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Determinants of Sustainable Tourism Villages in Bali: The Roles of Digital Marketing, Corporate Social Responsibility, and Tri Hita Karana



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Article Info	Abstract
<p>Article History Submission: 2026-04-01 Accepted: 2026-06-17 Published: 2026-06-29</p> <p>Keywords: Sustainable tourism village; Tri Hita Karana; Corporate social responsibility; Digital marketing; Community empowerment.</p>	<p>The development of sustainable tourism villages has become a strategic approach to promoting local economic growth while preserving environmental and cultural resources. However, empirical studies integrating institutional, social, environmental, cultural, and technological factors within a single framework remain limited. This study aims to analyze the determinants of sustainable tourism village development in Bali by examining the effects of government support, community empowerment, and green marketing, both directly and indirectly through Tri Hita Karana (THK)-based Corporate Social Responsibility (CSR) and digital marketing. A mixed-methods approach with an exploratory sequential design was employed. The qualitative phase involved Focus Group Discussions (FGDs) with tourism stakeholders to identify key constructs and develop the research instrument. The quantitative phase was conducted through a survey of 185 tourism village stakeholders in Bali and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results reveal that government support, community empowerment, green marketing, THK-based CSR, and digital marketing significantly influence sustainable tourism. Among these factors, THK-based CSR emerged as the strongest determinant of sustainable tourism, while green marketing demonstrated the strongest effect on digital marketing. Furthermore, THK-based CSR significantly mediates the effects of government support and community empowerment, whereas digital marketing mediates the effects of community empowerment and green marketing on sustainable tourism. These findings highlight the importance of integrating local cultural values, environmental responsibility, and digital transformation into tourism village management. The study contributes to sustainable tourism literature by positioning Tri Hita Karana as a cultural foundation for CSR and digital marketing as a strategic mechanism for enhancing tourism village sustainability and competitiveness.</p>

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I. INTRODUCTION

Sustainable tourism has emerged as a strategic approach to tourism development that seeks to balance economic growth, environmental conservation, and socio-cultural preservation. Unlike conventional tourism models that often prioritize short-term economic gains, sustainable tourism emphasizes the responsible utilization of natural, cultural, and social resources to ensure their availability for future generations. Achieving this objective requires the active involvement of multiple stakeholders, including governments, local communities, and tourism businesses, in managing tourism destinations in a manner that promotes long-term sustainability. In the context of tourism villages, sustainable tourism is particularly important because these destinations function not only as recreational attractions but also as living environments where local cultural values, traditions, and ecological systems must be preserved.

Bali has become one of Indonesia's leading regions in promoting community-based tourism through the development of tourism villages. According to the Bali Tourism Village Communication Forum, Bali had 239

tourism villages in 2023, comprising 102 pioneering villages, 107 developing villages, 27 advanced villages, and 3 independent tourism villages. This rapid growth demonstrates the significant potential of tourism villages to support local economic development while strengthening regional cultural identity. Nevertheless, the long-term success of tourism villages depends not only on their tourism potential but also on effective management strategies that ensure environmental, social, and economic sustainability.

The literature highlights several critical determinants of sustainable tourism development. Government support plays a fundamental role through policy formulation, regulatory frameworks, infrastructure development, and coordination among tourism stakeholders (Liu et al., 2020). Equally important is community empowerment, as local communities serve as the primary actors involved in planning, implementing, monitoring, and evaluating tourism activities (Wibowo, 2023). Community participation enhances local ownership of tourism initiatives and ensures that economic and social benefits are distributed fairly among residents.

In addition to institutional and social factors, sustainable tourism increasingly depends on marketing strategies that promote environmental responsibility. Green marketing has been recognized as an effective approach to enhancing destination image while encouraging environmentally conscious tourism practices (Chung, 2019). Previous studies have demonstrated that green marketing contributes to sustainable tourism by increasing tourists' awareness of environmental values and destination sustainability (Yudawisastro et al., 2023). Consequently, environmentally oriented marketing has become an essential component of sustainable tourism management.

