

INNOVATION STRATEGY THE DEVELOPMENT OF COMPETITIVENESS OF ECO- BASED COASTAL TOURISM DESTINATION, MANAGEMENT ORGANIZATION AND QUALITY OF SERVICE

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Abstract

This study aims to identify the condition of internal factors, external factors and the formulation of innovation strategies for the development of competitiveness of eco-based coastal tourism destinations, management organizations and service quality. This type of research is qualitative research. Methods of data collection using methods of observation, documentation and interviews. Respondents are determined purposively based on the purpose of this research. Data analysis techniques used are Internal Factor Analysis Strategic (IFAS), External Factor Analysis Strategic (EFAS) and SWOT matrix model. The results of this study indicate that the internal factor condition consists of strengths showing that natural conditions white sandy beaches, calm blue water and strong community support. *Desa Pakraman* organization and management are given full authority and responsibility to manage this coastal tourist destination. The weakness is the low entrepreneurial spirit and the quality of local human resources, as well as the preservation of the environment. External factors indicate that opportunities are based on the economic aspect of improving entrepreneurship and empowering local entrepreneurs to own and manage businesses, and strong synergy among stakeholders. Threats to coastal tourism destinations are land tenure by investors, regional carrying capacity, exploitation and environmental pollution. The main strategies for developing coastal tourism destinations through Growth Innovation Strategy are formulated through innovation and infrastructure innovation strategies, organizational innovation and management strategies and innovative service quality strategies.

Keywords: SWOT Analysis, Innovation and Infrastructure Innovation Strategy,
Organizational and Management innovation strategy, Service Quality Innovation Strategy

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Abstrak

Penelitian ini bertujuan untuk mengidentifikasi kondisi faktor internal, faktor eksternal dan perumusan strategi inovasi pengembangan daya saing destinasi wisata pantai berbasis lingkungan, organisasi manajemen dan kualitas pelayanan. Jenis penelitian ini adalah penelitian kualitatif. Metode pengumpulan data menggunakan metode observasi, dokumentasi dan wawancara. Responden ditentukan secara *purposive* berdasarkan atas tujuan penelitian ini. Teknik analisa data digunakan adalah Internal Factor Analysis Strategic (IFAS), External Factor Analysis Strategic (EFAS) dan model matrik SWOT. Hasil penelitian ini menunjukkan bahwa kondisi faktor internal terdiri dari kekuatan memperlihatkan bahwa kondisi alam pantai berpasir putih, air laut tenang berwarna kebiruan dan kuatnya dukungan masyarakat. Organisasi dan manajemen desa Pekraman diberikan kewenangan dan tanggung jawab penuh untuk mengelola destinasi wisata pantai ini. Kelemahannya adalah rendahnya jiwa kewirausahaan dan kualitas sumber daya manusia lokal, serta pelestarian lingkungan. Kondisi faktor eksternal menunjukkan bahwa peluang dimiliki berdasarkan aspek ekonomi yaitu dapat meningkatkan kewirausahaan dan pemberdayaan pengusaha lokal untuk memiliki dan mengelola bisnis, dan sinergi kuat *stakeholders*. Ancaman bagi destinasi wisata pantai adalah penguasaan lahan oleh Investor, daya dukung wilayah, eksploitasi dan pencemaran lingkungan. Strategi utama pengembangan daya saing destinasi wisata pantai melalui *Growth Inovation Strategy* diformulasikan melalui Strategi inovasi infrastruktur dan lingkungan, strategi inovasi organisasi dan manajemen serta strategi inovasi kualitas pelayanan.

Kata kunci : SWOT Analysis, Strategi Inovasi infrastruktur dan lingkungan, Strategi inovasi organisasi dan manajemen, Strategi Inovasi kualitas pelayanan

A. INTRODUCTION

Bali as one of the tourism destinations has a potential sector to be developed as one source of indigenous opinions, equity and distribution of income for the people of Bali. Increasing the competitiveness of Bali tourism needs to formulate the right strategy, through innovation program of development and utilization of resources and the potential of tourist destinations consistently and continuously.

