

# ANALYSIS OF THE ROLE OF TOURISM MANAGERS IN CREATING SUSTAINABLE TOURISM IN THE MONKEY FOREST AREA, UBUD, BALI

Lutfiyatul Insiyah, Erina Meinanda, Heny Ayu Wardani, Shellafie  
Werdhiningtyas Utami, Nauval Kaka Andreansyah, Lidya Lestari Sitohang\*  
Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Negeri Surabaya, Surabaya,  
Indonesia

E-mail: [lidyasitohang@unesa.ac.id](mailto:lidyasitohang@unesa.ac.id)\*

## ABSTRACT

The Monkey Forest area in Ubud, Bali, is popular throughout the world because of its biodiversity and culture. Tourism managers play a key role in realizing sustainable tourism. This study aims to understand the role of tourism managers in achieving sustainable tourism. This study uses a qualitative approach with data collection techniques of observation, interviews, literature study and documentation. The research took place in the period of July – December 2023. The data was collected in the mid of November 2023 under a three days fieldwork in Ubud area. Purposive sampling was used to select the key informants. Data were processed using the Miles and Huberman analysis model, with data reduction and identification of main themes to understand the role of tourism managers in achieving sustainable tourism in the Monkey Forest area. Three themes appear in the analysis include the tourism managers as the service provider, the challenges they face, and their efforts to overcome these challenges. The results suggest that the managers actively support the sustainable tourism practices. However, to obtain a comprehensive overview of sustainable development actors, further research on other tourism stakeholders is needed.

**Keywords:** Sustainable Development; Sustainable Tourism; Tourism; Tourism Managers; Ubud

## ABSTRAK

*Kawasan Monkey Forest di Ubud, Bali, populer di seluruh dunia karena keberagaman hayati dan budayanya. Pengelola wisata memainkan peran kunci dalam mewujudkan wisata yang berkelanjutan. Studi ini bertujuan untuk memahami peran, tantangan, dan upaya pengelola wisata di Kawasan Monkey Forest dalam mencapai wisata berkelanjutan. Studi ini menggunakan pendekatan kualitatif dengan teknik pengumpulan data observasi, wawancara, studi kepustakaan, dan dokumentasi di Monkey Forest. Penelitian ini berlangsung pada Juli – Desember 2023 dan pengumpulan data dilakukan dalam agenda tiga hari fieldwork di pertengahan November 2023. Purposive sampling digunakan untuk memilih narasumber. Data diolah menggunakan model analisis Miles and Huberman, dengan reduksi data dan identifikasi tema utama untuk memahami peran pengelola wisata dalam mencapai wisata berkelanjutan di kawasan Monkey Forest. Tiga tema yang muncul dalam analisis tersebut antara lain pengelola pariwisata sebagai penyedia jasa, tantangan yang dihadapi, dan upaya mengatasi tantangan tersebut. Hasil penelitian menunjukkan bahwa pengelola berperan aktif dalam mendukung pembangunan wisata berkelanjutan. Namun demikian, untuk memperoleh gambaran*

menyeluruh mengenai pelaku pembangunan berkelanjutan, diperlukan penelitian lebih lanjut terhadap peran stakeholder pariwisata lainnya.

**Kata Kunci:** *Pembangunan Berkelanjutan; Pariwisata Berkelanjutan; Pariwisata; Pengelola Pariwisata; Ubud*

## INTRODUCTION

The Monkey Forest area, located in the Ubud district of Gianyar Regency, Bali, Indonesia, is a world-renowned tourist destination. This area is renowned for its exceptional biodiversity and culture, making it a popular destination for tourists worldwide. It has been designated as a sustainable ecotourism destination by the Indonesian government regulations (Sambou et al., 2019). However, the increasing popularity of the area also presents significant challenges to its environmental and cultural sustainability (Sambou et al., 2019; Sitohang & Purnomo, 2023; Suarya et al., 2017). In order to ensure the sustainability of the tourist attraction, tourism managers need to play an active role.

