



Analysis of Operational Management and Tourist Attraction Facilities at Pura Luhur Uluwatu

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Abstract

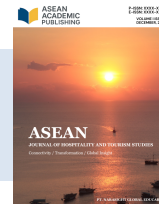
This study aims to analyze the operational management and facilities at the Pura Luhur Uluwatu tourist attraction in Badung Regency, Bali. Pura Luhur Uluwatu is a cultural tourist destination of great spiritual significance and a popular attraction among tourists. The high number of tourist visits necessitates effective operational management and the provision of adequate facilities to ensure visitor comfort and safety. This study employs a qualitative method with a descriptive approach. Data were collected through observation, interviews with management, and a literature review. The results indicate that operational management at Pura Luhur Uluwatu can be optimized through the implementation of an electronic ticketing system, clear staff role assignments, and structured operational coordination. Basic facilities such as parking areas, restrooms, pedestrian paths, and sarongs and shawls for tourists are already available to support visitor activities. However, several aspects still need improvement, such as parking capacity and the management of visitor queues during peak tourist periods. Therefore, strengthening operational management and developing facilities are necessary to improve service quality without neglecting the cultural and sacred values of the Pura Luhur Uluwatu area.

Keywords: Operational Management, Tourist Facilities, Tourist Attractions, Pura Luhur Uluwatu.

1. Introduction

It's no secret that Bali is one of the world's most popular tourist destinations, and its role in Indonesia's economy is abundantly clear (Pratama, 2025). But there's one aspect that people rarely discuss: how a tourist destination operates from the inside, day in and day out. Yet that is precisely where the problem lies. A pleasant tourist experience doesn't just come from natural beauty; it stems from the systems working behind the scenes. If management is haphazard, even the most attractive destination can slowly lose its charm. Experts such as Inskeep (1991) and Cooper et al. (2008) have long emphasized that sustainable tourism must balance three elements simultaneously: economic, sociocultural, and environmental. Operational management ensures that all three continue to function in harmony.

Among the many tourist attractions in Bali, Pura Luhur Uluwatu is one of the most compelling to study. Located on the edge of a cliff in the Pecatu area of South Kuta, Badung, and holding a special status, this temple is part of the Sad Kahyangan group the temples considered most sacred in Balinese Hinduism. At the same time, it is also one of the most



heavily visited cultural destinations on the island. On an average day, the area can welcome 3,000 to 4,000 visitors, a number that surges to 7,000 during peak season, and before the pandemic, it had reached as many as 12,000 visitors in a single day. These figures reflect the burden that the management must bear every day. Management of this area falls under the Uluwatu Temple Outer Area Tourist Attraction Management Board, which was established by the Pecatu Traditional Village based on Badung Regent Decree No. 2039 of 2012.

Once we began going out into the field to conduct direct observations and speak with management, the picture became far more complex than it appeared on the surface. Some things are already working quite well: an e-ticket system has been implemented, staff shifts are in place, and there's even a special team handling the monkeys that have long been "permanent residents" of this area. But on the other hand, many things still feel like they're only halfway there. CCTV cameras do not yet cover the entire area. There is no official limit on the number of daily visitors. Construction of a more adequate parking lot is not scheduled to be completed until around 2028. Seemingly minor issues, such as the availability of sarongs and restrooms, are still managed on an ad hoc basis, responding to problems as they arise rather than preventing them from the start. Not to mention the cost of feeding the monkeys, which can reach Rp3,000,000 per day a figure that illustrates just how much more complex the management of this area is than it appears. Heizer and Render (2014) note that effective operational management must be grounded in process efficiency, clear service standards, and measurable capacity control. By that standard, there remains a significant gap between the ideal conditions and the reality on the ground.

