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# Implementation of POAC Management Function in Sustainable Tourism Development in Panglipuran Traditional Village, Bali

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**Abstract**

This study aims to analyze the implementation of POAC (*Planning, Organizing, Actuating,* and *Controlling*) management functions in sustainable tourism management in Penglipuran Traditional Village, Bali, as well as identify challenges and opportunities for its development. This study uses a descriptive qualitative approach with a literature-based case study type. Data was obtained from scientific articles, books, and relevant documents that discuss Penglipuran Tourism Village, Tri Hita Karana, community empowerment, and sustainable tourism. Data analysis is carried out through data reduction, data presentation, and conclusion drawn. The results of the study show that the planning function is carried out through the preparation of tourism development directions based on the values of Tri Hita Karana; the organizational function is realized through the division of roles between communities, customary institutions, and tourism managers; The implementation function can be seen in the management of tourism activities that maintain customs, traditional architecture, environmental cleanliness, and bamboo forests; Meanwhile, the supervisory function is carried out through awig-awig and community social control. Nevertheless, Penglipuran Traditional Village faces challenges in the form of overtourism, environmental pressures, cultural commercialization, and economic dependence on the tourism sector. Therefore, it is necessary to strengthen customary regulations, visitor capacity management, and diversify the creative economy based on local wisdom.

## 1. Introduction

Penglipuran Traditional Village in Bangli Regency is one of the successful examples of sustainable tourism village development in Bali which has been going on since it was designated as a tourist village in 1993 to 2023. This village is known to be able to maintain traditional values, distinctive spatial planning, bamboo-made house architecture, and environmental sustainability while still developing community-based tourism (Riani, 2025). The development of Penglipuran is not only based on natural and cultural potential, but also very strongly based on the Tri Hita Karana philosophy which is the ideology of Balinese life (Kirani et al. 2022).

In this context, the implementation of POAC (Planning, Organizing, Actuating, Controlling) management functions plays an important role in managing sustainable tourism (Dewi et al., 2023). The management function is integrated with local wisdom so as to create a balance between improving the economic welfare of the community, preserving culture, and preserving the environment (Nurita & Santika, 2022). Although successful, this development also faces challenges such as overtourism, potential environmental degradation, economic dependence on tourism, and shifting cultural values due to globalization (Sitohang & Purnomo, 2023). On the other hand, great opportunities remain open through government policy support, bamboo-based ecotourism development, MSMEs of traditional products, and digital promotion (Riani, 2025). Therefore, this study examines in depth the implementation of POAC management functions in the development of sustainable tourism in Penglipuran Traditional Village by integrating the value of Tri Hita Karana as its main foundation.

In the current era of globalization, the development of the tourism sector is experiencing very rapid growth and has a

significant impact on various aspects of people's lives, both in urban and rural areas. Globalization not only brought progress in the economic field, but also affected the social and cultural values of local communities (Afridayanti, 2022). In this context, the main challenge faced is how to maintain a balance between modernization and the preservation of traditional culture (Amalia, 2023). Indonesia, especially Bali Province, is known as an area with rich culture and high tourism potential. One form of tourism development that is growing is tourism villages, which prioritize the uniqueness of local culture and community participation in its management. Tourism villages are not only a means to improve the community's economy, but also an effort to preserve cultural and environmental values.

One example of a tourist village that has succeeded in maintaining local wisdom in the midst of globalization is the Penglipuran Traditional Village in Bangli Regency, Bali. This village is known as a traditional village that has a distinctive spatial layout, unique architecture made of bamboo, and people's lives that still uphold customs and traditions. The success of Penglipuran Village in maintaining cultural preservation while developing the tourism sector makes it a model for a sustainable tourism village. However, behind these successes, Penglipuran Village also faces various challenges, such as the increasing number of tourists that have the potential to cause environmental degradation, shifting cultural values due to the influence of globalization, and economic dependence on the tourism sector. On the other hand, there are also great opportunities that can be utilized, such as government policy support, the development of a creative economy based on local wisdom, and the use of digital technology in tourism promotion (Sutiarso et al., 2023; Hidayatullah et al., 2022).

In this context, the implementation of POAC (*Planning, Organizing, Actuating, Controlling) management functions* plays an important role in managing sustainable tourism. The management function is integrated with local wisdom so as to create a balance between improving the economic welfare of the community, preserving culture, and preserving the environment. Through the functions of planning, organizing, implementing, and supervising, the management of tourist villages can be directed to not only be oriented to the number of tourist visits, but also to pay attention to the social, cultural, and environmental sustainability of the local community.