The Wenara Wana Tourism Mandala, also known as the Monkey Forest Area in Padang Tegal Ubud, is managed as a conservation area to develop the monkeys' natural forest habitat and is also a sacred site (Suacana et al., 2022). Tourism managers have a crucial role in the achievement of sustainable tourism in the monkey forest area. Tourism managers have a multifaceted role that includes protecting the natural environment, managing tourist traffic, preserving culture, promoting environmental education and awareness (Amalyah et al., 2016). In an ever-changing context where tourists are

becoming more conscious of environmental and cultural issues, it is essential for tourism managers to adapt and take appropriate action.

Like elsewhere in Bali, discussions about sustainable tourism in Ubud are invariably linked to the idea of Tri Hita Karana, a traditional way of life that emphasizes striking a balance between one's relationships with God, other people, and the natural world (Pranata et al., 2017). When it comes to showcasing its extraordinary natural and cultural heritages, known as *Saujana*, Ubud is exemplary (Purnomo & Sitohang, 2024). Accordingly, integrating Tri Hita Karana into the tourism domain is anticipated to foster harmony between the preservation of the environment, empowerment of the local population, and satisfying visitor experiences (Rachman, 2014).

To achieve the long-term goals of conserving biodiversity, supporting local communities and providing a positive visitor experience, a sustainable approach to Monkey Forest management is needed. This will require the involvement of tourism managers, who will need to draw on the insights and perspectives that have been presented in previous research. However, few studies discuss the role of managers in developing sustainable tourism, particularly in the Monkey Forest area. Against this background, this study aims to identify the role, challenges and efforts of tourism managers in the

Monkey Forest area in achieving sustainable tourism.

## **LITERATURE REVIEW**

### **Sustainable Tourism**

In tourism terms, sustainable tourism has environmental, cultural, economic and social implications. It is the responsibility of both the community and tourists to ensure that tourist destinations are maintained. However, achieving sustainable tourism poses challenges in terms of economic, social, cultural, and environmental sustainability (Santosa, 2022; Talebi, 2017).

According to (Yoeti, 2008), sustainable tourism aims to meet the diverse needs of tourists while preserving and enhancing the appeal of the destination for future visitors. Tourists seek out attractions that suit their preferences, and sustainable tourism ensures that such attractions continue to thrive and have a lasting impact.

In line with the above-mentioned point of view, Gee et al. (1997) defines sustainable tourism as being composed of three elements. Firstly, quality, which includes the quality of services provided to tourists, the improvement of the living standards of local communities and the preservation of the environmental quality of tourist attractions. Sustainability aims to balance the needs of the tourism industry, the environment and local communities, ensuring the conservation of natural resources and the culture of local communities and creating a satisfying experience for tourists. Sustainable tourism emphasizes the importance of establishing shared goals and promoting mutually beneficial

cooperation between tourists, local communities, and tourism destinations.

Sustainable tourism aims to meet the needs of tourists while preserving ecological culture and biodiversity for future economic and social needs (Gee et al., 1997). To achieve this, tourism activities must be nature-oriented, such as ecotourism and nature-based tourism. The concept of sustainable tourism directs and provides awareness for tourists to protect the areas they visit, rather than causing damage. Weaver (2013) explains that the concept of sustainable tourism in as comprising nature-based ecotourism, the conservation perspective of ecotourism's sustainability dimension, local participation and benefits as part of the human dimension of sustainability, learning and education as part of the ecotourism experience, and the necessity of ethical considerations. Sustainable tourism can only be achieved through nature-oriented activities, such as ecotourism and nature-based tourism. This is because sustainable tourism aims to raise awareness among tourists to protect, rather than damage, the areas they visit. It is important to note that sustainable tourism cannot be achieved without the involvement of tourism managers.

### **Tourism Management**

Management refers to a collection of activities that aim to effectively and efficiently utilize available abilities to achieve predetermined goals (Kristian, 2017). In Indonesian Dictionary, management is defined as a process, method, or act of managing (Kamus

Besar Bahasa Indonesia, 2023). It involves carrying out certain activities by mobilising the energy of other people and helps to formulate organisational policies and goals. Additionally, it provides supervision over all things involved in implementing policies and achieving certain goals.

Tourism management is one of the efforts made by the community and the government to preserve tourist attractions. Effective tourism management requires consideration of the customs and culture of the local population surrounding the tourist destination. It is essential to involve all relevant parties directly involved in the tourism industry to establish good governance.