Several previous studies have examined Pura Luhur Uluwatu from various perspectives, yet none has comprehensively explored its operational management and facility conditions. Previous research has highlighted the influence of tourist attractions and service quality on visitor satisfaction (Sinabutar et al., 2024; Sari et al, 2026); the implementation of *Tri Hita Karana* values as the foundation for destination management amid increasing commercialization (Pujaastawa & Sudana, 2022; Pratama et al, 2026), and the accessibility challenges experienced by tourists with disabilities, particularly concerning physical barriers within the destination (Sumiarsa et al., 2025). Although these studies provide valuable insights into different aspects of Pura Luhur Uluwatu, they do not specifically address how operational management practices and supporting facilities are organized and maintained. Therefore, this study seeks to fill this research gap by examining the operational management system and the condition of tourism facilities at Pura Luhur Uluwatu.

This study employs the 4A framework (Attraction, Accessibility, Amenities, and Ancillary), which, according to Putri et al. (2025) and Sri Handayani (2019), is well-suited for assessing the readiness and quality of a tourist destination's management. Through this framework, we seek to analyze the conditions at Pura Luhur Uluwatu more systematically. There are three questions we aim to answer through this study: first, how does the current operational management system function in this tourist area; second, what are the conditions and quality of the facilities available to visitors; and third, what realistic recommendations can be implemented by the management, both in the near term and in the future.

2. Literature Review

Theory of Operations Management

Operations management is a series of activities that create value in the form of goods and services through the process of transforming inputs into outputs. According to Jay Heizer and Barry Render (2014), operational activities take place in various types of organizations,



whether they produce goods or services. Operations management does not only focus on the production process but also encompasses planning, organizing, and controlling activities to ensure that services run effectively and efficiently. Good operational management helps organizations improve service quality, minimize errors, and maximize the use of available resources (Kesumadewi, et al, 2026). At a tourist attraction, operational management involves regulating the flow of visitors, managing the workforce, and overseeing the facilities used by tourists. With good management, operational activities can run smoothly, thereby providing comfort and satisfaction to tourists

The Theory of Tourism Governance

Tourism governance refers to the relationships, coordination, and regulatory mechanisms among various actors involved in the management of tourist destinations, such as local governments, indigenous communities, cultural site managers, and tourism industry stakeholders. This approach views tourism management not as a linear policy but as an arena for the negotiation of power and interests. Hall (2011) explains that tourism governance serves to clarify the distribution of authority, participatory planning, and the sharing of benefits and responsibilities within the tourism sector. In the case of sacred sites such as Uluwatu Temple, governance encompasses regulating tourist access, defining the boundaries between profane and sacred spaces, managing the tourism economy, and fostering collaboration among temple custodians, traditional villages, and the Tourism Office.

The Concept of Tourist Attractions

A tourist attraction is anything that possesses uniqueness, beauty, and value capable of drawing tourists to visit. According to Law of the Republic of Indonesia No. 10 of 2009 on Tourism, a tourist attraction is anything that serves as the destination for tourist visits, whether in the form of natural beauty, culture, or man-made creations. Tourist attractions play a crucial role in driving tourist visits, as they are the primary reason people choose to travel. The success of a tourist attraction is determined not only by its uniqueness but also by how it is managed and the services provided to support tourist activities. In this study, Pura Luhur Uluwatu is a cultural tourist attraction that possesses both spiritual value and natural beauty. Therefore, effective operational management is necessary to ensure that tourist activities proceed in an orderly manner without disrupting the existing values.

3. Methods

This study employs a qualitative method with a descriptive approach. This approach was used to gain an in-depth understanding of and describe the operational management and facilities at the Pura Luhur Uluwatu tourist attraction based on conditions observed in the field. Qualitative methods are used to examine the natural conditions of a subject (Sugiyono, 2019). This study also conducted in the Pura Luhur Uluwatu tourist area, located in Pecatu Village, South Kuta Subdistrict, Badung Regency, Bali. The selection of the research location was based on the consideration that Pura Luhur Uluwatu is one of the most visited cultural tourist destinations. The focus of this study is on the operational management and facilities of the tourist attraction. The data used are qualitative data obtained from interviews, observations, and a literature review related to the research topic.

The data sources in this study consist of primary and secondary data. Primary data were obtained through interviews with the management of Pura Luhur Uluwatu and direct field observations, supported by documentation in the form of photographs and audio recordings.



Meanwhile, secondary data was obtained from scientific journals, reference books, and documents relevant to the research.