The rapid advancement of digital technology has further transformed tourism marketing practices. Digital marketing enables tourism destinations to increase visibility, expand promotional reach, and communicate more effectively with potential visitors. Studies have shown that digitalization significantly improves sustainable business performance by facilitating information dissemination and strengthening customer engagement (Gil-Gomez et al., 2020; Borah et al., 2020; Ho, 2021). For tourism villages, digital marketing provides opportunities to showcase local attractions, cultural uniqueness, and tourism experiences to broader domestic and international markets (Darmayanti et al., 2023). Therefore, digital transformation has become a crucial mechanism for supporting sustainable tourism development.

Beyond institutional, social, and technological factors, local wisdom represents a distinctive foundation for sustainable tourism. Local wisdom reflects cultural values that guide harmonious relationships between humans, society, and nature. In Bali, one of the most influential cultural philosophies is Tri Hita Karana (THK), which emphasizes balance among three dimensions of life: Parhyangan (human–God relationship), Pawongan (human–human relationship), and Palemahan (human–environment relationship). This philosophy has long served as a guiding principle for social and environmental practices within Balinese society. Previous studies have reported that integrating local wisdom into tourism and business practices contributes to both organizational performance and sustainable tourism development (Ariani et al., 2022; Widiastini, 2023; Dewi et al., 2023; Udayana et al., 2022).

Within the tourism industry, sustainability initiatives are frequently implemented through Corporate Social Responsibility (CSR) programs aimed at improving community welfare while preserving environmental quality. CSR practices have been shown to generate positive social and economic impacts on local communities and strengthen sustainable tourism outcomes (Sutarya, 2023). In the Balinese context, CSR initiatives grounded in Tri Hita Karana are particularly relevant because they integrate sustainability principles with indigenous cultural values, creating a culturally embedded model of responsible tourism development.

Although previous studies have examined the roles of government support, community empowerment, green marketing, digital marketing, CSR, and local wisdom in sustainable tourism, these factors have

largely been investigated independently. Consequently, limited attention has been given to understanding how institutional, social, environmental, cultural, and digital dimensions interact simultaneously to influence the sustainability of tourism villages. Furthermore, empirical models integrating government support, community empowerment, and green marketing with CSR based on Tri Hita Karana and digital marketing as mediating mechanisms remain scarce, particularly in the context of tourism villages in Bali.

Addressing this gap, the present study proposes an integrated framework that examines the determinants of sustainable tourism villages in Bali. Specifically, this study investigates the direct and indirect effects of government support, community empowerment, and green marketing on sustainable tourism through two mediating variables: Tri Hita Karana-based CSR and digital marketing. Theoretically, this research extends sustainable tourism literature by incorporating Tri Hita Karana as a cultural foundation for CSR practices and digital marketing as a transformative mechanism for destination promotion. Practically, the findings are expected to provide valuable insights for policymakers, tourism village managers, and tourism businesses in designing integrated development strategies that are community-centered, environmentally responsible, culturally grounded, and adaptive to digital transformation.

II. METHOD

This study employed a mixed-methods approach to develop and validate an integrated model of sustainable tourism village development in Bali. The research was conducted in two sequential stages combining qualitative and quantitative methods to obtain a comprehensive understanding of the determinants of sustainable tourism villages. The initial stage involved a Focus Group Discussion (FGD) with stakeholders engaged in tourism village development, including tourism village managers, community representatives, tourism practitioners, and local government officials. The FGD aimed to identify and refine the key variables that shape sustainable tourism village development, particularly those related to government support, community empowerment, green marketing, Tri Hita Karana (THK)-based Corporate Social Responsibility (CSR), and digital marketing. The findings from this stage were used to develop the conceptual framework and construct the research questionnaire.

The quantitative stage was conducted through a survey of tourism village stakeholders across Bali Province. The population comprised tourism village managers, tourism business actors, and community members actively involved in tourism village activities. Sample size determination followed the recommendation of Hair et al. (2010), which suggests a minimum sample ranging from five to ten times the number of indicators included in the research model. With 26 indicators employed in this study, the recommended sample size ranged from 130 to 260 respondents. A total of 185 valid responses were collected, fulfilling the minimum requirement for Partial

Least Squares Structural Equation Modeling (PLS-SEM) analysis.