The role of managers in sustainable tourism, as defined in (Weaver, 2006), encompasses the foundations of nature-based ecotourism, the sustainability dimensions of ecotourism from a conservation perspective, the dimensions of human sustainability in terms of local participation and benefits, learning and education as part of the ecotourism experience, and ethical imperatives. Weaver (2006) suggests that nature-oriented tourism activities, such as ecotourism and nature-based tourism, are necessary to achieve sustainable tourism. This is because the concept of sustainable tourism aims to raise awareness among tourists to protect the areas they visit rather than cause damage. (Efrida et al., 2017). Efrida et al. (2017) demonstrates that perceptions of ecotourism have a significant impact on tourist satisfaction at Monkey Forest Ubud, Bali. The management of the Ubud Monkey Forest

Area has implemented environmental conservation efforts to realize the tourism concept.

## **METHOD**

The research took place in the period of July – December 2023. The data was collected in the mid of November 2023 under a three days fieldwork. Data was collected through various integrated techniques, including observation, interviews, field notes, literature review, and documentation. Observation involved directly observing how managers behaved and worked in the Monkey Forest Area. Interviews were conducted by asking tourism managers questions to gain their perspectives, experiences, and knowledge about their duties. The literature review serves as a theoretical foundation for developing concepts or theories that are pertinent to the role of tourism managers in achieving sustainable tourism in the Monkey Forest Area. Additionally, data is collected through documentation, including regulations, policies, and records related to managers in the Monkey Forest Area, to provide a better understanding of the rules they follow and their responsibilities.

This study employed a purposive method for expert sampling. This is to say that the research participants are considered as experts or had special knowledge about the role of tourism managers (Lenaini, 2021). Accordingly, three experts involved in this study are those who have backgrounds as tourism managers in the Monkey Forest Area. The first informant is 27 years old and from Denpasar. The second informant is

31 years old and from Ubud. The third informant is 29 years old and also from Ubud.

The collected data was analysed using the Miles and Huberman analysis model incorporating data condensation, data display as well as drawing and verifying conclusions (Miles et al., 2014). The data is first organized into field notes and presented in a narrative form. Next, the data is analysed to identify main themes, patterns, and relationships. Concepts or theories that emerge from the data are developed, and interpretation is carried out to understand the meaning.

## **RESULTS AND DISCUSSION**

Ubud is a sub-district in Ubud District, Gianyar Regency, Bali. The area of Ubud is 42.38 km<sup>2</sup>. The population of Ubud is 11,137 people, consisting of 5,587 men and 5,550 women (Badan Pusat Statistik Kabupaten Gianyar, 2021). Ubud is famous for its culture, art and beautiful nature. Tourist attractions that can be visited in Ubud are the Ubud art market, Taman Saraswati Temple, Gunung Kawi Temple, Ubud Agung Temple, Tirta Empul and the Monkey Forest Area.

The Monkey Forest site, situated along Jalan Monkey Forest in the Ubud district of Gianyar Regency, Bali, is a popular tourist destination. It is home to long-tailed monkeys and boasts a beautiful environment with cool air due to the presence of large trees providing shade. The area also features the Dalem Agung Padangtegal temple for worship rituals, as well as a souvenir centre and food vendors. From the thematic analysis, the role of tourism managers in

Monkey Forest is associated with three themes: a) the tourism managers as the service provider, b) the challenges they face, and c) their efforts to overcome these challenges.

### **The Role of Tourism Managers as Service Providers in Achieving Sustainable Tourism in The Monkey Forest Area**

The Monkey Forest area boasts stunning natural beauty and is home to 340 long-tailed macaques. To achieve sustainable tourism in the area, the key lies in the role of tourism managers. These managers can provide essential public facilities, such as visitor guidelines, rubbish bins, and environmental conservation efforts, to ensure sustainable tourism. According to our three key informants, the tourism managers in the Monkey Forest Area can work together with visitors to establish sustainable tourism. This is supported by our first informant as follows:

