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RESEARCH ARTICLE

LEGAL PROTECTION AND EMPOWERMENT OF LOCAL WORKERS IN VILLAGE-BASED COASTAL TOURISM MANAGEMENT IN SANUR KAJA CUSTOMARY VILLAGE, BALI

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Abstract

Coastal tourism in Bali, particularly in Sanur Kaja Customary Village, presents normative and practical challenges concerning the protection of local workers (krama wed) and environmental management following the closure of the Suwung Landfill (TPA). This empirical and normative legal study aims to analyze the effectiveness of the Galang Kangin Sanur Customary Village-Owned Enterprise (BUPDA) in protecting local workers (krama wed) and to formulate a sustainable model for coastal waste governance. The study employs a socio-legal research approach with qualitative analysis through Focus Group Discussions (FGDs) and in-depth interviews with customary village leaders. The findings indicate that BUPDA Galang Kangin has successfully absorbed 90% local workers, with 64 local workers identified, in accordance with the mandate of Law Number 10 of 2009 on Tourism and Bali Provincial Regulation Number 4 of 2019. Strengthening internal regulations through Sanur Customary Village Pararem Number 1 of 2023 and Denpasar Mayor Regulation Number 51 of 2022 has provided legal certainty for protecting local employment opportunities, implementing coastal cleanliness management through the "Clean Friday" program, and applying the Reduce, Reuse, Recycle (3R) concept. BUPDA's business profits are allocated to finance the Parahyangan, Pawongan, and Palemahan aspects of community life, including full funding of Ngaben ceremonies for customary village members.

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Introduction:-

Article 27 paragraph (2) of the 1945 Constitution of the Republic of Indonesia stipulates that "every citizen has the right to work and to a livelihood that is adequate for human dignity." Furthermore, Article 1 point 2 of Law Number 13 of 2003 on Manpower defines a worker as any person who is capable of performing work to produce goods and/or services, whether to meet their own needs or the needs of society. Article 1 point 3 defines a worker/laborer

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as any person who works in return for wages or other forms of compensation. Article 4 of Law Number 13 of 2003 on Manpower provides that manpower development aims to: (a) empower and utilize workers optimally and humanely; (b) achieve equitable employment opportunities and provide workers in accordance with national and regional development needs; (c) provide protection for workers in realizing their welfare; and (d) improve the welfare of workers and their families.

Bali is a national and international tourism hub that has undergone a significant economic transformation from an agrarian sector toward tourism services. This development has made tourism the largest contributor to Bali Province's Gross Regional Domestic Product (GRDP) and a major source of employment. Although tourism is a key pillar of the economy, Bali's labor sector faces several structural and critical challenges, including competition from workers from outside the region and foreign workers. The strong attractiveness of Bali's tourism industry has encouraged an influx of workers from other regions and abroad. Without strict regulations and competency certification, local workers risk being displaced from strategic positions and being concentrated in entry-level jobs. Nevertheless, Article 5(c) and (e) of Law Number 10 of 2009 on Tourism stipulates that tourism shall be organized according to the principles of providing benefits for public welfare, justice, equality, and proportionality, as well as empowering local communities.

Article 42 paragraph (4) of Law Number 6 of 2023 on the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 on Job Creation provides that foreign workers may be employed in Indonesia only under an employment relationship for specific positions and periods and must possess competencies appropriate to the positions to be held. The Elucidation of Article 42 paragraph (1) of Law Number 13 of 2003 on Manpower explains that the requirement for a permit to employ foreign workers is intended to ensure that their employment is carried out selectively in order to optimize the utilization of Indonesian workers.

Nevertheless, the tourism labor sector exposes local communities to critical structural challenges, including substantial migration of workers from outside the region and foreign workers. Without strict regulations and legal certainty concerning competency certification, local krama risk being relegated to marginal positions and excluded from strategic roles. Global literature emphasizes that integrating local workers into the tourism industry is crucial for creating economic stability and preventing the cultural marginalization of indigenous communities. Furthermore, community-based and indigenous enterprises have been shown to be effective drivers of local employment compared with mainstream commercial enterprises. In essence, tourism development must be grounded in principles of justice and fairness. Article 5(c) and (e) of Law Number 10 of 2009 on Tourism expressly mandates that tourism be organized according to the principles of promoting public welfare, justice, equality, and proportionality, while empowering local communities.

