positive effect of 0.639 on market demand and this relationship is significant, meaning that increasing extrinsic motivation will increase market demand significantly.

b. Intrinsic motivation has a positive effect of -0.165 on destination loyalty and this relationship is significant. This means that increasing intrinsic motivation will significantly reduce destination loyalty.

c. Intrinsic motivation has a positive effect of 0.516 on market demand, but this relationship is not significant. This means that increasing intrinsic motivation will not significantly increase market demand.

d. Market demand has a positive effect of 0.136 on destination loyalty, but this relationship is not significant. This means that increasing market demand will increase destination loyalty insignificantly.

e. Market demand has a positive effect of 0.516 on service loyalty and this relationship is significant. This means that increasing market demand will increase service loyalty significantly.

f. Market demand has a positive effect of 0.703 on trust and this relationship is significant. This means that increasing market demand will increase trust significantly.

g. Service loyalty has a positive effect of 0.652 on destination loyalty and this relationship is significant. This means that increasing service loyalty will increase destination loyalty significantly.

h. Trust has a positive effect of 0.261 on destination loyalty and this relationship is significant. This means that increasing trust will increase destination loyalty significantly.

i. Trust has a positive effect of 0.427 on service loyalty and this relationship is significant. This means that increasing trust will increase destination loyalty significantly.

5.2.5 Inferential Analysis of Supply Viewpoint Outer Penang-Malaysia

1) Measurement Outer Model Supply Viewpoint

Evaluation of the outer model is carried out using three measurements, namely: convergent validity, discriminant validity, composite reliability and Cronbach alpha which are further explained below. The results of the convergent validity calculation that all indicators are valid with outer loading > 0.50 and statistically significant at the 0.05 level.

Meanwhile, in terms of the discriminant validity test, it can be seen that all indicators for each construct have shown a measurement index that is greater than the index of other constructs in each block, so they meet the valid requirements based on discriminant validity criteria.

For the Composite Reliability and Cronbach Alpha tests, it shows that all constructs have shown reliability, namely they have an index value greater than 0.70.

2) Inner Measurement of the Penang-Malaysia Supply Side Model

Evaluation of the inner model is carried out using measurements: a) R-Square (R^2), b) Q-Square Predictive Relevance (Q^2), c) Goodness of Fit (GoF), and d) Path Analysis which is further explained as follows.

The results of the measurement of R-Square (R^2) can be seen in Table 5.8, showing that the constructs of destination loyalty and service loyalty are included in the strong model, meaning that the exogenous variables in these constructs have a strong influence on the endogenous construct. Meanwhile, the market demand and trust constructs are included in the moderate model, meaning that the exogenous variables in these constructs have a moderate influence on the endogenous constructs.

Meanwhile, the results of the Q-Square Predictive Relevance (Q2) calculation use the criteria of Lathan and Ghozali (2012: 85) as follows: 0.35 (strong model), 0.15 (moderate model), and 0.02 (weak model). Furthermore, the calculation results show an index of $Q^2 = 1 - (1-R^2_1)(1-R^2_2) = 1 - (1-0.46)(1-0.38) = 1 - 0.34 = 0.67$, or including strong model, meaning that the exogenous construct has a strong influence on the endogenous construct.

For the Goodness of Fit (GoF) calculation results, the formula used is $GoF = \sqrt{A.R^2 * A.AVE} = \sqrt{0.42 * 0.56} = \sqrt{0.24} = 0.48$. The criteria for the strength and weakness of the model based on Goodness of Fit (GoF) measurements according to Lathan and Ghozali (2012: 88), are as follows: 0.36 (GoF large), 0.25 (GoF medium), and 0.10 (GoF small) . The calculation result of 0.48 shows that the global model is a strong measurement model, meaning that exogenous construct variations have a strong influence on endogenous construct variations.

3) Path Coefficient Analysis

The results of the calculation of path analysis (Path Analysis) can be seen in Table 5.9 below.

Table 5.9

Path Coefficient

Path Coefficients

	Original SampL..	Sample Mean (..	Standard Devia..	T Statistics Q/ST..	P Value
GOVERNANCE -> CULTURAL NATURE CONSERVATION IMPACT	0.311	0.334	0.139	2.242	0.025
GOVERNANCE -> SOCIOECONOMIC IMPACT	0.618	0.645	0.085	7.277	0.000
SOCIOECONOMIC IMPACT -> CULTURAL NATURE CONSERVATION IMPACT	0.443	0.435	0.147	3.009	0.003

The meaning of the relationship between constructs in Table 5.9 is as follows.