*"...Monkey Area tourism managers consist of various parties, such as local government, the private sector, local communities, and Monkey Forest Area officers, consisting of cleaning officers, security officers, information officers, ticket officers, and monkey species care officers. as well as their habitat. The local government plays a role in managing and regulating tourism in the Monkey Forest Area, including providing infrastructure, permits and supervision in the Monkey Forest Area. The private sector plays a role in tourism management by providing services and facilities to tourists visiting the Monkey Forest Area. The local community formed a group, namely*

*"Padangtegal Wenara Wana Foundation" which is responsible for maintaining the security, care and management of animals and the Monkey Forest area park. Monkey Forest area officers play a role in the sustainability of monkey species and their habitat..."*

(The first informant, 2023)

The excerpt above highlights that tourism development depends heavily on collaboration between tourism managers and stakeholders. In the Monkey Forest area, the tourism managers include the local government, the private sector, the local communities and the officials of the Monkey Forest area. Collaborating with these managers is essential to achieve sustainable tourism in the area.

With regard to the wildlife services in the area of the Monkey Forest, our first key informant explained their role in providing the visitor's guideline:

*"...In the Monkey Forest Area Tourism there are visitor guidelines provided by the tourism manager. Visitor guidelines state that you should not interact or make direct eye contact with monkeys without supervision. Then, visitors to the Monkey Forest Area are prohibited from bringing plastic bags, plastic bottles and other plastic packaging because this can trigger monkeys to take these items. Then, visitors to the Monkey Forest Area are prohibited from giving food and drink to the monkeys. Apart from that, visitors are advised to wear closed clothing with the aim of maintaining visitor safety..."*

(The first informant, 2023)

In line with these environmental conservation services, aspects of environmental management in the Monkey Forest area have been expanded to include waste management. This was conveyed by our second informant as follows:

*"...The trash bins provided by the Monkey Forest Area tourism manager have two types, namely organic waste and inorganic waste along the roads in the Monkey Forest Area. I hope that visitors to the Monkey Forest area will dispose of their rubbish according to its type. If there is rubbish scattered around, such as bottles, straws, plastic bags, etc., it will affect the sustainability of the ape species and their habitat. Apart from that, inorganic waste in the Monkey Forest area can also be recycled into products that have useful and economic value..."*

(The second Informant, 2023)

Installing waste bins in the Monkey Forest Area is one of the measures taken to promote sustainable tourism. Visitors can help maintain environmental cleanliness and the sustainability of the monkey species in the area. This view of cleanliness is supported by our third informant, who explains:

*"...Environmental conservation is carried out by the Monkey Forest Area tourism manager by caring for monkeys and maintaining their habitat. Every few hours, the monkey habitat and its surroundings are cleaned. Apart from that, dense tree planting was carried out along the roads in the Monkey Forest Area. Caring for monkeys is done by*

*giving food, in the form of sweet potatoes and drinks to the monkeys regularly. Therefore, the monkeys in the Monkey Forest area never experience hunger because we take care of them. Visitors to the Monkey Forest Area can take photos with the monkeys under supervision provided by the tourism management..."*

(The third informant, 2023)

According to interviews with our key informants, the Monkey Forest Area is managed by multiple parties, including the government, private sector, local communities, and Monkey Forest Area officers. To ensure visitor safety, security, and the sustainability of the monkeys in the area, tourism managers have installed information boards in the form of visitor guidelines. Additionally, organic and inorganic waste bins have been provided along the roads in the Monkey Forest area. Tourism managers also play a role in environmental conservation by taking care of the monkeys in the Monkey Forest area. Visitors can capture extraordinary moments by taking photos with the monkeys under the supervision of the tour manager. Visitors to the Monkey Forest Area are expected to comply with visitor guidelines, dispose of rubbish in the appropriate location, and protect the environment surrounding the Monkey Forest Area to promote sustainable tourism.