The development of the tourism sector as well as the locomotive of Bali's economic growth, there are also negative impacts as the excesses of Bali tourism development that is, (1) the capitalization of Bali tourism where the tourism business and its proponents are dominated by big capital owners / conglomerates and the low role of local people in owning and (2) income inequality and tourism growth between south Bali with north, west and east Bali and south Bali's carrying capacity to heavy burden in providing tourism accommodation and aspects (Udiyana, et al., 2016) (3) changes in the characteristics of travel from mass tourism to alternative tourism, tourists have concern for environmental conservation, sustainable tourism, community based tourism and local wisdom.

The development of coastal tourism destinations is an alternative strategy to overcome the complexity of the problem. Strategic position is influenced by several factors, namely: coastal tourism destinations oriented to nature conservation and local wisdom and local community empowerment to participate own and manage business related tourism activities. Minimize the potential urbanization of rural communities to urban areas by developing the economic potential of rural communities. Diversification of community livelihoods from fishermen and seaweed farmers to the tourism services sector, is expected to reduce income inequality.

The quality of destinations is influenced by the eight main attributes of facilities, accessibility, logistics, experience, cleanliness, information, security and friendliness. The quality of the destination has a significant effect on the satisfaction and intentions of tourist behavior (Rajaratnam and Nair, 2015). Image destinations are influenced by cognitive images and affective images affecting travelers' satisfaction and loyalty (Chiu, et al., 2016). The improvement of sustainable competitiveness must be done through innovation strategy is a comprehensive and integrated design towards the development and implementation of new ideas and ideas based on internal and external environment in order to achieve the vision and business goals. Research results prove that innovation can play a positive and significant role in improving company performance and delivering the company to market growth and expanding global markets, thus excelling in international business (Mole & Worall, 2001); Krishnan, et al., 2012 and Govindarajan & Trimble (2012).

Business strategy can be formulated through several approaches such as innovation strategy (Govindarajan & Trimble, 2012 and Krishnan, 2012), strategy difrensiasi (Prajogo, 2007), service strategy (Edelman et al., 2002), partnership strategy (Yoga et al. 2013), blue ocean strategy (Kim & Mauborgne, 2005a, 2005b and Wubben et al., 2012) in order to achieve the vision and business goals. Innovation strategy in this research is formulated or formulated through innovation strategy approach of product, production process innovation strategy and service strategy (Mole & Worrall, 2001 and O "Cass et al., 2009) The process of this research is based on internal and external

environment condition of coastal tourist destination using Internal Strategic Analysis Factors (IFAS) and External Strategic Analysis Factors (EFAS) as well as formulating in the grand strategy matrix (total strategy matrix) to determine the formulation of innovation strategies for the development of coastal tourism destination competitiveness, especially to face the current on going changes and business development in the future. will come.

B. RESEARCH METHOD

The type of this research is qualitative research based on qualitative descriptive analysis using Interpretivism research approach aimed to identify and know the description of internal condition (X) in the form of: (1). Strength (X1) and (2) Weakness (X2) and external conditions (Y) are: (1) Opportunity, (Y1) and (2) Threat (Y2) influence the development of tourism object and formulate innovation strategy of competitiveness development in tourist destinations Pandawa beach in *Desa Pakraman* Kutuh, Badung regency of Bali.

The subject of this research is Pandawa beach tourism destination in *Pakraman* Kutuh Village, Badung Regency Bali. The object of this research is innovation strategy of competitiveness development of coastal tourism destination. Respondents in this research are Stakeholders related to the development of the competitiveness of coastal tourism destinations Pandawa consists of the head of Kutuh *Pakraman** village, the board of *pakraman* village, managers and supervisors BUMD, field destinations the Tourism Departement Badung and travel agent. The type of data used in this study is qualitative data, with primary and secondary data sources in the form of strengths and weaknesses of coastal tourist destinations with indicator approach consisting of coastal tourism products / destinations, human resource quality, organization and management, and community participation. Opportunities and threats of coastal tourism destinations with an indicator approach consisting of Infrastructure and environmental conservation, organization and institution, local wisdom and economic value.

⁸ Data collection methods used in this study are observation, documentation and interviews. The main instrument in this study is an interview guide with open questions and field notes used to record what was seen, experienced and heard during data collection in the field. This interview was conducted to obtain data on internal factors and external factors affecting the development of tourist destinations, as well as innovation strategies for the development of competitiveness to be implemented in coastal tourism destinations.