Data were collected using a structured questionnaire developed from the qualitative findings and relevant literature. The questionnaire measured six main constructs, namely government support, community empowerment, green marketing, THK-based CSR, digital marketing, and sustainable tourism. Quantitative data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. The analysis began with an evaluation of the measurement model (outer model) to assess convergent validity and construct reliability through outer loading values, Composite Reliability (CR), and Average Variance Extracted (AVE). Indicators were considered valid when outer loadings exceeded 0.60 and AVE values exceeded 0.50, while constructs were considered reliable when CR values exceeded 0.70. Subsequently, the structural model (inner model) was evaluated to examine the direct and indirect relationships among variables using the bootstrapping procedure. Hypotheses were accepted when the t-statistic exceeded 1.96 and the p-value was below 0.05. Mediation effects were assessed through indirect effect analysis to determine the mediating roles of THK-based CSR and digital marketing.

Following the quantitative analysis, a second Focus Group Discussion (FGD) was conducted to translate the empirical findings into strategic recommendations. The outcomes of this discussion were formulated into a policy brief intended for local governments, tourism village managers, and tourism business actors. The policy recommendations focused on strengthening tourism village governance, enhancing community capacity, promoting green marketing practices, integrating THK-based CSR initiatives, and optimizing digital marketing strategies to support sustainable tourism village development in Bali.

III. RESULTS AND DISCUSSION

A. Results

1. Overview of Tourism Villages in Bali

Tourism villages have become an important instrument for promoting community welfare, preserving local culture and environmental resources, and strengthening community-based tourism development. To accelerate tourism village development, the Indonesian Ministry of Tourism and Creative Economy classifies tourism villages into four categories: pioneering, developing, advanced, and independent tourism villages. Pioneering tourism villages are newly established destinations with limited tourism activities and management capacity. Developing tourism villages have more stable operations and established management structures. Advanced tourism villages actively contribute to local economic development and community welfare, while independent tourism villages demonstrate sustainable tourism management, attract visitors from broader geographical markets, and offer distinctive natural, cultural, and experiential attractions.

According to data from the Bali Provincial Tourism Office in May 2024, Bali had 239 registered

tourism villages. However, only three villages had achieved independent status, while 27 were categorized as advanced, 107 as developing, and 102 as pioneering tourism villages. These figures indicate that although Bali has experienced substantial growth in the number of tourism villages, the majority remain in the early stages of development. Furthermore, several tourism villages have experienced a decline in status, moving from the developing category back to the pioneering category. This situation suggests that the sustainability of tourism village development remains a significant challenge and highlights the need for more integrated development strategies that strengthen institutional capacity, community participation, sustainable marketing practices, and digital transformation. Such conditions provide a strong rationale for investigating the determinants of sustainable tourism village development in Bali.

2. Results of Instrument Testing

Prior to testing the structural relationships among variables, the measurement model was evaluated to assess the validity and reliability of the research instruments. Convergent validity was examined using outer loading values and Average Variance Extracted (AVE), while construct reliability was assessed through Composite Reliability (CR). The results indicate that all indicators satisfied the recommended threshold values, with outer loading values exceeding 0.60, AVE values above 0.50, and Composite Reliability values greater than 0.80. These findings confirm that the measurement items adequately represent their respective constructs and demonstrate satisfactory internal consistency. Therefore, all indicators were retained for subsequent structural model analysis. Table 1 presents the outer loading values for each indicator, along with the Composite Reliability and Average Variance Extracted values for each construct.

3. Outer Model Evaluation

The outer model evaluation was conducted to assess the validity and reliability of the measurement model before testing the structural relationships among constructs. Convergent validity was examined using outer loading values and Average Variance Extracted (AVE), while construct reliability was assessed through Composite Reliability (CR). Following the recommendations of Hair et al. (2019), indicators were considered valid when outer loading values exceeded 0.60 and AVE values were greater than 0.50. In addition, constructs were considered reliable when Composite Reliability values exceeded 0.70.

Table 1 presents the results of the measurement model evaluation. All indicators achieved outer loading values above the recommended threshold, ranging from 0.721 to 0.974. Likewise, the Composite Reliability values ranged from 0.892 to 0.970, while AVE values ranged from 0.542 to 0.891. These results indicate that all constructs satisfy the requirements for convergent validity and internal consistency reliability.