- Governance has a positive effect of 0.31 on Cultural Nature Conservation and this relationship is significant. This means that increasing Governance will increase Cultural Nature Conservation significantly.
- Governance has a positive effect of 0.62 on socioeconomic impact significantly. This means that increasing governance will significantly increase the economic impact.
- Socioeconomic impact has a positive effect of 0.44 on Cultural Nature Conservation significantly. This means that increasing Socioeconomic impact will increase Cultural Nature Conservation significantly.

CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusion

Based on the description of the results of the analysis and subsequent discussion, the following conclusions can be drawn.

1. Descriptive analysis shows that the average value of respondents' perception construct scores for the demand side as a whole shows superiority for Penang-Malaysia compared to Bali-Indonesia. From the supply side, the average score for Bali's governance construct is slightly higher than Penang, while for economic and nature cultural conservation scores, Penang is slightly higher than Bali. Penang's advantages are also supported by the geographical agglomeration between Malaysia's tourism regions, namely the land that is integrated with Singapore, Thailand, Myanmar, Vietnam and China, which are also countries with famous tourist destinations in the world. Apart from that, Malaysia is also developing a type of health and educational tourism which is able to bring in tourists for the purpose of treatment and increasing knowledge from various countries in the world, including Indonesia.

2. The results of the inferential analysis of the dynamic model of the Bali-Indonesia tourism ecosystem from the demand side show the important role of market demand factors in increasing service loyalty, market demand also plays an important role in increasing trust for tourists. Apart from market demand, it turns out that Trust's role is very important in increasing destination loyalty. Trust also has a positive and significant effect on service loyalty. Meanwhile, from the supply side, the Bali tourism ecosystem model shows the important role of governance in increasing cultural nature conservation impact. The role of governance is also very real in increasing socioeconomic impact. Likewise, Socioeconomic impact has a real influence in maintaining cultural nature conservation impact.

3. The dynamic model of the Penang-Malaysia tourism ecosystem from the demand side is strongly influenced by extrinsic motivation in increasing market demand. Furthermore, market demand also has a real role in increasing service loyalty. Market demand also has a real influence in increasing the trust of visiting tourists. Apart from that, the role of service loyalty is also very real in increasing destination loyalty. The analysis results also show that Trust has a real effect on destination loyalty. Trust also has a real influence in increasing service loyalty. Meanwhile, the dynamic model from the supply side shows that the role of Governance is very important in maintaining Cultural Nature Conservation. Governance also has a real influence in increasing socioeconomic impact. On the other hand, the role of socioeconomic impact is also very important in maintaining Cultural Nature Conservation.

4. The difference in the dynamic model of the tourism ecosystem between Bali and Penang is that the demand side for Bali is strongly influenced by the role of market demand and trust in increasing service loyalty and destination loyalty. Meanwhile, for Penang, the increase in service loyalty and destination loyalty is greatly influenced by the role of extrinsic motivation, market demand and trust. From the supply side, it turns out that the government's role is very important in maintaining Cultural Nature Conservation and increasing socioeconomic impact.

6.2 Suggestions

1. From the demand side, the Bali-Indonesian government and other tourism stakeholders need to further increase efforts to improve the image of tourism, especially related to intrinsic

motivation, namely maintaining the environment which is felt to be less than optimal by tourists, service providers which many tourists complain about, the competence of waiters and government policies which considered less supportive of environmental preservation. Apart from that, there is often an overlap between investment interests and the preservation of Balinese customs and culture, such as the control of coastal areas by certain hotels, even though on the other hand, coastal areas are one unit with the interests of indigenous communities in carrying out traditional ceremonial rituals such as melasti.

2. From the supply side, what needs to be improved in the future is that the contribution of tourism to local communities is felt to be less than optimal, tourism development is also perceived as not being able to maintain biodiversity, preserve culture and landscapes.

3. Future development of Bali tourism should encourage more quality tourism, namely by attracting tourists who have longer stay times, spend more and use quality tourism facilities. For this reason, integration with various tourism stakeholders and the government, both regional and central, is very necessary, especially in relation to regulations, support facilities and education as well as outreach to the community about the importance of increasing quality tourism for Bali to maintain sustainability.

4. Bali tourism also needs to be expanded by developing health tourism like Malaysia, China and Singapore and Australia. Apart from that, there is also a need to develop educational tourism through collaboration with other countries, as well as increasing spiritual tourism for Hindu tourists as well as meditation and yoga tourism for all believers.

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