The data analysis technique in this research is using *Internal Factor Analysis Strategic (IFAS)*, *External Factor Analysis Strategic (EFAS)* and SWOT matrix model to analyze the strengths, weaknesses, opportunities and threats is used to identify and making description the internal environment and external tourism destination and to formulate the innovation strategy.

¹ *Pakraman* village is the unity of the customary law community in Bali, has a single unity of traditions and manners of the Hindu community's life time in the *Kahyangan Tiga* bond with its own particular property and wealth and has the right to take care of his own household (Windia, 2006: 42).

C. RESEARCH FRAMEWORK

In this study theories used are the theory of industrial competition (Porter, 1985) and business strategy theory (David, 2011) and the theory of community-based tourism development (Pitana, 1999: 76 and Natori, 2001: 6). Achievement of competitive advantage can be done through the implementation strategy the right business and comprehensive to be able to achieve business performance improvement through competitiveness owned such as excellence in terms of quality, product, excellence in price, excellence in service and excellence in the brand. The phenomenon of the implementation of each business strategy has been studied by several researchers, one of which is: the influence of innovation strategy on competitive advantage or company performance (Mole & Worall, 2001). The theory of community-based tourism development is the balance and harmony of the environment, resources, tourist satisfaction created by the willingness of the community itself, so that local people can own and manage businesses, provide employment opportunities, locations are scattered and not concentrated in a place and based on environmental sustainability and cultural heritage (Pitana, 1999: 75 and Natori, 2001: 6). Using the theory of industrial competition and business strategy theory and community-based tourism development theory, the research framework can be described as follows.

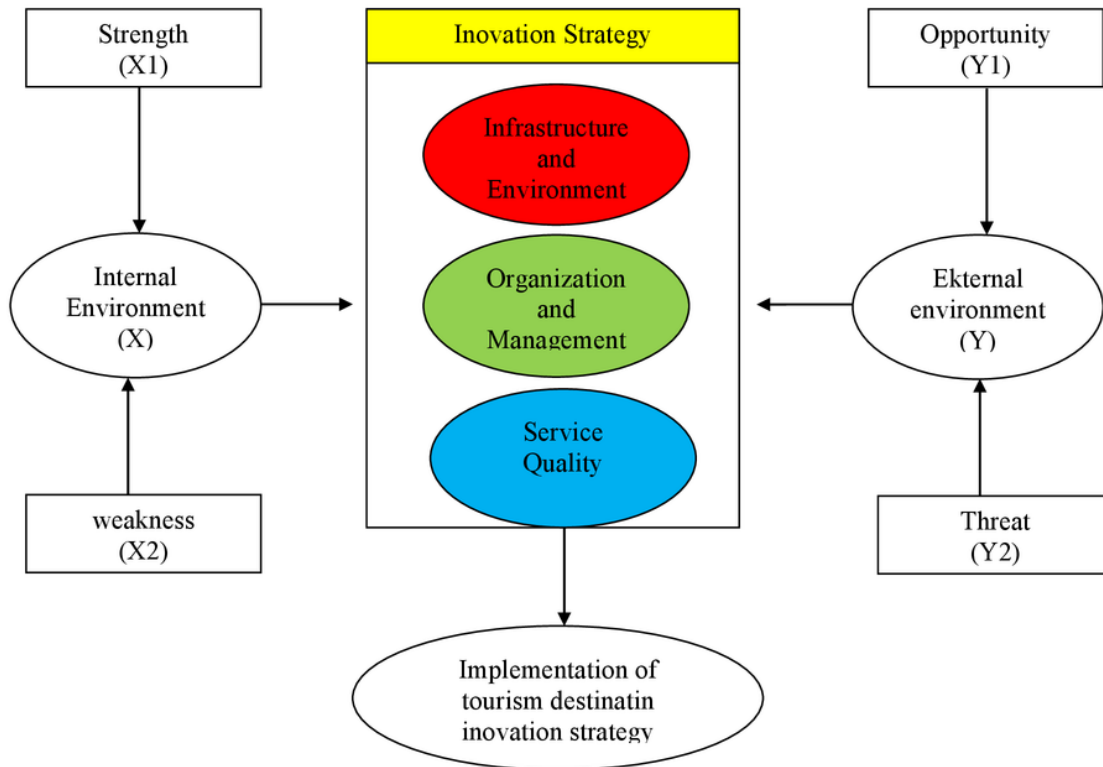


Figure 1 : Research Framework

D. RESULT AND DISCUSSION

This study aims to identify the condition of internal factors, external factors and the formulation of innovation strategies for competitiveness development of coastal tourism destinations based on infrastructure and environment, management organization and service quality. The process of analysis based on internal factors consists of strengths and weaknesses and external factors consist of opportunities and challenges.