Table 1. Results of Outer Model Evaluation

Construct	Outer Loading Range	Composite Reliability	AVE
Government Support	0.721–0.902	0.892	0.675
Community Empowerment	0.881–0.974	0.961	0.861
Green Marketing	0.726–0.931	0.933	0.542
THK-Based CSR	0.787–0.879	0.902	0.698
Digital Marketing	0.781–0.880	0.899	0.691
Sustainable Tourism	0.936–0.951	0.970	0.891

The results indicate that the Sustainable Tourism construct demonstrated the strongest measurement quality, with the highest Composite Reliability (0.970) and AVE (0.891). This finding suggests that the indicators measuring sustainable tourism consistently represent the underlying construct and explain a substantial proportion of indicator variance. Similarly, the Community Empowerment construct showed strong reliability and validity, reflected by a Composite Reliability value of 0.961 and an AVE of 0.861, indicating that community participation remains a highly consistent dimension in tourism village development.

Among the constructs examined, Green Marketing recorded the lowest AVE value (0.542). Nevertheless, the value remained above the recommended threshold of 0.50, indicating acceptable convergent validity. The relatively lower AVE may reflect the multidimensional nature of green marketing practices, which encompass environmentally friendly products, pricing, promotion, distribution, and community education activities. Overall, the findings confirm that all constructs and indicators are statistically valid and reliable, thereby supporting their inclusion in the subsequent structural model analysis.

4. Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS to evaluate both direct and indirect relationships among the constructs. Following the recommendations of Hair et al. (2019), a hypothesis was considered supported when the t-statistic exceeded 1.96 and the p-value was less than 0.05. The results of the path coefficient analysis are presented in Table 2.

Table 2. Results of Direct and Indirect Effects

Hypothesis & Relationship	(β)	T-Statistic	P-Value	Decision
(H1) Government Support → THK-Based CSR	0.276	10.841	0.000	Supported
(H2) Community Empowerment → THK-Based CSR	0.234	5.190	0.000	Supported
(H3) Community Empowerment → Digital Marketing	0.238	4.847	0.000	Supported
(H4) Green Marketing → Digital Marketing	0.598	16.242	0.000	Supported

(H5) Government Support → Sustainable Tourism	0.068	4.790	0.000	Supported
(H6) Community Empowerment → Sustainable Tourism	0.027	2.352	0.019	Supported
(H7) Green Marketing → Sustainable Tourism	0.222	14.171	0.000	Supported
(H8) THK-Based CSR → Sustainable Tourism	0.546	19.443	0.000	Supported
Digital Marketing → Sustainable Tourism	0.173	9.067	0.000	Supported
Government Support → THK-Based CSR → Sustainable Tourism	0.150	8.214	0.000	Supported
Community Empowerment → THK-Based CSR → Sustainable Tourism	0.128	4.886	0.000	Supported
Community Empowerment → Digital Marketing → Sustainable Tourism	0.041	5.110	0.000	Supported
Green Marketing → Digital Marketing → Sustainable Tourism	0.104	7.607	0.000	Supported

The results demonstrate that all proposed direct relationships are statistically significant. Government support significantly influences THK-based CSR ($\beta = 0.276$, $p < 0.001$), indicating that government involvement through policies, facilitation, infrastructure provision, and tourism development programs contributes to the implementation of social responsibility initiatives grounded in the values of Tri Hita Karana. Community empowerment also has a significant positive effect on THK-based CSR ($\beta = 0.234$, $p < 0.001$), suggesting that greater community participation strengthens the adoption of cultural, social, and environmental responsibility practices within tourism villages.

Community empowerment significantly influences digital marketing ($\beta = 0.238$, $p < 0.001$), implying that active community involvement enhances the utilization of digital platforms for tourism promotion. Similarly, green marketing exerts a strong positive effect on digital marketing ($\beta = 0.598$, $p < 0.001$), representing the strongest relationship within the model. This finding suggests that environmentally oriented tourism products and promotional activities encourage tourism villages to intensify the use of digital communication channels in reaching potential visitors.

With regard to sustainable tourism, all direct predictors were found to have significant effects. Government support positively influences sustainable tourism ($\beta = 0.068$, $p < 0.001$), while

community empowerment also contributes significantly, although with a relatively smaller coefficient ($\beta = 0.027$, $p = 0.019$). Green marketing demonstrates a stronger influence on sustainable tourism ($\beta = 0.222$, $p < 0.001$), indicating that environmentally responsible tourism practices contribute directly to sustainability outcomes.