Figure 1: Macro Overview of Bali's Workforce Profile:-



Source: Bali Provincial Office of Manpower and Energy and Mineral Resources, 2026, “Bali Employment Diagnostics 2026: From Quantity to Quality of Employment.”

Figure 2: Critical Point of the Split Employment Structure:-

Source: Bali Provincial Office of Manpower and Energy and Mineral Resources, 2026, “Bali Employment Diagnostics 2026: From Quantity to Quality of Employment.”

Figure 3: Education Paradox: Dominance of Basic Education vs. Unemployment:-



Source: Bali Provincial Office of Manpower and Energy and Mineral Resources, 2026, “Bali Employment Diagnostics 2026: From Quantity to Quality of Employment.”

Figure 4: Three Key Sectors Driving Half of Bali's Working Population:-



Source: Bali Provincial Office of Manpower and Energy and Mineral Resources, 2026, “Bali Employment Diagnostics 2026: From Quantity to Quality of Employment.”

The Galang Kangin Sanur Customary Village-Owned Enterprise (BUPDA) was established as an economic pillar rooted in local wisdom, with the aim of strengthening the financial self-reliance of the Sanur Customary Village. In accordance with Bali Provincial Regulation Number 4 of 2019 concerning Customary Villages in Bali, BUPDA manages local economic potential in tourism, services, and trade to ensure that the benefits are directly enjoyed by the krama (members) of the customary village.

As the business units of BUPDA Galang Kangin Sanur continue to operate and expand, the workforce plays a crucial role. Human resource management at BUPDA is distinctive because it combines modern professional standards with traditional values such as Gotong Royong (mutual cooperation) and Paras Paros (communal solidarity). Recruitment prioritizes members of the local customary village to absorb local labor and reduce unemployment in the Sanur area.

However, throughout its operations, BUPDA Galang Kangin Sanur has encountered several challenges related to workforce involvement, including:-

- Competence and Qualifications: The challenge of aligning professional skills with the educational and experiential backgrounds of local community members (krama).
- Discipline and Work Ethics: Establishing a professional work culture without compromising customary and religious obligations, which often require workers' time during operational hours.

Furthermore, waste management has become a critical issue following the closure of the Suwung Landfill (TPA). Therefore, an in-depth assessment of the role, effectiveness, and workforce management of BUPDA Galang Kangin Sanur is essential. This assessment is important for formulating a highly competitive human resource management strategy while maintaining a strong foundation in the cultural values and well-being of the Sanur community. Empowerment refers to a social and economic process that enhances the capacity, accessibility, and self-reliance of local communities in making development decisions. In tourism, this concept focuses on Community-Based Tourism (CBT) and the involvement of Krama Desa (indigenous community members).

According to Law Number 13 of 2003 on Manpower (Article 1, point 2), a worker is defined as any person capable of performing work to produce goods and/or services, whether to meet their own needs or those of the community. Local Workforce refers to the recruitment of human resources from the local area to fill operational, managerial, and entrepreneurial roles within tourism zones. Prioritizing local workforce recruitment aims to prevent economic leakage, namely the outflow of economic value from the region. Coastal Tourism Management refers to the governance of coastal areas that integrates the protection of marine ecosystems, the utilization of socio-religious spaces, and the sustainable organization of economic activities.

Research Methods:-

This is an empirical legal study employing a socio-legal research approach that combines normative analysis of statutory provisions with an empirical field approach. The research was conducted in Sanur Kaja Customary Village, Denpasar. Primary data were obtained through structured interviews and Focus Group Discussions (FGDs) with BUPDA administrators,

Prajuru of Sanur Customary Village, community leaders, and international academics from Warmadewa University, Universidade da Paz (Timor-Leste), and Naga College Foundation University / Nueva Caceres University (Philippines). Secondary data included primary legal materials such as Law Number 10 of 2009, Law Number 13 of 2003, Bali Provincial Regulation Number 4 of 2019, Denpasar Mayor Regulation Number 51 of 2022, as well as the Awig-Awig and Sanur Customary Village Pararem Number 1 of 2023. The data were analyzed using a qualitative and prescriptive approach.