1. INTERNAL ENVIRONMENT ANALYSIS

The strengths and weaknesses of the Pandawa coastal tourist destinations are illustrated in table 1 and table. 2, analyzed based on internal environmental analysis (IFAS), and internal environmental factor matrix is used to formulate innovation strategy for developing coastal tourism competitiveness, based on an indicator of approach as follows:

Table 1. The Internal Environment Analysis Strategy (IFAS) Pandawa Coastal Tourism Destination

No (1)	Internal Strategy factors (2)	Strength (3)	Weakness (4)
1	Destination / coastal tourism object	The nature condition of Pandawa beach, beautiful and support of community	Crowded and traffic jam access towards Pandawa beach
2	nature and environment	Continuity of arrangement preservation environment of the beach	safety, convenience and cleanliness/rubbish
3	Human resources quality	The synergy of stakeholder amongs regency government, pakraman village, village society, and travel agent	Humans resources quality, business society and the management of beach tourism destination
4	Organization and management	Pakraman village has given full authority and responsibility to open village-owned enterprise (BUMD)	Less business spirit of local society
5	Society participation	Society Participation in keeping the safety, convenience and cleanliness of beach environment	Less participation of the society in developping water sport

Table. 2 Matrix of Innovation Strategy the internal factor of Tourism Destination Pandawa Beach

No	Strength and Weakness Indicator	Value	Mark	Score
(1)	(2)	(3)	(4)	(5)
	Strength			
1	The nature of Pandawa beach is natural, beautiful and support of community in infrastructure management	0,13	4	0,52
2	The continuity of arrangement and preservation of Pandawa beach	0,15	4	0,60
3	The synergy of stakeholders amongs regency goverment,pakraman village, village community and travel agent	0,10	4	0,40
4	Pakraman village has given full authority and responsibility to open an institution village-owned enterprise (BUMD)	0,15	4	0,60
5	Society participation in keeping the safety, convenience and cleanliness of beach environment	0,12	4	0,48
	Total Score of Strengths		20	
	Weakness			
1	An accessto Pandawa beach destination,its traffic is crowded and jammed	0,05	1	0,05
2	Cleanliness and preservation beach environment	0,10	1	0,10
3	The low quality of community human resources of entrepreneurs and managers of Pandawa coastal tourism destinations	0,08	1	0,08
4	The low entrepreneurial spirit of the local community	0,08	1	0,08
5	The low level of community participation in the development of water sport	0,04	1	0,04
	Total Score of Weakness		5	
	Total Value and Score of Strengths and Weaknesses	1,00	20:5-1	3,00

Internal environmental strategy (IFAS) of Pandawa coastal tourism destination consists of strength factor (X1) and weakness (X2). Factor strength and weakness in this research consist of 5 indicator, that is first indicator of coastal tourism object. Second indicator, nature and environment, third indicator of quality of human resources, indicator of the four organizations and management and the fifth indicator of community participation (table 1). There are 2 indicators has the highest strength is the organization and management through the village institution pakraman form a village owned enterprises (BUMD) as a manager of coastal tourism destinations and the continuity of environmental conservation arrangement Pandawa coast with a score of 0.60 each. Then the next consecutive natural conditions Pandawa beach and community support with a score of 0.52. The lowest strengths are the synergy of stakeholders, local governments, pakraman villages, village communities and travel agents (table 2).

The weakness factor (X2) from the research result shows the highest score is the cleanliness and preservation of the coastal environment with a score of 0.10. Subsequent weakness in the low quality of human resources of business community and managers of Pandawa coastal tourist destination. The low entrepreneurial spirit of rural communities with successive scores of 0.08. Lowest is the participation of the community in the development of water sports. Based on the results of this study the strength must be maintained and maximized is the role of the village pakraman and continuity of arrangement and environmental conservation and community support.