Among all direct relationships, THK-based CSR exhibits the strongest effect on sustainable tourism ($\beta = 0.546$, $p < 0.001$). This finding highlights the strategic role of Tri Hita Karana as a cultural foundation for sustainable tourism development in Bali. The result suggests that tourism villages that successfully integrate spiritual values, social harmony, and environmental stewardship are more likely to achieve sustainable tourism outcomes. Digital marketing also contributes significantly to sustainable tourism ($\beta = 0.173$, $p < 0.001$), indicating that the effective use of digital platforms enhances destination visibility, tourist engagement, and long-term competitiveness.

The mediation analysis further confirms the importance of THK-based CSR and digital marketing as intermediary mechanisms linking institutional, social, and environmental factors with sustainable tourism outcomes. THK-based CSR significantly mediates the effect of government support on sustainable tourism ($\beta = 0.150$, $p < 0.001$) and the effect of community empowerment on sustainable tourism ($\beta = 0.128$, $p < 0.001$). These results indicate that the contribution of government institutions and local communities becomes more effective when translated into social responsibility programs rooted in local cultural values.

Likewise, digital marketing significantly mediates the influence of community empowerment on sustainable tourism ($\beta = 0.041$, $p < 0.001$) and the influence of green marketing on sustainable tourism ($\beta = 0.104$, $p < 0.001$). This finding suggests that the benefits of community participation and environmentally responsible tourism practices can be amplified through effective digital promotion strategies.

Overall, the structural model confirms that sustainable tourism development in Bali is shaped by a combination of institutional support, community participation, environmental marketing practices, cultural-based social responsibility, and digital transformation. The findings emphasize that THK-based CSR and digital marketing are not merely supporting factors but serve as key mechanisms through which government initiatives, community empowerment, and green marketing contribute to the sustainability of tourism villages.

B. Discussion

The findings of this study confirm that sustainable tourism village development in Bali is influenced by a combination of institutional, social, environmental, cultural, and technological factors. Among the variables examined, THK-based Corporate Social Responsibility (CSR) emerged as the strongest determinant of sustainable tourism, followed by green marketing and digital marketing. These findings suggest that the sustainability of tourism villages is not solely determined by

economic considerations, but also by the ability of tourism stakeholders to integrate local cultural values, environmental responsibility, and technological innovation into tourism management practices.

Government support was found to significantly influence both THK-based CSR and sustainable tourism. This result reinforces the view that government institutions play a strategic role in creating an enabling environment for sustainable tourism development through policy formulation, infrastructure provision, capacity-building programs, and stakeholder coordination. The findings are consistent with previous studies highlighting the importance of government intervention in implementing sustainability principles and promoting collaborative tourism governance (Chili & Xulu, 2017; Liu et al., 2020; Salvador & Sancho, 2021). In the context of Bali, government involvement appears particularly important because many tourism villages remain at the pioneering and developing stages, requiring continuous support to strengthen institutional capacity and long-term sustainability.

Community empowerment also demonstrated a significant contribution to sustainable tourism development, both directly and indirectly through THK-based CSR and digital marketing. This finding supports the principles of community-based tourism, which emphasize the active involvement of local communities in planning, implementation, monitoring, and evaluation processes. Previous studies have shown that community participation increases local ownership, improves tourism governance, and enhances community welfare (Agyeiwaah, 2020; Navarro et al., 2020; Lahamendu et al., 2023). The results of this study further indicate that empowered communities are more likely to adopt socially responsible practices and utilize digital technologies to support tourism promotion and destination management.

Green marketing was found to significantly influence both digital marketing and sustainable tourism. The strong relationship between green marketing and digital marketing suggests that environmentally responsible tourism practices require effective communication channels to reach broader audiences. Tourism villages that promote environmentally friendly products, sustainable tourism experiences, and conservation initiatives through digital platforms are more likely to strengthen their competitive advantage and attract environmentally conscious tourists. This finding supports previous studies emphasizing the role of green marketing in enhancing destination image and promoting sustainable tourism behavior (Chung, 2019; Ho et al., 2021; Yudawisastro et al., 2023).