Data were analyzed using an inductive-deductive method by examining legal issues occurring in the field. The data obtained from both fieldwork and the literature were then examined qualitatively and analyzed to formulate legal arguments.

Problems and Solutions:-

Problems of the Partner:-

Coastal tourism management in Sanur Kaja Village faces complex structural and social challenges. Despite its high tourism attractiveness, the utilization of local labor in tourism management remains suboptimal. Most local residents lack the technical and managerial skills required for professional and sustainable coastal tourism management.

- The first issue is the low absorption of local labor in beach management activities, particularly in cleanliness services, facility maintenance, and tourism support services. This is caused by limited competencies, the absence of community-based recruitment systems, and a lack of training aligned with the actual needs of coastal tourism management.
- The second issue is the low level of community participation in maintaining beach cleanliness. Coastal cleanliness is still perceived as the responsibility of government agencies or tourism operators alone, rather than as a shared responsibility of the traditional community. As a result, beach waste management remains reactive, unplanned, and unsustainable.
- The third issue concerns the institutional and managerial capacity of BUPDA of Sanur Customary Village. Although BUPDA has a clear organizational structure, systems for workforce management, task distribution, and standard operating procedures for beach cleanliness have not yet been systematically documented. This condition reduces the effectiveness and sustainability of coastal tourism management programs.

Solutions:-

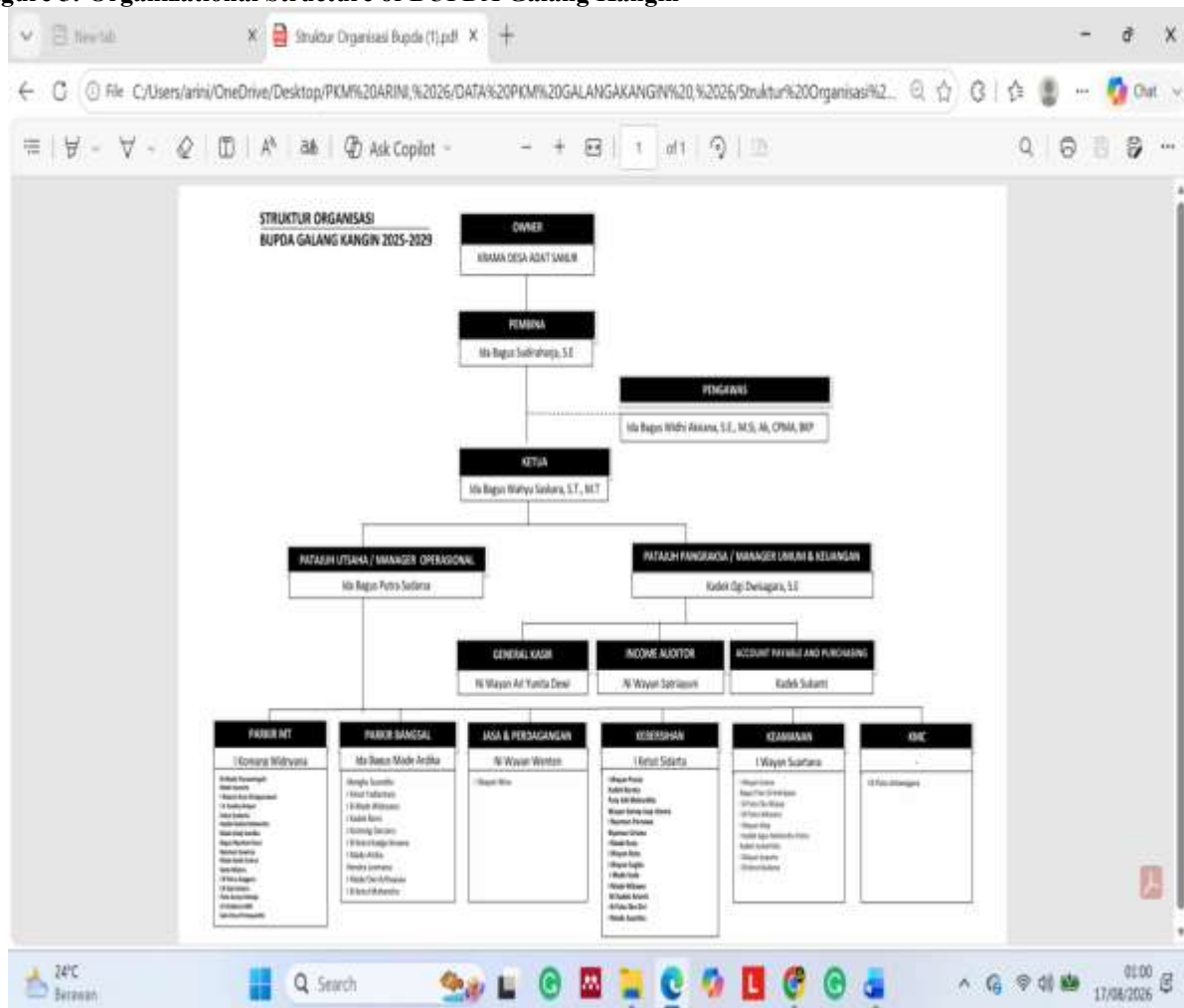
To address these challenges, the proposed solutions are designed within an integrated, community-empowerment-based, and sustainability-oriented framework:-