Data collection techniques included observation, interviews, and field documentation. Observations were conducted by examining the condition of facilities and operational activities within the tourist area. Interviews were conducted using a semi-structured approach to obtain more in-depth information from informants. Documentation was used as supporting data in the form of photographs, interview recordings, and field notes. The data analysis technique in this study employed a qualitative descriptive approach, in which the analysis process began with the collection of data obtained through observation, interviews, and a literature review. The collected data was then reduced to select and focus on information relevant to the study. Next, the data is presented in the form of descriptive narratives to ensure ease of understanding. The final stage involves drawing conclusions based on the results of the data analysis. These analysis results are then used to identify the strengths and weaknesses of the operational management and facilities at Pura Luhur Uluwatu.

4. Results and Discussion

4.1 Operational Management and Daily Governance of the Destination

Based on field observations and interviews with management at Pura Luhur Uluwatu, operational management has been carried out through a fairly structured system, particularly in managing the flow of tourist visits. The ticketing system used is electronic (e-ticket), with entry gates equipped with scanners, thereby speeding up the visitor entry process. “We now use e-tickets with a scanning system, so visitors can enter more quickly and lines are reduced,” said Mr. Ngurah, the manager of Pura Uluwatu (interview, 2026). Additionally, ticket counters remain staffed during peak hours, such as in the morning and afternoon, to accommodate surges in tourist numbers.

As part of visitor regulations, the use of sarongs and shawls is mandatory to uphold the sanctity of the Pura Luhur Uluwatu site. These items are provided by the management and maintained regularly, according to an interview with Mr. Ngurah, the manager of Uluwatu Temple:

“We wash the sarongs and shawls every other day, but staff usually have to work overtime so they’re ready for use the next day.....” (Interviews, 2026).

In terms of visitor volume, the number of tourists shows significant fluctuations. On regular days, it ranges from 3,000 to 4,000 people per day and can rise to as many as 7,000 during peak season:

“When it’s busy, it can reach seven thousand; before the pandemic, it even reached twelve thousand visitors per day.....” (Interviews, 2026).

Although there are no general visitor quotas, restrictions are still enforced for certain activities, such as Kecak performances and religious ceremonies. Human resource management is carried out through a clear division of tasks, involving ticket staff, parking attendants, security personnel, gardeners, medical staff, and traditional village security guards (pecalang). The work schedule is divided into two shifts, with specific supervision maintained 24 hours a day. Coordination among staff is supported by communication devices such as walkie-talkies (HTs). Additionally, safety is a major concern given the location’s cliffside



setting. Monitoring is carried out by specialized personnel and supported by CCTV, though coverage is not yet comprehensive. Accident response procedures are also in place, ranging from initial treatment by medical personnel to referral to a hospital if necessary.

4.2 Physical Infrastructure Feasibility Assessment

The results of field observations and interviews indicate that the physical infrastructure at Pura Luhur Uluwatu is sufficiently adequate to support tourism activities, although there are still some areas that need improvement. Basic facilities such as parking areas, restrooms, pedestrian paths, and sarong rental stations are available and functioning properly.

In terms of accessibility, this destination has provided support facilities such as wheelchairs and accessible restrooms. Some areas are already accessible to wheelchair users; however, access is not yet uniform throughout the entire site due to geographical conditions, particularly in areas with steep slopes. Nevertheless, there are still some infrastructure limitations that require attention, especially regarding parking capacity, which is currently unable to accommodate the increasing number of tourists. Therefore, plans are in place to construct a new parking lot managed by the traditional village, with the goal of paving it by 2028.

Additionally, the cliff formations as the main attraction require special attention. The issue of cliff fractures is a serious concern that has been addressed through various measures, such as the construction of a seawall to reduce erosion and the reinforcement of the cliff structure. In terms of security, CCTV cameras have been installed at several locations, but their coverage is not yet optimal, so further development is needed. Overall, the physical infrastructure at this destination is considered adequate but still requires improvement, particularly in terms of parking capacity, equitable accessibility, and optimization of the security system.