2. ANALYSIS OF EXTERNAL ENVIRONMENT

Opportunities and threats of Pandawa coastal tourism destinations are described in table 3 and table 4, analyzed by external environmental analysis (EFAS), and external environmental factor matrices are used to formulate innovation strategies for developing coastal tourism competitiveness, based on several indicators of approaches

Tabel. 3 The Eksternal Environment Analysis Strategy (EFAS) Pandawa Coastal Tourism Destination

No	Eksternal Strategy Factor	Opportunity	Threat
(1)	(2)	(3)	(4)
1	Infrastructure and environmental conservation	<ul style="list-style-type: none">- Public support became the main tourist destination in Badung- Strong public awareness of the importance of environmental- Conservation and access to coastal tourism destination	<ul style="list-style-type: none">- Crrying capacity of the region- Exploitation and environmental pollution
2	Organization and institutional	<ul style="list-style-type: none">- Strong organization and institutional Pakraman village	<ul style="list-style-type: none">- The inclusion of individualistic culture in local communities
3	The value of local wisdom	<ul style="list-style-type: none">- Diversification of tourist attactions	<ul style="list-style-type: none">- Peoples consumptive lifestyle
4	Economy	<ul style="list-style-type: none">- Multivate entrepreneurship for local communities- Expanding employment and improving the economy of the people as one of the dominant sources of income Pakraman village.	<ul style="list-style-type: none">- Pressure and tenure by investors- The growth of new competitors with the same kind of services

Table. 4 Matrix of Eksternal Faktor Strategy Pandawa Coastal Tourism Destination

No	Indicator of Opportunity and Threat	Value	Mark	Score
(1)	(2)	(3)	(4)	(5)
	Opportunities			
1	Developing Entrepreneurship for Local Community	0,12	4	0,48
2	Wide Opening Job Vacant and Increasing community Economic	0,12	4	0,48
3	Strong Organization and Institution of Pakraman Village	0,14	4	0,56
4	As One of The Revenue Potential Sources of Pakraman Village	0,10	4	0,40
5	Diversification of Tourism Attraction	0,08	3	0,24
6	As Tourism Destination Object in Badung Regency	0,09	3	0,27
	Total Amount of Opportunity		22	
	Threats			
1	The Carrying Capacity of the Community	0,05	1	0,05
2	Exploitation and Environment Pollution	0,10	1	0,10
3	New Competitors	0,05	1	0,05
4	The Influence of Individualistic Culture in Local community	0,03	1	0,03
5	Consumptive Life Style of the Society	0,04	1	0,04
6	The Land Monopoly by Investor	0,08	1	0,08
	Total Amount of Threats		6	
	Total value and score of Opportunity and Threat	1,00	(22:6)-1	2,67

External environment strategy (EFAS) of Pandawa beach tourism destination consists of opportunity factor (Y1) and challenge factor (Y2). The factors of opportunity and challenge in this study consist of 4 indicators: first indicator of infrastructure and environmental preservation, indicator of both organization and institution, third indicator of local wisdom and fourth economic indicator (table 3). There is 1 indicator has the highest value opportunity that is organization and institute of pakraman village with score 0,56. Furthermore, the fourth economic indicator with an average score of 0.48 where the community declared to have and had the opportunity to cultivate entrepreneurship development for rural communities, expand employment and improve the economy of rural communities and the lowest chance with a score of 0.24 ie tourist attractions (table 4) .

The biggest (Y2) challenge factor from the results of this study shows exploitation and environmental pollution with a score of 0.10. The next biggest challenge in a row is land satisfaction by large investors, the carrying capacity of the region, new competitors. The lowest challenge is the inclusion of individualistic cultures in rural communities with a score of 0.03 (table 4). Based on the results of this study, opportunities should be utilized is to maximize the role of organization and institutional management through its strategic role pakraman village. Economic opportunities should be maximally utilized in an effort to foster entrepreneurial development for rural communities, expand employment and improve the economics of rural communities. The greatest challenge for the villagers needs to be anticipated and minimized is the exploitation and pollution of the environment, then successively the land satisfaction by large investors, the carrying capacity of the region and the new competitors.