- Capacity building for the local workforce through technical training in beach cleanliness management, coastal tourism services, and environmental awareness.
- Establishment and strengthening of indigenous community-based beach cleanliness working groups under the coordination of BUPDA.
- Implementation of appropriate technologies, including waste-sorting systems, environmentally friendly cleaning equipment, and facilities that support beach cleanliness.
- Environmental education and awareness campaigns targeting both local communities and tourists as part of sustainable tourism management.
- Institutional management support for BUPDA, including the development of standard operating procedures, operational systems, and performance-monitoring mechanisms for the local workforce.

Results of Activity Implementation:-**Local Labor Absorption in Beach Management Activities in Sanur Kaja Village as a Tourism Area:-**

The institutional role of BUPDA Sanur Customary Village in community- and environment-based tourism management involves a clear hierarchical structure. The Krama Desa Adat (Customary Village members) serve as the ultimate owners; oversight is provided by the Bendesa Adat (Customary Village Head) and Panureksa (Supervisory Board); and operations are managed by the Petajuh Utsaha (Operations Manager) and Petajuh Pangraksa (General and Finance Manager). Its operational framework is grounded in customary law, specifically the Awig-Awig (Customary Village Statutes) and Pararem (Customary Village Regulations) Number 1 of 2023, as well as external regulations, namely Denpasar Mayor Regulation Number 51 of 2022 concerning Guidelines for Managing Tourist Attractions in the Sanur Coastal Area. In the context of community- and environment-based tourism management, BUPDA manages supporting business units such as parking, security, sanitation, and commerce. At the same time, it supports the socio-cultural functions of the Customary Village by allocating a portion of its Sisa Hasil Usaha (SHU), or net surplus, to Tri Hita Karana activities (Parahyangan, Pawongan, and Palemahan).

Figure 5: Organizational Structure of BUPDA Galang Kanging

**Details:**

- The owner of BUPDA Galang Kanging, Sanur, is the Sanur Customary Village community (Krama Desa Adat Sanur).
- Its advisor is Ida Bagus Sudihardja, SE.
- BUPDA Galang Kanging, Sanur, is supervised by Ida Bagus Widhi Aksiana, SE, M.Si, Ak, CPMA, BKP.
- The Head of BUPDA is Ida Bagus Wahyu Saskara, ST, MT, who oversees two deputies (Petajuh): the Petajuh

Utsaha (Operations Manager) and the Petajuh Pangraksa (General and Finance Manager). Reporting to the deputies are the parking attendants, trading service staff, and the KMC, cleaning, and security teams.