Several previous studies have discussed Penglipuran Village from different perspectives. The research of emphasizes the uniqueness of Penglipuran Village as a people-based tourism village supported by traditional spatial planning, local culture, and community involvement (Sudiarta & Nurjaya, 2017). Furthermore, discuss Tri Hita Karana as the ideology of Balinese life in the development of Penglipuran Tourism Village (Kirani et al., 2022). The research shows that the values of Tri Hita Karana are the basis for maintaining a harmonious relationship between humans and God, humans and others, and humans and the environment. Meanwhile, the previous studied analyzes the challenges and opportunities for the development of Penglipuran Village as a sustainable tourism village in the 1993–2023 period, such as overtourism, potential environmental degradation, economic dependence on tourism, as well as opportunities for the development of ecotourism, MSMEs, and digital promotion (Runa et al., 2023; Rokhani & Hafidhuddin, 2022; Silitonga & Wirawan, 2025).

Based on some of these studies, it can be seen that studies on Penglipuran Village have discussed many aspects of local wisdom, the uniqueness of tourist villages, the philosophy of Tri Hita Karana, as well as challenges and opportunities for tourism development. However, studies that specifically link the development of Penglipuran Village with the management function of POAC still need to be strengthened. Therefore, the novelty in this study lies in the analysis of the implementation of POAC's management function in the development of sustainable tourism in Penglipuran Traditional Village, while still

integrating the value of Tri Hita Karana as the main foundation of tourism village management.

Therefore, this research is important to examine in depth the implementation of POAC's management function in the development of Penglipuran Village as a sustainable tourism village. This study aims to analyze the application of planning, organizing, implementing, and supervising functions in sustainable tourism management in Penglipuran Traditional Village. In addition, this research also aims to identify the challenges and opportunities faced in the development of Penglipuran Village, so that a comprehensive understanding and relevant recommendations can be obtained in maintaining a balance between cultural preservation, environmental sustainability, and improving community welfare.

## 2. Literature Review

### 2.1 POAC Management Functions

The management function is an important process in organizing, directing, and controlling an activity so that organizational goals can be achieved effectively (Meri et al., 2022). One of the most widely used management concepts is POAC, namely Planning, Organizing, Actuating, and Controlling (Ayu & Nawawi, 2023). The planning function is related to the process of determining goals, strategies, and steps to be taken (Ibrahim et al., 2025). Organizing is related to the division of duties, roles, and responsibilities between the actors involved. Implementation (actuating) is the process of mobilizing human resources so that activities can run as planned (Wirya et al., 2024). Meanwhile, supervision (controlling) is carried out to ensure that the activities carried out are still in accordance with the goals that have been set (Tucker, 2023).

In the context of tourism village management, the function of POAC is very important because tourism involves many parties, such as the community, tourism village managers, customary institutions, the government, and tourists. Through the implementation of good management functions, tourism development not only focuses on increasing the number of visits, but also pays attention to the sustainability of culture, environment, and the welfare of local communities.

### 2.2 Sustainable Tourism

Sustainable tourism is a tourism development concept that pays attention to the balance between economic, socio-cultural, and environmental aspects. This concept emphasizes that tourism activities should not damage the natural and cultural resources that are the main attraction of a destination. Sustainable tourism also places local communities as an important part of the management process, so that the economic benefits of tourism activities can be felt directly by the community.

In the development of tourist villages, sustainability is a very important aspect because tourist villages usually rely on local wisdom, culture, traditions, and the natural environment. If not managed properly, an increase in the number of tourists can have negative impacts, such as environmental damage, changes in cultural values, and economic dependence on the tourism sector. Therefore, sustainable tourism development needs to be carried out through careful planning, participatory organization, implementation based on local wisdom, and consistent supervision.

### 2.3 Tourism Village and Community Empowerment

Tourism villages are a form of tourism development that makes the potential of the village the main attraction, both in the form of culture, traditions, spatial planning, crafts, culinary, and the natural environment. Tourist villages not only function as objects of tourist visits, but also as a space for community empowerment. Local communities have an important role in providing tourism services, maintaining environmental cleanliness, maintaining traditions, and developing creative economy products.

The previous studied explained that the

uniqueness of Penglipuran Village is one of the main factors that encourage the village to develop as a people-based tourism village (Sudiarta & Nurjaya, 2017). This uniqueness can be seen from traditional spatial planning, house architecture, community culture, and the involvement of residents in maintaining the preservation of the village. This shows that the success of tourism villages is highly dependent on the active participation of local communities.