4.3 Cleanliness Standards

Based on field observations and interviews with management, cleanliness standards at the Pura Luhur Uluwatu tourist area have become an integral part of the destination's daily operations. Management has assigned cleaning staff responsible for maintaining public areas such as walkways, parking lots, public restrooms, and the Kecak Dance performance area. Cleaning is carried out regularly through a shift system to ensure the temple grounds remain clean during operating hours. Before entering the temple grounds, visitors are required to wear a shawl and sarong provided at the entrance. These shawls and sarongs are washed regularly every two days. However, this washing process requires staff to work overtime, as the shawls and sarongs must be available again the following day. Additionally, the presence of a monkey population in the area poses a unique challenge to maintaining environmental cleanliness. Monkeys often take food or items belonging to tourists, which can potentially create litter in the tourist area. To address this, management has assigned a special team of 16 people tasked with monitoring the monkeys' movements and providing them with regular feedings. Management also provides a dedicated bathing pool for the monkeys that is routinely cleaned and has previously carried out monkey sterilization as an effort to minimize disease transmission from the monkeys and slightly reduce the monkey population there, although these efforts have not had a significant impact on the existing population.



“Every six months, they come here to check the monkeys’ health, and sterilization is also performed. But because there are so many of them, the population continues to grow.....” (Interviews, 2026).

These efforts aim to reduce potential disturbances to tourists while maintaining order in the area. Therefore, there is still a need to improve the quality of sanitation management through a more systematic approach, such as developing better standard operating procedures (SOPs) for sanitation, adding trash bins at several strategic locations, increasing the stock of scarves and sarongs as spares, and raising tourists’ awareness of the importance of maintaining the cleanliness of the destination’s environment.

4.4 Quality of Staff Service

The quality of service provided by staff is one of the key factors that contribute to tourists’ experiences at a tourist destination. Based on interviews with management and direct observations, staff service at the Pura Luhur Uluwatu tourist area is organized through a clear division of tasks according to each staff member’s operational role. Staff involved in the area’s operations include ticket attendants, security personnel, cleaning staff, and attendants who assist tourists in putting on sarongs before entering the temple grounds. In practice, staff play a crucial role in informing tourists about the rules in effect within the temple grounds. For example, the requirement to wear a sarong, the prohibition against entering sacred areas, and warnings to be cautious of monkeys whether communicated directly, via information boards, or digitally. These interactions between staff and tourists serve not only as a form of service but also as an effort to maintain order and respect the cultural values and sacredness of the temple grounds.

From an operational management perspective, service quality is greatly influenced by the capabilities of human resources and adequate operational facilities. Based on field observations, the majority of staff have been able to provide friendly and informative service to visitors. However, when the number of tourists increases especially during peak visiting seasons or ahead of the Kecak Dance performance the intensity of interactions between staff and tourists becomes more limited due to the increased workload that staff must handle simultaneously.

“Since the crowds are heaviest in the afternoon, we assign more staff to work during that time. Those monitoring the cliff area aren’t directly on standby there because the area is quite extensive,” (Interviews, 2026).

Additionally, limitations in the surveillance system such as the uneven coverage of CCTV cameras throughout the entire site also have the potential to affect the effectiveness of monitoring tourist activities. This situation indicates that operational support facilities still need to be improved to help staff perform their duties and provide optimal service. Therefore, enhancing human resource capacity through tourism service training and strengthening operational support systems remain necessary to maintain consistent service quality, especially during periods of high visitor volume.

4.5 Efficiency in Visitor Queue Management



Visitor queue management is a key aspect of operational management at tourist destinations, particularly at sites with high visitor volumes such as Pura Luhur Uluwatu. Based on interview findings, this destination has implemented an electronic ticketing (e-ticket) system as part of its efforts to improve the efficiency of visitor service processes. The implementation of the e-ticket system allows the ticket purchase and verification processes to proceed more quickly compared to a manual ticketing system. With this system in place, the flow of visitors can become more efficient, thereby minimizing the likelihood of long lines at the entrance. Additionally, management has stationed staff at the entrance to assist with ticket verification and direct visitors to their intended areas.