Based on the implementation of the community service activities, particularly the interviews and Focus Group Discussions (FGDs) conducted with BUPDA Galang Kanging Sanur Kaja, the BUPDA of Sanur Customary Village operates in the following business sectors:-

- 1) Management of the Matahari Terbit Beach and Bangsal Beach tourist attractions;
- 2) Vehicle parking ticketing within the tourist attraction areas;
- 3) Restroom rental services;
- 4) Cleaning and security services for the tourist attraction areas;
- 5) Rental of MSME stalls/shop units;
- 6) Trading of MSME products;
- 7) Product distribution (including brands such as Aqua, Le Minerale, Nipis Madu, Mizone, Teh Pucuk, and Cleo);
- 8) Promotional services (e.g., joint promotion of events in collaboration with BUPDA).

Regarding the impact of tourist numbers on coastal waste volume, comprising both organic and inorganic waste, it is evident that an increase in visitor numbers directly correlates with an increase in waste volume. In Denpasar City, the volume of generated waste generally reaches approximately 1,000 tons per day, with organic waste accounting for up to 60% of the total. At the Sanur Customary Village level, the primary challenge is the limited capacity of the 3R-based waste-processing facilities (TPS3R) and shredding machinery relative to the volume of waste generated, which frequently leads to waste accumulation, particularly during periods of high tourist traffic.

In efforts to enhance local workforce capacity, neither BUPDA nor the Sanur Customary Village has conducted specific formal training programs on beach cleanliness management, tourism services, or environmental awareness. To date, the measures taken have been limited to verbal briefings and introductions to waste management, tourism operations, and tourism management provided by Customary Village officials and BUPDA representatives. However, a primary challenge for BUPDA's future management lies not in facilities but in strengthening human resources and leadership—particularly leadership with a clear vision and mission—making training and human resource capacity building key areas requiring reinforcement.

The results of the Focus Group Discussion (FGD) indicate that, regarding the employment of local personnel in the management of the Bhaga Utsaha Padruwen Desa Adat (BUPDA), Ida Bagus Raka Jaya Swabawa, serving as Petajuh (Deputy Head) of Sanur Customary Village, stated that BUPDA currently employs a workforce consisting of nearly 90% local residents of Sanur Village (interview conducted on April 21, 2026).

BUPDA has absorbed local labor on a large scale, with 90% of its personnel drawn from the Sanur Customary Village community for general roles such as security, sanitation, and parking management. The increase in tourist visits has also driven improvements in both the quantity and quality of the workforce involved, particularly within the parking business unit, which has experienced significant revenue growth alongside the increase in tourism activity.

Furthermore, based on an interview with the Head of BUPDA Galang Kangin (Sanur Customary Village), only local personnel, specifically Krama Wet (members) of the Sanur Customary Village, may serve as managers of BUPDA Galang Kangin. An exception is made when specific competencies are required that are not possessed by any village members, such as auditing expertise. In such cases, BUPDA may engage an external auditor, but only for the duration of the specific assignment and not as a manager.

Furthermore, based on an interview conducted on July 31, 2026, with Mr. Kadek Ogi Dwisagara, SE, serving as Petajuh Pangraksa (Deputy Head) and General and Finance Manager of BUPDA Galang Kangin, Sanur Kaja, the following data were obtained:-

1. The workforce at BUPDA Galang Kangin (Sanur Customary Village) consists of 64 individuals, all of whom are Krama Wed (indigenous members) of the Sanur Customary Village.
2. The local workforce comprises 57 men and 7 women.
3. The external workforce consists of one man, an external auditor who is not part of the BUPDA management team.