### **Challenges Faced by Tourism Managers in Realizing Sustainable Tourism in the Monkey Forest Area**

Regarding tourism management in the Monkey Forest area, it faces a number

of challenges that need to be overcome in order to realize tourism sustainability. One of the main challenges is maintaining a balance between increasing tourist visits and preserving the environment and natural habitat of the apes. Apart from that, protecting biodiversity in the Monkey Forest Area is also an important focus, considering the potential for disturbance to local flora and fauna. Tourism managers in the Monkey Forest area also need to address issues related to waste management, facilities and infrastructure that can affect environmental sustainability. This is as stated by our third informant, as follows:

*"...The challenges faced by tourism managers in the Monkey Forest Area are challenges in sustaining the monkey species and their habitat. Tourism managers must ensure that increasing the number of visitors does not disrupt the sustainability of ape species and their habitats. An increase in the number of visitors in the Monkey Forest area will have an impact on the waste problem. "Tourist managers have provided organic and inorganic waste bins throughout the Monkey Forest area, but there are visitors who don't pay attention and throw rubbish carelessly which can harm monkey species and the preservation of the surrounding environment..."*

(The third informant, 2023)

In terms of the operationalisation of the waste management in the area, our second informant explained what should not be done in the Monkey Forest area to maintain its aesthetic value and achieve sustainable tourism as follows:

*"...Maintenance of facilities and tourist attractions, such as statues and temples in the Monkey Forest Area. Tourist managers have provided information in the form of prohibitions and orders, such as not holding statues, not occupying areas, not leaning on statues, etc. However, there are still many visitors who ignore existing prohibitions and orders. For example, there are visitors who take photos while holding statues in the Monkey Forest area to add aesthetic value. If visitors do this continuously, it will have an impact on reducing the quality of the statue. Apart from that, there are also visitors who do not pay attention to the cleanliness of the toilet facilities, such as visitors who forget to turn off the faucet in the toilet, throw away tissue carelessly..."*

(The second informant, 2023)

In addition to the challenges of implementing environmental management regulations, our third key informant provided valuable insight into the difficulties of sustainably maintaining public parking during visitor holidays as follows:

*"...Limited parking space during the holiday season. An increase in visitor vehicles will require a larger volume of parking space, especially during the holiday season. In this case, it will have an impact on visitors who will tour the Monkey Forest area. If there is no parking available in the Monkey Forest area, visitors will choose to visit other tourist attractions. Tourist managers have tried their best to manage parking lots, such as expanding parking lots and the Monkey Forest area so that they can*

*increase the capacity of visitors from local and foreign countries. Apart from that, tourism managers also maintain cleanliness in the parking lot for visitor comfort and environmental sustainability..."*

(Third informant, 2023)

After conducting interviews with three tourism managers in the Monkey Forest Area, specifically those responsible for the Monkey Forest Tourism Area, it became clear that they are facing the challenge of maintaining the sustainability of monkey species and their habitats. Additionally, they must manage the increasing number of visitors, which has led to a waste problem. Furthermore, they are struggling to maintain existing facilities and tourist attractions. The tourism manager of the Monkey Forest Area has issued prohibitions and orders. Additionally, they face the challenge of limited parking space, which they have addressed by expanding the parking area. In order to achieve sustainable goals and to maintain the environmental integrity and uniqueness of the Monkey Forest Area, there is a need for co-operation between the tourism managers and the visitors.

### **Tourism Managers' Efforts to Achieve Sustainable Monkey Forest**

In the efforts of tourism managers to face the challenge of realizing sustainable tourism in the Monkey Forest area, it is crucial in maintaining a balance between aspects of tourism, environmental preservation and ecosystem sustainability. Coordination efforts with various stakeholders,



including local communities, are an important strategy so that sustainable tourism can be realized without reducing the quality of nature and animal life in the Monkey Forest Area. In this context, tourism managers need to implement sustainable policies and practices to maintain environmental integrity and provide a responsible tourism experience for visitors in the Monkey Forest Area. According to our first informant, the Monkey Forest Area management has made the following efforts:

*"...Tourist managers provide warning signs about throwing rubbish in existing places. Apart from that, the tourism manager also cleans the Monkey Forest area every hour. Apart from cleaning the environment, the Monkey Forest area tourism manager also takes care of the monkey species, such as feeding and drinking them. Monkeys in the Monkey Forest Area are also trained by tourism managers, so that the monkeys in the Monkey Forest Area are released to mingle with visitors. Visitors to the Monkey Forest area can take photos with the monkeys under the supervision of the tour manager..."*

(The first informant, 2023)

It is important for tourism managers to be thoughtful in maintaining the challenges of sustainability and quality of tourism destinations. Our second informant shared his perspective on efforts to maintain facilities and tourist attractions while at the same time bearing in mind the visitors enjoyment as well as their safety in the Monkey Forest Area. Our key informant the importance of

maintaining these areas to ensure a positive experience for visitors.