However, queue management is still affected by fluctuations in visitor numbers. According to data from the management, the number of visitors under normal conditions can reach between 3,000 and 4,000 people per day, while during peak seasons, this number can increase significantly. This surge in visitor numbers often occurs ahead of the afternoon Kecak Dance performance, which is one of the main attractions at the Pura Luhur Uluwatu complex. During this time, there is a surge in visitor numbers at several points, such as the ticket booth area, the area where sarongs and shawls are sold, and the access points leading to the performance venue. To date, there has been no official policy regarding visitor limits or a daily visitor quota system. Visitor restrictions are only enforced for those attending the Kecak Dance performance—limited to 1,200 people—and even then, this is due to the limited size of the performance area. However, capacity management is a crucial strategy for maintaining the efficiency of service processes and visitor comfort. Without clear capacity regulations, potential visitor congestion can negatively impact tourist comfort and the effectiveness of the tourist area's management (Pratama et al, 2026; Sari et al, 2026; Widyayanthi et al, 2026). In general, the implementation of the e-ticket system has helped improve the efficiency of visitor entry processes at the Pura Luhur Uluwatu site. However, to further optimize the effectiveness of queue management, the management needs to consider implementing a visitor capacity control system, organizing tourist flow patterns, and developing a technology-based visitor management system to anticipate surges in tourist numbers at certain times (Wijana et al, 2026).

5. Conclusion

Based on the findings of this study, it can be concluded that the operational management of the Uluwatu Temple tourist destination has been implemented effectively and in a well-structured manner to support tourism activities. This is reflected in the implementation of an electronic ticketing (e-ticketing) system that streamlines visitor entry, the clear allocation of staff duties and work shifts, and effective operational coordination supported by communication devices. In addition, the management has paid close attention to safety and the sacredness of the site by enforcing regulations requiring visitors to wear traditional sarongs and sashes, restricting certain activities, and conducting supervision in high-risk areas such as the cliffside. In terms of facilities, essential infrastructure, including parking areas, restrooms, pedestrian pathways, and other supporting amenities, has been provided and is generally adequate to meet visitors' needs. The cleanliness of the destination is also well maintained through routine cleaning services and environmental management practices that take into account the presence of monkeys as one of the site's distinctive tourist attractions.

Nevertheless, the study also identifies several challenges that require further attention to optimize destination management. One of the primary concerns is the deterioration of the cliff caused by coastal erosion, which poses potential safety risks to both visitors and staff, particularly during periods of high tourist arrivals. Furthermore, several infrastructure



limitations remain, including insufficient parking capacity, incomplete accessibility facilities for visitors with disabilities, and the limited number of CCTV cameras installed throughout the destination. From an operational perspective, staff workload increases significantly during peak tourism seasons. In addition, waste management procedures still require a more systematic approach, while interactions between tourists and monkeys continue to present safety concerns that need to be managed more effectively.

To address these challenges, several development strategies are recommended to enhance the destination's safety, service quality, and visitor experience. With regard to safety, management should strengthen cliff protection through cliff reinforcement, seawall construction, relocating safety barriers approximately two meters away from the cliff edge, establishing inspection pathways, and conducting regular monitoring of cliff conditions. Infrastructure improvements should include expanding parking facilities, providing more comprehensive accessibility features for visitors with disabilities, and enhancing security through the installation of additional CCTV cameras in strategic locations. Moreover, operational performance and human resource capacity can be improved through continuous staff training, the development of more comprehensive Standard Operating Procedures (SOPs), the provision of additional supporting facilities such as waste bins and adequate stocks of traditional sarongs, the recruitment of additional personnel during peak seasons, and more systematic management of monkey–visitor interactions.

Overall, this study demonstrates that the operational management of the Uluwatu Temple tourist destination has established a solid foundation for supporting tourism activities. However, further improvements in risk mitigation, infrastructure development, human resource management, and the integration of advanced technologies remain essential to ensure sustainable destination management. Strengthening these aspects is expected to enhance service quality, visitor safety, and overall tourist satisfaction while preserving the cultural values, sacredness, and environmental integrity that distinguish Uluwatu Temple as one of Bali's most iconic tourism destinations.

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