Under its community-based management model, BUPDA Galang Kangin prioritizes local personnel in its operations because fostering prosperity through the empowerment of krama (customary village members) was the founding objective of BUPDA Galang Kangin (Sanur Customary Village). Furthermore, the earnings remitted by BUPDA to the Customary Village are reinvested to support the three pillars of Balinese communal life: Parahyangan (spiritual/religious affairs), Pawongan (social/human relations), and Palemahan (environmental/territorial management). A concrete example of this policy, implemented by the Bendesa (Customary Village Head) of Sanur, is that the Ngaben (cremation) ceremony for any deceased krama member is fully funded by the Customary Village from start to finish.

Figure 6: Focus Group Discussion (FGD):-

Regarding efforts to enhance the capacity of the local workforce, neither BUPDA nor the Sanur Customary Village has conducted specialized training, nor is there an explicit formal technical training program for beach cleanliness management, tourism services, or environmental awareness. Current measures have been limited to verbal briefings and introductions regarding waste management, tourism governance, and tourism operations provided by Customary Village officials and BUPDA representatives. However, a primary challenge for BUPDA's future management lies not in facilities but in strengthening human resources and leadership, specifically leadership with a clear vision and mission, making the need for training and human resource capacity building a key area requiring reinforcement.

Based on interviews with members of the Sanur Kaja Customary Village (Desa Adat), local workers play a central role in managing coastal tourism in Sanur Kaja. BUPDA (the Village-Owned Business Entity) applies a "by us, for us" principle, prioritizing customary village members for employment across nearly all operations, ranging from parking management, security, and sanitation to retail units. Exceptions are made only when specific expertise is required, such as external financial auditors needed to ensure the objectivity of reports. The involvement of local workers not only generates economic benefits but also strengthens the social legitimacy of coastal area management because operations are directly managed by local indigenous residents.

Figure 7: Photo of Community Service Activities in Timor-Leste:-

Likewise, in Timor-Leste, the tourism industry prioritizes local workers. Foreign workers are permitted only for specific positions that cannot be filled by local workers, and only when the required permits have been obtained in accordance with the applicable procedures in Timor-Leste.

Level of Community Participation in Maintaining Beach Cleanliness:-

Prior to the closure of the Suwung Landfill, the Sanur Customary Village did not face significant problems related to solid waste and liquid effluent because waste management systems had been well planned and controlled since the establishment of BUPDA. However, following the Governor's policy to close the Suwung Landfill, BUPDA and the Customary Village have been seeking alternative methods, particularly for handling inorganic waste. According to the Head of BUPDA, inorganic waste is currently collected at a designated site within the Sanur Customary Village, where a collection pit has been constructed. This issue affects not only the Sanur Customary Village but also Bali as a whole and therefore requires an urgent solution. The Head of BUPDA also noted that meetings concerning this matter have been held in collaboration with the Sanur Customary Village.

Public awareness of environmental cleanliness varies. While business operators and members of the Customary Village (Desa Adat) generally comply with cleanliness regulations established through Pararem (customary village ordinances), awareness among visitors and tourists remains inconsistent, presenting a distinct challenge. To foster awareness, the Customary Village, through BUPDA, conducts environmental education and awareness campaigns targeting both the local community and tourists. These activities include educating residents about household waste sorting and processing, issuing official village circulars concerning cleanliness schedules and regulations, and organizing routine "Clean Friday" activities involving coastal business operators. Furthermore, area revitalization and the organization of various tourism events help build collective awareness of the importance of maintaining cleanliness and preserving the coastal environment as integral components of sustainable tourism.

Environmental education and awareness campaigns targeting both local communities and tourists have been implemented as part of sustainable tourism management. Although no formal beach-cleanup working group has been established, indigenous community-based coordination for beach cleanliness is effectively carried out through "Clean Friday" activities involving business operators under BUPDA coordination, as well as through a cleanliness fee scheme managed directly by BUPDA to fund coastal cleanup operations.