*"...Efforts to maintain tourist facilities and objects, namely the tourism manager has directed visitors to comply with all existing prohibitions and orders to maintain the quality and cleanliness of facilities and tourist attractions in the Monkey Forest Area. Tour managers also supervise the safety and security of visitors at Monkey Forest. If visitors to the Monkey Forest Area can maintain the facilities and tourist attractions available, a sustainable tourism will be created..."*

(The second informant, 2023)

To understand the tourism managers' efforts to achieve sustainable tourism in the Monkey Forest area, the third resource person explained the measures taken to maintain facilities and tourist attractions that may affect sustainability in the area. These measures include:

*"...Efforts to limit parking space during the holiday season, namely tourism managers carry out layout management based on the type of transportation. The parking area in the Monkey Forest area is also expanding every year. Tour managers also maintain the cleanliness of the parking lot in the Monkey Forest area. It is hoped that visitors to the Monkey Forest Area will care and be aware of waste, maintenance of facilities and tourist attractions, as well as the cleanliness of the environment around the Monkey Forest Area which can affect the sustainability of monkeys*

and their habitat. Apart from that, visitors to the Monkey Forest Area must comply with the regulations provided by the tourism management..."

(Third informant, 2023)

The interview results indicate that tourism managers have made various efforts to manage the Monkey Forest Area, including raising visitor awareness and maintaining the environment, in order to overcome the challenges associated with managing it. These measures include the installation of warning signs regarding the disposal of waste, hourly cleaning of the environment and the active care of the monkey species. The Monkey Forest Area applies rules and prohibitions to visitors and monitors security and safety to maintain the quality of its facilities and tourist attractions. To ensure a memorable tourism experience, the tourism management supervisor should engage visitors in activities that enable them to interact with the monkeys. Collaboration between managers and visitors is essential for preserving the environment and ensuring the success of tourism in Monkey Forest. Efforts to expand parking areas and manage transportation types should be undertaken, along with regular maintenance of facilities and compliance with established regulations.

Based on Miles and Huberman's analysis using data reduction, it is known that the role of tourism managers in the Monkey Forest area covers three topics, including providing rubbish bins, providing visitor guidelines (as seen in Figure 1), and carrying out environmental

conservation services. The waste bins in the area are divided into two categories: one for organic waste and one for inorganic waste. The Monkey Forest Area Visitor Guidelines prohibit visitors from interacting with, making eye contact with, or feeding the monkeys. Additionally, visitors are not allowed to bring plastic bags, plastic bottles, or other plastic packaging. For safety reasons, visitors are advised to wear close-fitting clothing. The guidelines also emphasise the importance of environmental conservation in the Monkey Forest area, including the protection of the monkeys and their habitat.



**Figure 1. Visitor Guidelines in the Monkey Forest Area**

(Source: *Observation*, 2023)

Tourism managers in the Monkey Forest area face several challenges, including waste management, facility maintenance and limited parking. Waste management challenges include managing visitor waste, monkey food waste, and waste generated by tourism

activities. Facility maintenance and tourist attraction challenges include visitors ignoring prohibitions and orders, which can lead to damage and deterioration of facilities and attractions. One of the challenges faced in the Monkey Forest area is the limited parking space. To address this issue, reducing the number of visitors and maintaining cleanliness in the parking area are important steps.



**Figure 2. Visitor Prohibition Board in the Monkey Forest Area**  
(Source: *Observation, 2023*)

Tourism managers in the Monkey Forest Area are making additional efforts to address waste generation issues, including providing warning signs for proper waste disposal, environmental clean-up, and species conservation. Efforts to address the challenges of maintaining facilities and tourist attractions in the Monkey Forest Area include visitor management and supervision, and addressing limited parking space is a priority, which

includes managing layouts based on transportation type, expanding land, and maintaining cleanliness.