3. FORMULATION AND IMPLEMENTATION STRATEGY

Based on the matrix of internal and external factors, it can be determined the formulation and implementation of coastal tourist destination strategy can be seen on the result of IFAS and EFAS calculation will show the position of score between 3-4 highest score, medium score between 2-3 and lowest score between 1-2. Conditions indicated from the calculations of IFAS and EFAS on this Pandawa coastal tourist destination can be formulated in the total strategy election in table 5.

Table 5 Matrix of Internal and External Factor Strategy

IFAS \ EFAS	High Score between 3-4	Medium Score between 2-3	Low Score between 1-2
High Score between 3-4	Sel 1 GROWTH Vertical Integration Strategy	Sel 2 GROWTH Horizontal Integration Strategy	Sel 3 RETRENCHMENT Turn-around
Medium Score between 2-3	Sel 4 STABILITY Stability Strategy/ Awareness	Sel 5 GROWTH Inovation Strategy of Product and Market Development	Sel 6 RETRENCHMENT Divestation Strategy
Low Score between 1-2	Sel 7 GROWTH Concerntic Diversification Strategy	Sel 8 GROWTH Diversification Strategy and partnership	Sel 9 RETRENCHMENT Liquidation

Source:.,Rangkuti (2017 : 95)

The IFAS and EFAS calculations will show the position of coastal tourist destinations in the total strategy matrix. The total strategy formulation shown in the calculation result of IFAS total score is 3,00 is in medium score between 2-3 and result of EFAS calculation 2,67 is in medium score between 2-3, that is in cell 5. So formulation of strategy formulated is product and market innovation development strategies

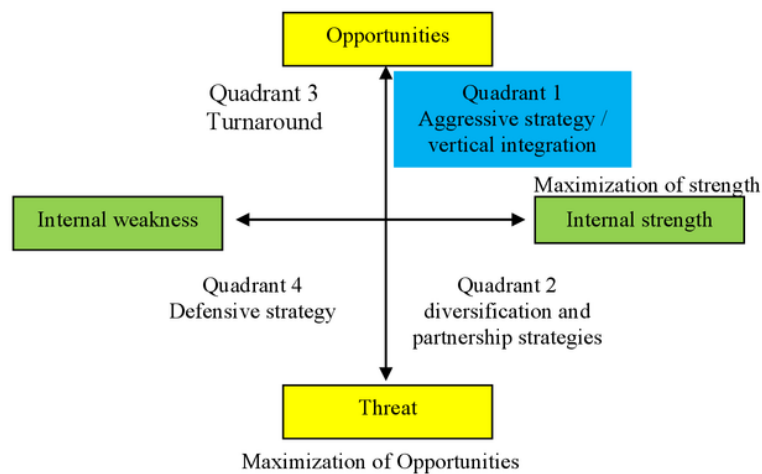


Figure 2 : Matrix Election Strategy

Based on the calculation of IFAS and EFAS matrix obtained IFAS total score is 3.00 and EFAS is 2.67, it can be known the strategic position of coastal tourism destination on matrix of total strategy election that is in first quadrant based on that thing hence strategy which determined at coastal tourist destination this is growth strategic innovation, then formulated through innovation and infrastructure innovation strategy, organizational innovation strategy and management and innovation strategy of service quality.

a. Implementation of infrastructure and environmental innovation strategies

Coastal Tourist Destination is a tourist attraction offered to tourists in the form of natural tourism, especially coastal and coastal tourism. This destination is an asset for pekraman villagers because as a service product is sold and the main motivation of tourists visiting. This destination factor has a strategic position as the main source of revenue for this nature tourism business and has a multiplier effect of other business development, such as culinary business, souvenirs / handicraft product and water sport. The strength of this destination is the natural condition of Pandawa beach is still natural, calm sea water is bluish, beautiful and beautiful. Community support is so strong for the sustainability of the arrangement and conservation of the coastal environment. The disadvantage is that access to Pandawa's beaches is heavy traffic and traffic jams, and garbage problems get delivered during the rainy season and big winds are difficult to control and predict. Efforts needed to facilitate and convenience of transportation to Pandawa tourist destination through the program widen the road and make the ring road South Badung. Waste problem can be done by establishing business unit to manage garbage and increase synergy between Badung regional government, pakraman village, village community and other tourism actors. Maintain and maintain the cleanliness and preservation of the coastal environment through the establishment of a unit business unit in the form of a waste bank and made *awig-awig*/regulation from pakraman village on the maintenance and preservation of the coastal environment.

b. Implementation of organizational innovation and management strategies

Pakraman Village is given full authority and responsibility to organize and manage coastal tourism destinations by Badung local government. The objective of this policy is to empower Pakraman villagers to own and manage tourism businesses, as well as to expand employment and improve the economy of local communities. Control of management of coastal tourist destination Pendawa in order to run well Pakraman Kutuh village to form a Village Owned Enterprises (BUMD) was decided based on the results of the meeting of village cricket members pakraman. This business entity is given to manage, develop and accountable to the village pakraman against performance targets have been set.