Figure 8: Photo of the Handover of Donated Waste Bins to BUPDA Galang Kangin Sanur Management:-



The application of appropriate technology for waste-sorting systems in the Sanur Customary Village remains limited to basic facilities, specifically the Reduce-Reuse-Recycle Waste Processing Site (TPS3R) and organic waste shredders. The capacity of these facilities is considered insufficient relative to the volume of waste generated, frequently leading to waste accumulation. Currently, the Customary Village encourages waste sorting at the source (households and businesses). Organic waste and food scraps are managed by first drying them and then burning them. However, recyclable organic waste, such as coconut husks, is processed into charcoal, which can then be resold by village residents. Community participation in maintaining the cleanliness and environmental sustainability of the Sanur Customary Village beaches, together with BUPDA Galang Kangin, has resulted in a joint cleanliness system involving surrounding residents, customary village members, and business operators around Matahari Terbit Beach and Bangsal Beach through Clean Friday activities. These activities are generally carried out by the Sanur

Community participation in maintaining beach cleanliness and environmental sustainability is implemented through several institutional mechanisms. BUPDA levies cleanliness fees on business operators, with rates adjusted according to the volume of waste generated, ranging from IDR 500,000 to IDR 1,000,000 per month. In addition, routine gotong royong (mutual cooperation) activities known as “Clean Fridays” involve coastal business operators, while a Customary Village Circular Letter regulates waste disposal schedules and other cleanliness requirements. Nevertheless, challenges remain, particularly the varying levels of awareness among visitors and tourists and limited land availability for waste management.

BUPDA plays a role in community- and environment-based tourism management by participating in source-based waste management, specifically village-level sorting of waste by type. BUPDA categorizes waste into four types: organic, inorganic, residual, and wet waste. In addition, the “Clean Friday” (Jumat Bersih) initiative serves as a flagship program for maintaining cleanliness and fostering a sense of togetherness among the Customary Village, business operators, the local community, and tourists.

The role of the community, or krama, of the Sanur Customary Village encompasses the entire process, from planning and management to evaluation. Specifically, the krama participate in every Paruman (customary village meeting), ensuring that all village activities are known and collectively approved by the community.

The technology offered to the partners relates to waste-sorting methods. This includes the implementation of appropriate technology for the waste-sorting system in the Sanur Customary Village, specifically a Reduce-Reuse-Recycle Waste Processing Facility (TPS3R) and an organic waste shredder.

The screenshot shows a Google search results page on a mobile device. The search query is "Gambar 3R (Reduce Reuse Recycle) Sampah". The top result is from "environment-indonesia.com" and features a large image of the 3R symbols (Reduce, Reuse, Recycle) with the text "3R (Reuse Reduce Recycle) Sampah" below it. The page also shows a snippet of text: "Dikunjungi Lebih Banyak Berwisata di Hutan Taman...". The bottom of the screen shows the Android home screen with various app icons and a clock displaying 12:09.

The 3R principles—Reduce, Reuse, and Recycle—form the core framework for responsible waste management. By reducing waste generation, reusing items, and converting discarded materials into new products, we can protect natural resources and maintain a clean environment.

Reduce:-

Prevent waste before it is generated.
Bring your own reusable cloth bags and cups.
Purchase goods with minimal packaging.

Reuse:-

Use items more than once.
Refill and reuse water bottles.
Repurpose jars as pen holders.

Recycle:-

Transform waste into new products.
Make compost from food scraps.
Send paper and plastic to local collection centers.

Reduce:-

“Reduce” refers to the act of minimizing waste generation. The aim of this step is to reduce the use of products that are likely to become waste [3]. This approach can be applied to single-use items such as plastic shopping bags, which have been banned in areas such as DKI Jakarta, with plastic products being a primary target of reduction. This stage is both the first and the highest priority. If the consumption of single-use products is reduced, there is less need to proceed to the subsequent stages of reuse and recycling. Because the use of items that are difficult to recycle creates additional problems, it is not surprising that “reduce” is widely advocated as the ideal starting point. One example of implementing this step is carrying one’s own water bottle or cutlery, thereby eliminating the need for single-use eating and drinking utensils.

Reuse:-

The second step is “Reuse,” which means using items again. This stage encourages the reuse of products that have already been used. Reusing them helps reduce the amount of waste generated by these products [3]. Examples include repurposing used water bottles as small plant pots or using biscuit and snack tins as household storage containers. Another reuse strategy is to keep body wash or shampoo bottles and refill them by purchasing refill products. Through this method, the accumulation of plastic waste from purchased products can be reduced, allowing the containers to be used repeatedly.