The results obtained regarding the role of tourism managers in the Monkey Forest Area in conservation agree with Weaver's statement that sustainable tourism has a nature-based ecotourism foundation: ecotourism has a sustainability dimension from a conservation perspective, a human sustainability dimension in the form of local participation and benefits, and includes learning and education as part of the ecotourism experience, as well as ethical imperatives (Weaver, 2006). Tourism managers in the Monkey Forest area carry out conservation by caring for the monkeys and maintaining their habitat. Monkey care involves providing food and drink to the monkeys, while habitat maintenance involves cleaning their habitats and planting dense trees along the roads in the Monkey Forest area.

Tourism managers in the Monkey Forest Area are making efforts to address challenges in line with Weaver's recommendation that sustainable tourism should be nature-oriented, such as ecotourism and nature-based tourism. This concept promotes awareness among tourists to protect, rather than destroy, the areas they visit (Weaver, 2006). Tourism managers in the Monkey Forest Area direct visitors to comply with all existing prohibitions and orders to maintain the quality and cleanliness of facilities and tourist attractions in the area.

## CONCLUSION

The role of tourism managers is crucial in achieving sustainable tourism in the Monkey Forest Area. The tourism managers include the local government, the private sector, local communities, and the managers of the Monkey Forest Area. To ensure the safety and security of both visitors and monkeys in the area, the Monkey Forest Area tourism managers provide visitor guidelines in the form of information boards. Tourism managers in the Monkey Forest area provide both organic and inorganic waste bins along the roads. They also carry out environmental conservation by maintaining the monkeys and their habitats to promote sustainable tourism.

Managing the Monkey Forest area presents several challenges, including ensuring the sustainability of monkey species and their habitats, maintaining facilities and tourist attractions, and addressing limited parking space. Efforts by tourism managers to address challenges include providing warning signs for proper rubbish disposal, caring for monkey species and their habitats, giving guidance to comply with existing regulations, supervising visitors for security and safety, managing transportation based on type, and maintaining parking lot cleanliness. Visitors are expected to increase awareness of the natural beauty of the Monkey Forest Area and the sustainability of monkey species. Collaboration between tourism managers and visitors is necessary to create sustainable tourism.

Drawing on the findings of this study, two recommendations are

suggested, one pragmatic and one academic. From a pragmatic perspective, the study's findings promote the active role that tourism managers can play in supporting sustainable tourism practices at the local level. However, it is important to note that this article does not discuss the roles of other tourism actors. Therefore, as an academic recommendation, further research should be conducted to investigate the role of other tourism stakeholders, such as the government and the community.

## REFERENCES

- Amalyah, R., Hamid, D., & Hakim, L. (2016). Peran Stakeholder Pariwisata Dalam Pengembangan Pulau Samalona Sebagai Destinasi Wisata Bahari. *Jurnal Administrasi Bisnis*, 37(1), 158–163. <http://administrasibisnis.studentjournal.ub.ac.id/index.php/jab/article/view/1439>
- Badan Pusat Statistik Kabupaten Gianyar. (2021). *Kecamatan Ubud dalam Angka 2021*. <https://gianyarkab.bps.go.id/publication/2021/09/24/1822fb3066bdbe7437864338/kecamatan-ubud-dalam-angka-2021.html>
- Efrida, V. R., Sudiarta, I. N., & Mahadewi, N. P. E. (2017). Pengaruh Persepsi Ekowisata Terhadap Tingkat Kepuasan Wisatawan Di Monkey Forest Ubud, Bali. *Jurnal Ipta*, 5(1), 53. <https://doi.org/10.24843/IPTA.2017.v05.i01.p11>
- Gee, C. Y., Solá, E. F., World Tourism Organization, & WTO Education. (1997). *International tourism : a*