### 2.4 Tri Hita Karana as Local Wisdom

Tri Hita Karana is a philosophy of life of the Balinese people that emphasizes the balance of relationships between humans and God, humans with fellow humans, and humans with the environment. The three relationships are known as Parahyangan, Pawongan, and Palemahan. In tourism development, Tri Hita Karana is an important basis to maintain that tourism activities are not only oriented to economic benefits, but also pay attention to spiritual, social, cultural, and environmental values.

Tri Hita Karana is the ideology of Balinese life in the development of Penglipuran Tourism Village (Kirani et al., 2022). These values are reflected in the community's way of life, the implementation of traditional ceremonies, environmental order, and social relations between residents. Thus, Tri Hita Karana can be understood as the main foundation in creating harmonious and sustainable tourism management (Anggana et al., 2022; Senastri, 2023).

### 2.5 Development of Penglipuran Traditional Village as a Sustainable Tourism Village

Penglipuran Traditional Village is one of the tourist villages in Bangli Regency, Bali, which is known for successfully maintaining culture, traditional spatial planning, and environmental cleanliness. The development of this village is not only supported by tourism potential, but also by the role of indigenous peoples in maintaining local rules, traditions, and values. Community involvement is an important factor in maintaining the sustainability of tourist villages, especially in the face of modernization pressure and increasing number of tourists.

Penglipuran Village has great opportunities in the development of sustainable tourism villages, such as government support, bamboo-based ecotourism potential, MSME development, and digital promotion (Riani, 2025). However, the village also faces challenges such as overtourism, potential environmental degradation, economic dependence on the tourism sector, and shifting cultural values. Therefore, the management of Penglipuran Traditional Village needs to be carried out in a directed manner through the implementation of the POAC management function which is still based on the value of Tri Hita Karana.

## 3. Research Methods

This study uses a qualitative approach with an analytical descriptive method and a literature-based case study research type. This approach was chosen because the research aims to explore and describe in depth the implementation of the POAC (*Planning, Organizing, Actuating,* and *Controlling) management function* in the development of sustainable tourism in Penglipuran Traditional Village, as well as its relationship with the value of Tri Hita Karana as the foundation of local wisdom of the Balinese people.

This research is library *research*, so the data used is secondary data. Data was obtained from various written sources, such as scientific journal articles, books, official documents, and other academic sources relevant to the topics of tourism village development, management functions, sustainable tourism, local wisdom, and Tri Hita Karana. The primary data in this study are based on two main references: a previous study that discusses Tri Hita Karana as the ideological foundation of Balinese society in the development of Penglipuran Tourism Village (Kirani et al., 2022), and another study that analyzes the challenges and opportunities for the development of Penglipuran Village as a sustainable tourism village during the 1993–2023 period (Riani, 2025).

Additional data were obtained from

journals and other references that support discussions on community-based tourism villages, POAC management functions, and sustainable tourism management. Data collection techniques are carried out through literature studies by searching, reading, identifying, and classifying information that is in accordance with the focus of the research. The information collected is then grouped based on four management functions, namely planning, organizing, implementing, and supervision, and is associated with the value of Tri Hita Karana.

The data analysis technique used is qualitative content analysis with reference to the Miles and Huberman model, which includes three stages, namely data reduction, data presentation, and conclusion drawn. In the data reduction stage, the researcher selects and filters information relevant to the focus of the research. At the data presentation stage, information is compiled in the form of narrative descriptions and tables so that the relationship between the POAC management function and the value of Tri Hita Karana can be clearly seen. Furthermore, at the conclusion stage, the researcher formulated findings regarding the implementation of POAC in the development of sustainable tourism in Penglipuran Traditional Village.

The validity of the data in this study is maintained through triangulation of sources, namely by comparing information from several different scientific references to obtain more consistent and accountable findings. In addition, this study also uses a historical perspective to understand the dynamics of the development of Penglipuran Traditional Village as a tourist village since it was established in 1993 until 2023. Thus, this method is expected to be able to provide a comprehensive overview of sustainable tourism management based on local wisdom in Penglipuran Traditional Village.

## 4. Results and Discussion

Based on a literature analysis from relevant scientific journals, in particular (Kirani et al. 2022; Riani 2025). The development of Penglipuran Tourism Village as a sustainable tourism village has been running effectively since it was established in 1993 to 2023. This success is very determined by the implementation of the POAC (Planning, Organizing, Actuating, Controlling) management function which is strongly integrated with the Tri Hita Karana ideology as the foundation of the life of the Balinese people.