Recycle:-

The final stage of the 3R concept is “Recycle.” This step is widely practiced given the vast amount of waste already dispersed across various environments, including the oceans, land, and air. Recycled products offer considerable versatility and often possess economic value. Transforming discarded waste into useful products without polluting the environment can substantially reduce the spread of plastic waste. Recycled products often feature unique designs that distinguish them from new goods. Some initiatives even involve creating accessories from recycled materials, which can help boost the local economy at the neighborhood level, such as RT or RW communities. Corporations can also play a role in upholding the 3R concept [11].

Conclusion and Recommendations:-**Conclusion:-****Absorption of Local Labor in Beach Management Activities in Sanur Kaja Village:-**

The results of the Focus Group Discussion (FGD) indicate that, regarding the employment of local labor in the management of the Bhaga Utsaha Padruwen Desa Adat (BUPDA), Mr. Ida Bagus Raka Jaya Swabawa, the Petajuh (Deputy Head) of Sanur Customary Village, stated that BUPDA currently employs local workers, with nearly 90% of the workforce drawn from the Sanur Village community (interview conducted on April 21, 2026). The absorption of local labor by BUPDA has been substantial; 90% of the workforce consists of Sanur Customary Village members (krama) filling general roles such as security, sanitation, and parking management. The increase in tourist visits has driven growth in both the quantity and quality of the human resources involved, particularly within the parking business unit, which has experienced significant revenue growth alongside the increase in tourism activity.

Level of Community Participation in Maintaining Beach Cleanliness:-

Public awareness of environmental cleanliness varies. Generally, business operators and members of the Customary Village (Desa Adat) have demonstrated compliance with cleanliness regulations established through Pararem (customary village bylaws); however, awareness among visitors and tourists remains inconsistent, presenting a distinct challenge. To foster awareness, the Customary Village employs an educational approach through BUPDA (Customary Village-Owned Enterprise). Environmental education and awareness campaigns for both the community and tourists are implemented through initiatives such as educating residents about household waste sorting and processing, issuing Customary Village circulars concerning cleanliness schedules and regulations, and conducting routine “Clean Friday” (Jumat Bersih) activities involving coastal business operators. Furthermore, area revitalization and the organization of various tourism events help build collective awareness of the importance of maintaining cleanliness and preserving the coastal environment as integral components of sustainable tourism. Although no formal beach-cleanliness working group has been established, community-based coordination for beach cleanliness is effectively carried out through “Clean Friday” activities, involving business operators under BUPDA coordination, and through a cleanliness fee scheme managed directly by BUPDA to fund coastal cleanliness operations.

BUPDA Institutional Management: Development of Standard Operating Procedures (SOPs), Work Systems, and Performance Monitoring of Local Staff:-

Support for BUPDA institutional management encompasses the development of SOPs and work systems, as well as monitoring local staff performance. This support is facilitated by the Denpasar City Customary Village Council (MDA) in collaboration with the Sanur Customary Village. Together, they provide the framework and standardized formats for drafting BUPDA governance regulations covering organizational structure, remuneration systems, profit-sharing, and internal oversight mechanisms, while avoiding rigid, uniform guidelines in order to accommodate the unique potential of each customary village. Regarding operations, particularly within the security unit, an SOP-driven approach has been implemented that emphasizes professionalism and a humanistic approach when addressing violations. BUPDA performance reporting is conducted quarterly and annually to the Customary Village through the paruman (customary village assembly) forum.

Recommendations:-**The recommendations are as follows:-**

- The Central and Regional Governments should establish strict regulations governing the employment of local and foreign workers. Priority should be given to local labor, and sanctions should be imposed on business operators that fail to employ local workers.
- Business operators are advised to prioritize local labor. In addition, they should maintain environmental cleanliness.
- The community should improve the quality of both formal and informal education to enhance competitiveness in the labor market. Community members are also expected to participate in maintaining environmental cleanliness and preserving tourism areas sustainably.

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