Innovative and creative business managers can create business unit development programs. Business problems can be solved immediately and bureaucratic delays can be reduced so as to achieve the target performance has been established pakraman village. The weakness of organizational and management indicators is the low entrepreneurial spirit of the villagers and the quality of human resources of business actors, the conscious tourism of the village community is always fostered and developed.

c. Implementation of Service Quality Innovation Strategy

Strong community support for the existence of coastal tourism destinations Pendawa because positive effect of economic, socio-cultural and religious aspects. Community participation in participating in maintaining security, tourist comfort and cleanliness of the coastal environment. The disadvantages are low quality of business actors, tourism awareness and public participation in the development of other business units.

Based on internal environment factor matrix (table.2) with infrastructure indicator, continuity of arrangement and environmental preservation, synergy of stakeholders, organization and management, and community participation. The highest strength factor is organization and management. pakraman village established a village-owned enterprise (BUMD) has full authority to manage, maintain and develop. Furthermore, the indicator of continuity of structuring and environmental preservation and the lowest strength is the synergy of stakeholders between local government, pakraman village, village community and travel agent. Indicators have the highest weakness is the low entrepreneurial spirit of the village community, the indicator of coastal cleanliness and the low quality of human resources.

The strategic implementation of the internal factor analysis (IFAS) and internal environment matrix is realized in the form of the program, focused on increasing entrepreneurship of business actors through training, workshops and mentoring as well as support and role models from local government, consistent and sustainable *bendesa pakraman*.

The value of local wisdom is the cultural values that exist in the Balinese society, in the form of ideas, views full of wisdom, wisdom, obeyed and implemented by members of the community. The values and views of the Balinese community include *karmaphala**, *Desa kalapatra*** and *tri kaya parisudha****. *Karmaphala* fosters attitudes and behaviors of

obedience and honesty. *Desa kalapatra* will foster attitude and behavior of tolerant and harmony relationship. *Tri Kaya Parisudha* grows attitude and behavior of loyalty, responsibility, and self-control (Udiyana, 2011: 161).

The accumulation of all that will create an aura of comfort, harmony and friendliness where this behavior is needed by the villagers in providing excellent service to tourists visiting the coastal tourist destination Pandawa. Friendly, tolerant and sincere service will have an impact on the satisfaction of tourists and this is a good promotion for Bali and Indonesia tourism.

E. Conclusion

The results of IFAS and EFAS matrix calculations obtained total IFAS score is 3.00 and EFAS is 2.67, it can be seen that the total strategy is in the first quadrant based on it then the total strategy set in this coastal tourism destination is growth strategic innovation, then formulated through infrastructure and environmental innovation strategies, organizational innovation and management strategies and service quality innovation strategies.

Socialization to the village community in order to change the pattern of life of the fishermen community into a tourism-based society and conduct education and training of international language, especially English, Japanese and Mandarin for local tour guide in order to smooth communication and information delivery to tourists visiting the coastal tourist destination Pandawa . Make village clear rules on the sytem of the village so that the interests of tourism and other community interests are not conflicting.

*Karmaphala** means the result of a deed done by someone. What is done, good or bad, that's what he enjoys in this life and later in the future until the natural noetic. Anything sown with action will return to You (Subagiasta, 2007: 27).

*Desa kala patra*** is the ability to make adjustments, tolerance and harmony of human relationships to the place / village, times and circumstances / patra (Udiyana, 2011: 151).

*Tri kaya parisudha**** comes from the word Tri means three, *Kaya* means behavior / act and *Parisudha* means good, clean, holy. Thus *Tri Kaya Parisudha* means three human behaviors in the form of thoughts, words and acts must be sanctified (Mudra, 1992: 65).

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