One of the most important findings of this study is the dominant role of THK-based CSR in explaining sustainable tourism development. The path coefficient of THK-based CSR was substantially higher than those of government support, community empowerment, green marketing, and digital marketing. This result highlights the strategic value of integrating Tri Hita Karana into tourism

governance and business practices. The philosophy of Tri Hita Karana emphasizes harmony between humans and God (*Parhyangan*), among humans (*Pawongan*), and between humans and nature (*Palemahan*). These principles closely align with the sustainability dimensions reflected in the Triple Bottom Line framework, namely people, planet, and profit. Consequently, tourism villages that successfully embed THK values into CSR programs are more likely to achieve balanced economic, social, cultural, and environmental outcomes. This finding extends previous studies that identified local wisdom as a source of competitive advantage and sustainable business performance in Bali (Ariani et al., 2022; Widiastini et al., 2023; Udayana et al., 2022).

Digital marketing also emerged as an important determinant of sustainable tourism. The findings indicate that tourism villages increasingly depend on digital platforms to promote destinations, communicate environmental values, and engage potential visitors. Social media, online travel platforms, and digital content have transformed the way tourism villages interact with tourists and build destination awareness. Consistent with previous studies (Darmayanti et al., 2023; Muliwanti et al., 2020; Vega, 2020), this study confirms that digital transformation is no longer merely a promotional tool but has become a strategic mechanism for strengthening tourism sustainability and destination competitiveness.

The mediation analysis provides additional insights into the mechanisms through which sustainable tourism is achieved. THK-based CSR significantly mediates the effects of government support and community empowerment on sustainable tourism. This suggests that institutional support and community participation become more effective when translated into socially responsible actions rooted in local cultural values. Likewise, digital marketing mediates the influence of community empowerment and green marketing on sustainable tourism, indicating that digital platforms amplify the positive effects of environmental and community-based initiatives. These findings demonstrate that sustainable tourism development is shaped not only by direct relationships among variables but also by the interaction between cultural and technological mechanisms.

Theoretically, this study contributes to the sustainable tourism literature by integrating institutional factors, community empowerment, green marketing, THK-based CSR, and digital marketing into a single empirical framework. Previous studies have typically examined these factors separately, whereas this study demonstrates how they operate simultaneously and interactively in shaping tourism village sustainability. Practically, the findings suggest that policymakers, tourism village managers, and tourism businesses should prioritize cultural-based CSR programs and digital transformation strategies while strengthening government support, community participation, and environmentally responsible marketing practices.

Despite these contributions, several limitations should be acknowledged. The study employed a cross-sectional design, which limits the ability to capture changes in tourism village management practices over time. The sample was restricted to tourism village stakeholders in Bali, thereby limiting the generalizability of the findings to other regions. In addition, the use of self-reported data may introduce perceptual bias, particularly regarding CSR implementation, green marketing practices, and digital marketing activities. Future research is therefore encouraged to adopt longitudinal designs, include broader geographical coverage, and combine survey data with field observations, document analysis, and destination performance indicators to enhance the robustness of the findings.

IV. CONCLUSION

This study concludes that sustainable tourism village development in Bali is shaped by the combined influence of government support, community empowerment, green marketing, THK-based Corporate Social Responsibility (CSR), and digital marketing. Among these factors, THK-based CSR emerged as the most influential determinant of sustainable tourism, highlighting the strategic role of Balinese local wisdom in balancing economic, social, cultural, and environmental objectives. The findings further demonstrate that THK-based CSR mediates the effects of government support and community empowerment, while digital marketing mediates the effects of community empowerment and green marketing on sustainable tourism. These results suggest that the sustainability of tourism villages can be strengthened through the integration of cultural values, community participation, environmentally responsible marketing, and digital transformation. Theoretically, this study extends the sustainable tourism literature by positioning Tri Hita Karana as a cultural foundation for CSR and digital marketing as a key mechanism linking sustainability-oriented practices to tourism village competitiveness. Practically, the findings provide guidance for policymakers, tourism village managers, and tourism businesses in designing integrated development strategies that are community-centered, culturally grounded, environmentally responsible, and digitally adaptive.

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