- global perspective*. World Tourism Organization.
- Kamus Besar Bahasa Indonesia. (2023). *Kata Dasar Kelola*. <https://kbbi.web.id/kelola>
- Kristian, Y. (2017). Pengelolaan Objek Wisata Oleh Dinas Pariwisata Kabupaten Kutai Barat di Danau Aco Kampung Linggang Melapeh Kecamatan Linggang Bigung. *Administrasi Negara*, 5(1), 5404–5417. [https://ejournal.ap.fisip-unmul.ac.id/site/wp-content/uploads/2017/02/JURNAL%20\(02-13-17-04-46-32\).pdf](https://ejournal.ap.fisip-unmul.ac.id/site/wp-content/uploads/2017/02/JURNAL%20(02-13-17-04-46-32).pdf)
- Lenaini, I. (2021). Teknik Pengambilan Sampel Purposive dan Snowball Sampling. *Historis : Jurnal Kajian, Penelitian Dan Pengembangan Pendidikan Sejarah*, 6(1). <https://journal.ummat.ac.id/index.php/historis/article/view/4075>
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative Data Analysis: A Methods Sourcebook*. SAGE Publication, Inc.
- Pranata, K. A., Sri, A. A. P., & Putra, A. M. (2017). Penerapan Konsep Tri Hita Karana di The Trans Resort Bali. *Jurnal Kepariwisata Dan Hospitalitas*, 1(1). <http://download.garuda.kemdikbud.go.id/article.php?article=1645337&val=18086&title=Penerapan>
- Purnomo, N. H., & Sitohang, L. L. (2024). Saujana Ubud Bali in Tourism Activities. *KnE Social Sciences*. <https://doi.org/10.18502/kss.v9i2.14849>
- Rachman, A. F. (2014). Sumber Daya Pariwisata Budaya. In *Geografi Pariwisata Jawa dan Bali* (pp. 179–210). Media Bangsa Penerbit.
- Sambou, O., Riniwati, H., & Fanani, Z. (2019). Socio-economic and Environmental Sustainability of Ecotourism Implementation: A Study in Ubud Monkey Forest-Bali, Indonesia. *Journal of Indonesian Tourism and Development Studies*, 7(3), 200–204. <https://doi.org/10.21776/ub.jitode.2019.007.03.09>
- Santosa, D. (2022). *Ekowisata: Proses Menuju Pariwisata Berkelanjutan? Belum Tentu! Konten ini telah tayang di Kompasiana.com dengan judul “Ekowisata: Proses Menuju Pariwisata Berkelanjutan? Belum Tentu!”* <https://www.kompasiana.com/davinasantosa0529/638ee8324addee505574c3b3/ekowisata-proses-menuju-pariwisata-berkelanjutan-belum-tentu>
- Sitohang, L., & Purnomo, N. H. (2023). Kearifan Lokal Dalam Konteks Pariwisata Berkelanjutan: Fenomena Dua Sisi Penerapan Tri Hita Karana Dalam Keseharian Kegiatan Pariwisata Di Bali. *JURNAL GEOGRAFI Geografi Dan Pengajarannya*, 21(1), 1–18. <https://doi.org/10.26740/jggp.v21n1.p1-18>
- Suacana, I. W. G., Wiratmaja, I. N., & Sudana, I. W. (2022). Strategy For Development Of Eco-Tourism Policy Based On Local Wisdom Of Indigenous Communities In Ubud

Bali Indonesia. *Journal of Positive Psychology & Wellbeing* , 6(1), 2608–2618.

<https://journalppw.com/index.php/jppw/article/view/3234/2105>

Suarya, I. M., Paramadhyaksa, N. W., Dewi, N. K. A., & Suryada, I. G. A. B. (2017). Identifikasi Potensi Internal, Tantangan Dan Peluang Pengembangan Lima Tipe Daya Tarik Wisata Desa Singapadu Tengah. *Seminar Nasional Arsitektur Dan Tata Ruang*, 119–126.

<https://erepo.unud.ac.id/id/eprint/18076/1/f035668cfa968adc5a10519279f272d0.pdf>

Talebi, H. (2017). Tourism: principles, practices, philosophies. *Anatolia*, 28(1), 113–115. <https://doi.org/10.1080/13032917.2016.1276698>

Weaver, D. (2006). *Sustainable Tourism: Theory and Practice*. Routledge.

Weaver, D. (2013). Emergence of Sustainable Tourism. In *Sustainable Tourism: Theory and Practice* (pp. 1–9). Routledge. [https://api.pageplace.de/preview/D T0400.9781136360497\\_A23841231/preview-9781136360497\\_A23841231.pdf](https://api.pageplace.de/preview/D T0400.9781136360497_A23841231/preview-9781136360497_A23841231.pdf)

Yoeti, O. (2008). *Perencanaan dan Pengembangan Pariwisata*. PT. Pradnya Paramita.