At the planning stage, the community and traditional village managers formulate a tourism concept that is completely based on the traditional values of Tri Hita Karana. This plan includes eight tourism village criteria mapped directly to the three elements of Tri Hita Karana: Parahyangan (relationship with God), Pawongan (relationship between people), and Palemahan (relationship with the environment). This ensures that the development of tourism does not eliminate cultural identity that is inherited from generation to generation (Kirani et al. 2022).

In the aspect of organizing, there is a clear and inclusive division of roles between the community, tourism village managers, and customary institutions. The community is not only an object, but the main subject in tourism activities, such as homestay providers, tour guides, artisans of bamboo-based local products, and MSME managers. Customary organizational structures such as Ulu Apad/Pengarep Village and traditional banjar support participatory community empowerment models (Kirani et al. 2022; Riani, 2025).

At the implementation stage (Actuating), tourism activities are carried out while maintaining local wisdom. Traditional architecture, environmental cleanliness, the implementation of traditional ceremonies (such as Ngusaba Bantal), and the management of 45 hectares of bamboo forest are tangible evidence of the implementation of Tri Hita Karana in daily life. Tourists not only enjoy the beauty of the village, but also get an authentic cultural experience (Kirani et al. 2022). Meanwhile, the function of controlling is carried out independently by the customary village through the implementation of awig-awig (customary rules) that bind all residents. This rule is effective in controlling the negative impact of

mass tourism and globalization, so that people still have full control over tourism activities (Riani, 2025).

*Table. 1 Integration of POAC Management Function with Tri Hita Karana in Penglipuran Village (1993–2023)*

| Management Functions | Tri-Tang Dynasty | Main Implementations (Based on the Literature) |
|---|---|---|
| Planning | Villages, Villages, Villages | Planning of 8 criteria for tourism villages based on Tri Hita Karana and village rearrangement 1989-1990 |
| Organizing | Pawongan | The traditional structure of Ulu Apad, banjar adat, sekehe, and community-based tourism |
| Actuating | Villages, Villages, Villages | Pillow Business, Coral Mixing, Bamboo and Waste Forest Management |
| Controlling | All Elements | Awig-awig, *code of conduct,* mutual cooperation system, and local disaster mitigation |

From the analysis of the literature, Penglipuran Village shows extraordinary strength in maintaining a balance between economic development and cultural preservation. However, there are challenges that need attention, including overtourism, potential environmental degradation, economic dependence on the tourism sector, and shifts in cultural values due to globalization (Riani, 2025). On the other hand, the opportunities that Penglipuran Village has are very large, especially the support of local government policies, the potential for bamboo-based ecotourism and local wisdom, the development of MSMEs of traditional products, and the use of digital technology for wider promotion (Riani, 2025).

Overall, the success of Penglipuran Village as a sustainable tourism village lies in the strong role of the community and customary institutions in managing tourism through the POAC approach based on Tri Hita Karana. To maintain sustainability in the future, more adaptive strategies are needed, such as managing the number of tourists, increasing environmental awareness, and creative economy innovation based on local wisdom so that the balance between culture, the environment, and community welfare is maintained.

## 5. Conclusion

Based on the literature review, the implementation of the Planning, Organizing, Actuating, and Controlling (POAC) management functions in the development of sustainable tourism in Penglipuran Traditional Village generally reflects an effective management pattern. In the planning function, the local community and customary institutions formulate tourism development strategies based on traditional values and the Tri Hita Karana philosophy. This approach enables the village to maintain its cultural identity while responding to the pressures of modernization and globalization. In the organizing function, the division of responsibilities among the community, tourism village managers, and customary institutions demonstrates a participatory empowerment model in which local residents serve not only as beneficiaries but also as the principal actors in tourism management. Nevertheless, the continued increase in visitor numbers may place pressure on village infrastructure, environmental quality, and the social life of the community. The controlling function is primarily implemented through *awig-awig*, which serves as a customary control mechanism for maintaining social order, preserving culture, and limiting the negative impacts of tourism. Overall, the sustainability of Penglipuran Traditional Village depends on the ability of the community and customary institutions to balance economic development, cultural preservation, and environmental protection through participatory and locally grounded management.

Community training, particularly for younger generations, should be expanded to cover tourism services, digital promotion, entrepreneurship, and cultural preservation. In addition, the development of a creative

economy based on local culture should be strengthened to reduce excessive dependence on tourism. Future research should therefore conduct field-based studies using interviews, observations, surveys, or mixed methods. Comparative studies with other traditional tourism villages are also recommended to identify best practices and assess the long-term effectiveness of integrating POAC management with Tri Hita Karana values.

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